Open Session Agenda

Welcome, Call to Order and Roll Call

ACTION ITEMS:

1. Review and Approve Consent Agenda

1A. Consideration of Approval of Minutes for:
   Open Session Meeting of September 22, 2017
   A 4-16

1B. Consideration of Approval of Resolution Reauthorizing Treasurer to
    Execute Grant Agreements with Federal Transit Administration or
    Missouri Department of Transportation
   B 17-18

1C. Consideration of Approval of Reappointment to the Show Me Center
    Board of Managers
   C 19

1D. Consideration of Approval of Reappointments of MIC Board Members
   D 20

1E. Consideration of Approval of Reappointment to the River Campus
    Board of Managers
   E 22

1F. Consideration of Approval of Academic Program Changes:
   A. New Program – Bachelor of Applied Science (BAS) in
      Applied Technology
   B. New Option – Bachelor of Science in Agribusiness – new options in
      Agriculture Communications and Agriculture Systems Management
   F 23-84
REPORT ITEM:

2. University President’s Report

ACTION ITEMS:

3. Consideration of Acceptance of Annual Audits from Rubin Brown for Year Ending June 30, 2017
   - Annual Financial Report
   - Systems Facilities Financial Report


5. Consideration of Approval of Conferring of Degrees for Summer & Fall 2017

6. Consideration of Approval of Faculty Senate Bills A. 17-A-18 Academic Program Review Policy

7. Consideration of Approval of Academic Restructure – Dissolve the Department of Modern Languages, Anthropology and Geography and merge it into two existing departments thereby creating Department of History and Anthropology and Department of Communication Studies and Modern Languages

8. Consideration of Approval of Academic Restructure – Merge the Department of Criminal Justice and Sociology with the Department of Social Work to create a new Department of Criminal Justice, Social Work and Sociology

REPORT ITEMS:


11. Student Presentation

12. Student Government Association Update

13. Grant Funding and Sponsored Programs Presentation
ACTION ITEM:

14. Consideration of Motion for “Closed Session for Appropriate Considerations:”
   A. RSMo 610.021(1) -- pertaining to legal actions, causes of action or litigation involving a public governmental body and confidential/privileged communications between the Board and its attorneys
   B. RSMo 610.021(3) -- pertaining to the hiring, firing, disciplining or promotion of personnel

ACTION ITEM:

15. Reconvene Open Session

16. Announcement of Actions Taken in Closed and Closed Executive Sessions

17. Election of Board of Regents Officers
   A. President
   B. Vice President

18. Consideration of Motion to Adjourn Board of Regents Meeting

*Accessible to Physically Handicapped or Disabled*
MINUTES OF THE OPEN SESSION
OF THE
SOUTHEAST MISSOURI STATE UNIVERSITY
BOARD OF REGENTS
HELD ON THE
TWENTY-SECOND DAY OF SEPTEMBER 2017

The Board of Regents for Southeast Missouri State University convened at 9:30 a.m. on Friday, September 22, 2017, in the Board of Regents Room, Academic Hall, on the campus of Southeast Missouri State University. Mr. Jay B. Knudtson, President of the Board of Regents called the meeting to order and asked Board of Regents Secretary Mr. Christopher R. Martin to call roll to establish quorum. Regents responding present were: Mr. Jay B. Knudtson, President of the Board of Regents; Ms. Kendra Neely-Martin, Vice President of the Board of Regents; Mr. Edward P. Gargas; and Mr. Thomas M. Meyer. Regents Phillip M. Britt and Donald G. LaFerla were absent. There was no Student Representative to the Board of Regents present as the position remains vacant pending gubernatorial appointment. Quorum having been established, Board President Knudtson welcomed those in attendance and outlined the Board’s various agendas for the meeting and proceeded to the first order of business.

Also present were: Dr. Carlos Vargas, President of Southeast Missouri State University; Dr. Karl Kunkel, Provost; Dr. Debbie Below, Vice President of Enrollment Management and Student Success; Mr. William P. Holland, Vice President of University Advancement; Mr. Brady Barke, Director of Athletics; Ms. Kathy Mangels, Board Treasurer; Mr. Christopher R. Martin, Board Secretary; and Mr. Al Spradling, Legal Counsel. Board President Knudtson presided.

CONSIDERATION OF APPROVAL OF MINUTES

A motion was made by Regent Neely-Martin and seconded by Regent Gargas to approve the open session minutes of June 26, 2017, as written [Attachment A]. The motion carried unanimously.

UNIVERSITY PRESIDENT’S REPORT

Board President Knudtson called upon University President Vargas to deliver his University President’s Report. University President Vargas shared the following information with the Board of Regents:

- The Economic and Business Engagement Center, through the Continuing Education Department, is now issuing digital badges to non-credit bearing learners to highlight their skills and competencies. The first badge issued was for participants of a Nano Bio-Engineering training provided by Dr. Gosch and the Department of Physics and Engineering Physics.
- Andy Chronister, Agriculture Technology Coordinator at the Economic and Business Engagement Center provided a drone technology presentation to 9th and 10th grade students at Cape Central High School on Thursday, September 21st. This presentation is
part of a larger effort to introduce STEM occupations and their applicable Southeast degree programs to high school students. The Engagement Center, in collaboration with the Office of Dual Credit, is coordinating the effort. Other presentations being planned in collaboration with the Office of Dual Credit will include the Computer Science and Chemistry departments.

- The News Bureau has relocated to the Office of the President over the summer. The News Bureau consists of Ms. Ann Hayes, News Bureau director; Ms. Michelle Queiser, communications specialist; a graduate assistant and a student worker (Maggie Pike, Member of the Women’s Soccer Team).

- Currently there is legislation before Congress that could authorize a new national historic site in Ste. Genevieve. After meeting with National Park Service representatives, the University provided a letter of support for this endeavor due to the possible experiential learning opportunities it would provide Southeast students and the potential positive economic impact it could have on our region.

- The Conservatory of Theater and Dance has received full accreditation by the National Association of Schools of Dance. Southeast is now one of two institutions in Missouri that has this accreditation.

- The start of the fall semester marked the official beginning of three new academic programs at Southeast – a Master’s Degree in Industrial Organizational Psychology (5 graduate students enrolled) – and undergraduate degrees in Unmanned Aircraft Systems (12 students), and Industrial and Systems Engineering (6 students).

- Planning and production work is moving forward on the world premiere of An American Hero written by faculty member Kenn Stilson and recent theater alum Cody Cole. This production involves the efforts of various veterans and military groups including American Legion, VFW, Veterans Home, and Southeast military programs. The show opens September 27.

- Academic scholarship offerings have been expanded to attract more non-Missouri residents. Effective this fall, the Midwest Achievement Award is now available nationwide. Previously the scholarship was only available to non-Missouri residents in seven Midwest states. This scholarship covers the difference between the out-of-state tuition and in-state tuition rates, and is valued at $5535 in FY2018.

- The University recently announced changes (effective fall 2017) to the Code of Student Conduct and the Procedures for Defining and Adjudicating Sexual Violence Cases Involving Students. The revisions align with national best practices and improve transparency with the University community and other constituents.

- The University will launch a new website home page next week. Some features of the enhanced design include: links to Southeast’s new admissions content for Spanish speaking visitors; a new “About Southeast” section; and tools to ease website navigation.

- Renovation of Grauel Building was completed and departments moved back into the building before the start of the fall 2017 semester. The three-story concrete structure, which was built in 1965, currently houses the academic departments of Mass Media, Communication Disorders, and English. The renovated building has 22 updated classrooms, 54 dedicated faculty offices and bullpen space for adjunct faculty, and student lounge space.
• The Office of Research & Grant Development established a Facebook group for communicating with faculty about external funding opportunities, faculty projects and other grant related activity, in an effort to stimulate external funding.
• 128 student-athletes were named to the OVC Commissioner’s Honor Role for the 2016-17 academic year. Student-athletes must have earned a 3.25 GPA or higher. This was the second highest total of any OVC school.
• Football is once again partnering with Saint Francis Medical Center for the Pink Up game, which will occur November 4 vs. UT-Martin. The jerseys will be auctioned off for the right to place the name of a cancer survivor/victim on the back of the jersey and the student-athletes will play in their honor. Proceeds will provide free cancer screenings to those throughout the region. More than $45,000 has been raised in the past two years.
• Recipients for Alumni Merit Awards, Faculty Merit Award, Distinguished Service Awards, and the 2017 Distinguished Young Alumni Award have been identified.
• Alumni Merit Award recipients and the Faculty Merit Award recipient will be honored at the annual Copper Dome Dinner on Friday October 13th. Recipients include: Mr. Glenn Campbell, Dr. Maude Harris, Mrs. Suzan Noel Knese, Dr. Shelton Smith, Mr. Steve Taylor, and Dr. Mark Wildhaber.
• The 2017 Faculty Merit Award recipient is Dr. Jeremy Barnes.
• Distinguished Service Award and the 2017 Distinguished Young Alumni Award recipients will be honored at the All Alumni Breakfast on Saturday, October 14th. DSA recipients are TG Missouri and Mr. Forrest and Mrs. Ernestine Kidd. The Distinguished Young Alumni Award recipient is Mr. Nick Maddock.

CONSIDERATION OF APPROVAL OF THE ADDITION OF SECTION 10, INFORMATION TECHNOLOGY, TO THE BUSINESS POLICIES AND PROCEDURES MANUAL AND THE POLICY STATEMENTS, EFFECTIVE FALL 2017 SEMESTER

Board President Knudtson called upon University President Vargas to introduce Ms. Kathy Mangels, Vice President of Finance and Administration, to present a motion to approve the addition of Section 10, Information Technology, to the Business Policies and Procedures Manual and the Policy Statements, effective fall 2017 semester. [Attachment B]

Vice President Mangels referred Regents to Attachment B in their Board materials for complete details. She stated that approximately ten years ago the Board of Regents considered guidelines to govern information technology use and security at Southeast Missouri State University but that the Board of Regents had never formalized those guidelines into official policy. The motion presented to the Board of Regents would accomplish that. Vice President Mangels stated that the recommendations presented to the Board were the result of a collaborative working group made up of representatives from all across campus, including the Department of Information Technology and the Dr. Vijay Anand, Associate Professor of Cybersecurity. Vice President Mangels further stated that these policies will not only enhance information technology protocols for the university, but also assist in the institution’s efforts in cybersecurity to pursue various accreditations and distinctions.
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September 22, 2017
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Before proceeding to a vote, Board President Knudtson inquired where the university needs to go
concerning information technology and stated that IT should be a huge priority for Southeast
Missouri State University. University President Vargas responded that IT is an area where
institutions are having to pay increasing attention to and that it is very important for Southeast
Missouri State University to keep a focus on it. Vice President Mangels expanded saying that
the Department of Information Technology is leading an initiative to update the university’s IT
Master Plan. Board President Knudtson thanked everyone for their work and ended his
comments by saying that while the institution may be experiencing challenging budget times,
Southeast Missouri State University must continue to explore ways to invest in and enhance its
IT infrastructure.

A motion was made by Regent Meyer and seconded by Regent Gargas to approve the addition of
Section 10, Information Technology, to the Business Policies and Procedures Manual and the
Policy Statements, effective fall 2017 semester [Attachment B]. The motion carried
unanimously.

CONSIDERATION TO APPROVE THE TRANSFER OF THE SPECIAL COURSE FEE
FOR DRAWING FOR THEATRE II COURSE, COMMENCING WITH THE SPRING
2018 SEMESTER.

Board President Knudtson called upon University President Vargas to introduce Ms. Kathy
Mangels, Vice President of Finance and Administration, to present a motion to the transfer of the
special course fee for Drawing for Theatre II Course, commencing with the spring 2018
semester. [Attachment C]

Vice President Mangels referred Regents to Attachment C in their Board materials for complete
details. She stated that the Board of Regents approved the requested $20 special fee on the
Drawing for Theatre II course in the Conservatory of Theatre & Dance at their May 12, 2017
Board of Regents meeting but that the wrong course number was inadvertently provided. The
requested action would remedy that by moving the previously approved $20 special fee to the
correct course number.

A motion was made by Regent Gargas and seconded by Regent Neely-Martin to transfer of the
special course fee for Drawing for Theatre II Course, commencing with the spring 2018 semester
[Attachment C]. The motion carried unanimously.

CONSIDERATION TO APPROVE REVISED POLICY STATEMENTS FOR SECTION
02-18, REFUND FOR TUITION, GENERAL AND COURSE FEES, EFFECTIVE FALL
2017 SEMESTER

Board President Knudtson called upon University President Vargas to introduce Ms. Kathy
Mangels, Vice President of Finance and Administration, to present a motion to approve revised
policy statements for Section 02-18, Refund for Tuition, General and Course Fees, effective fall
2017 semester. [Attachment D]
Vice President Mangels referred Regents to Attachment D in their Board materials for complete details. She stated that the requested action is required in the University’s Financial Aid Program Participation Agreement with the Department of Education. If approved, the change would broaden the institution’s refund policy and procedures to include fees and Title IV funds.

A motion was made by Regent Neely-Martin and seconded by Regent Gargas to approve revised policy statements for Section 02-18, Refund for Tuition, General and Course Fees, effective fall 2017 semester [Attachment D]. The motion carried unanimously.

CONSIDERATION OF APPROVAL FOR ACADEMIC PROGRAM CHANGES

Board President Knudtson called upon University President Vargas to invite Provost Karl Kunkel to present a motion recommending the approval of the following academic programs:

- New Program – Masters of Arts in Teaching: Middle and Secondary Education
- New Program – Film and Literature Minor

[Attachment E]

Provost Kunkel stated that the Masters of Arts in Teaching was being presented to address a shortage of teachers with a strong STEM background in schools across Missouri and the nation. He noted that after reviewing 11 various programs in Missouri, the program proposed by Southeast would be the only one offered fully online.

The Board of Regents acted on the requests separately.

A motion was made by Regent Meyer and seconded by Regent Neely-Martin to approve the New Program – Masters of Arts in Teaching: Middle and Secondary Education [Attachment E]. The motion carried unanimously.

A motion was made by Regent Gargas and seconded by Regent Meyer to approve the New Program – Film and Literature Minor [Attachment E]. The motion carried unanimously.

CONSIDERATION TO APPROVE A RENEWAL OF THE CHARTER FOR LIFT FOR LIFE ACADEMY

Board President Knudtson called upon University President Vargas to invite Provost Karl Kunkel to present a motion to approve the renewal of the Charter for Lift for Life Academy from July 1, 2018 through June 30, 2023. [Attachment F]

Provost Kunkel referred Regents to Attachment F in their Board materials for complete details and noted that the request before the Board of Regents for renewal of the charter for Life Academy also includes approval for the school to expand their services from grades six through twelve to Pre-Kindergarten through twelfth grade. Dr. Diana Rogers-Adkison, Dean of the College of Education at Southeast Missouri State University, joined Provost Kunkel for the
presentation. Prior to fully presenting the motion and entertaining questions, Provost Kunkel introduced individuals from Lift for Life Academy attending the meeting. Guests included: Mr. Scott Dolan, Lift for Life Academy Board President; Mr. Marshall Cohen, Lift for Life Academy Co-Founder and Executive Director; Dr. Katrice Noble, Deputy Director at Lift for Life Academy; and Ms. Laura Brock, Charter School Liaison.

Returning to the motion, Provost Kunkel noted that the Board of Regents approved the initial charter for Lift for Life Academy in April, 2000 for five years, followed by granting a one-year extension in April, 2005, and the first full renewal being approved in December, 2005. The Board of Regents approved subsequent extensions in October 2010 and October 2012. Provost Kunkel directed the Board’s attention to an Executive Summary included with Attachment F that supports the motion. The referenced document addressed Lift for Life Academy’s mission; values; performance goals; student demographics; educational philosophy, foundations and culture; their annual performance report; and academy strategies designed to improve performance. Provost Kunkel explained to the Board of Regents that if they approve the request, the Lift for Life Academy application packet will be submitted to the State Board of Education at their December 2017 meeting.

Moving to discussion and questions, Board President Knudtson asked whether there is a financial impact on Southeast Missouri State University as sponsor of Lift for Life Academy. University President Vargas responded there was not a financial liability due to grant funds received to support the relationship. Board President Knudtson further inquired as to what advantage Southeast Missouri State University receives from sponsoring this particular charter school. Provost Kunkel noted in reply that the sponsorship of Lift for Life Academy gives Southeast Missouri State University a presence in the St. Louis area, it serves as a recruitment tool for the university, and it provides field experience sites for College of Education students. Board President Knudtson also inquired about how Lift for Life is held accountable, to which College of Education Dean Diana Rogers-Adkinson responded providing information on the engagement of external consultants and use of independent audits.

Mr. Scott Dolan, Lift for Life Board President, commented that the school creates a culture of stability and community for its students and that it is having a very positive impact on the lives of children in the greater St. Louis area. Southeast Board President Knudtson asked Mr. Dolan whether he felt Lift for Life could exist without Southeast. Mr. Dolan responded that by law, no. However, the school views its relationship with Southeast as a mutually beneficially partnership. University President Vargas echoed this by saying he has tried to make a priority the belief that the relationship is much more than just a business relationship; but, rather, a true partnership benefiting everyone – Southeast, Lift for Life, and the students served. Regent Kendra Neely-Martin commented that she believes Southeast and Lift for Life have a great relationship and that she would like to see the partnership continued.

Hearing no further discussion, or questions, a motion was made by Regent Neely-Martin and seconded by Regent Meyer to approve the renewal of the Charter for Lift for Life Academy from July 1, 2018 through June 30, 2023, which included expansion of services from grades six through twelve to Pre-Kindergarten through twelfth grade [Attachment F]. The motion carried unanimously.
CONSIDERATION OF ITEMS CONCERNING UNIVERSITY’S MASTER PLAN

Board President Knudtson called upon University President Vargas to invite Ms. Kathy Mangels, Vice President of Finance and Administration to present a motion to approve a renovation budget for the Cottonwood facilities and to authorize administration to proceed with design and construction during FY2018. [Attachment G]

Vice President Mangels began by introducing individuals from the Lawrence Group – Tim Rowbottom and Julie Steffens – that were in attendance to assist with the presentation.

Mr. Rowbottom began by thanking the Board of Regents for the Lawrence Group’s relationship with Southeast in various forms over the last 14 years. He then noted that the Master Plan conversation has been looking at space utilization, classroom distribution, and building and program recommendations.

Mr. Rowbottom and Ms. Steffens then reviewed various options of how Dempster Hall, Cheney, the Art Building, Brandt, Crisp, Dearmont, Pacific, Kent Library, and the Cottonwood facility could be impacted, enhanced or repurposed as a result of the Master Plan. The scenarios reviewed begin with the full report provided in the Board packet starting on page 77 of the Open Session materials.

Regarding Pacific, an option could include relocating to there Southeast Online, Dual Credit and Advanced Placement. Another opportunity could be the inclusion of off-campus programs. Vice President Mangels noted that all of these departments enjoy great synergy and because they work frequently together, having them in the same location could enhance services and efficiencies.

Regarding Crisp, an option could include collocating units that would create a comprehensive health and wellness facility – the health clinic, the nursing program, and counseling and disability services.

Regarding Dempster, short-term and long-term options impacting the cybersecurity program were reviewed. An example shared was the need for a more robust facility for use with student recruitment and a possible space for a cyber-stadium. Ms. Steffens noted that this would be an area where additional detail and plans would be reviewed in future conversations with the Board of Regents. Regent Meyer noted that he was pleased conversations were taking place to elevate the cybersecurity program, but inquired about the timeline for enhancements under either a short-or-long-term option. Vice President Mangels responded that any work that would need to be done would most likely have to take place over an extended break period such as the summer.

Regarding Art Building, two options were discussed: (1) a dedicated classroom building; and (2) a dedicated computer science building. The Lawrence Group team noted that perhaps the best use for Cheney may be something to support the needs of residence life. Regent Neely-Martin noted her appreciation for the presentation but inquired about how state funding could impact the various ideas reviewed. Vice President Mangels stated that funding – state and institutional – will be a part of the decision process once recommendations are made to move forward.
The balance of the presentation focused on the former Cottonwood facility. Vice President Mangels led the conversation by stating that the idea being presented is to convert Cottonwood into a place for Southeast’s international community noting that the International House was never designed to be an office. Further, the IEP program is separated and located in Pacific, so converting Cottonwood to a new International Village where all things international services and programming could exist would make sense.

Board President Knudtson asked what happened to make the Cottonwood facility available for new use. Vice President Mangels responded that the state of Missouri had used the facility since the mid-1980s but that the holder of the current lease decided not to renew with Southeast. She added that Southeast has always discussed the need for better facilities to support the international community on campus and that the Master Plan process afforded this opportunity. Board President Knudtson inquired whether the institution’s budget would be impacted by the decision of the former Cottonwood tenants not to renew their lease. Vice President Mangels shared that budget monies have been identified and can be reallocated to support maintenance and upkeep of the facility replacing former lease income.

Regent Gargas inquired whether repurposing the facility to a new International Village would present an opportunity for international enrollment, programming and services to grow. Vice President Mangels commented that the complex is made up of several buildings, which would accommodate current needs and future growth and that she believed such an asset could benefit Southeast in its international recruitment efforts.

Following the discussion of plans for converting Cottonwood into a new International Village, Vice President Mangels presented a motion to approve a renovation budget for the Cottonwood facilities and authorize administration to proceed with design and construction during FY2018. A motion was made by Regent Meyer and seconded by Regent Neely-Martin to approve a renovation budget for the Cottonwood facilities and authorize administration to proceed with design and construction during FY2018 [Attachment G]. The motion carried unanimously.

**CONSIDERATION OF APPROVAL OF AN AMENDMENT TO MISSOURI INNOVATION CORPORATION BYLAWS**

Board President Knudtson called upon University President Vargas to invite Ms. Kathy Mangels, Vice President of Finance and Administration, to present a motion to approve a change to the first sentence in Article II, Section 2 of the Amended and Restated Bylaws of the Missouri Innovation Corporation to read: *The number of Directors of the Corporation shall not be less than three (3) and not more than nine (9).* [Attachment H]

Vice President Mangels provided background stating that the original size of the Missouri Innovation Corporation (MIC) board reflected what was being proposed to Regents for consideration. She noted that changes were made in December 2014 to provide for the expansion of the Board to include no less than 9 members and not more than 15, but that MIC Board members felt that was no longer necessary. Vice President Mangels stressed that the action requested should not be interpreted as lessening the institution’s commitment to economic
development; but rather, an opportunity to realign the Board in a manner consistent with current business practices. In closing her remarks, Vice President Mangels noted that the MIC Board had previously approved the change and that the final step was Board of Regent consideration.

A motion was made by Regent Gargas and seconded by Regent Meyer to approve a change to the first sentence in Article II, Section 2 of the Amended and Restated Bylaws of the Missouri Innovation Corporation to read: The number of Directors of the Corporation shall not be less than three (3) and not more than nine (9) [Attachment H]. The motion carried unanimously.

STUDENT PRESENTATION

University President Vargas introduced, Damon Washington, a Southeast Missouri State University student, to make the student presentation to the Board.

Introducing Mr. Washington, University President Vargas noted that he is a senior pursuing a Bachelor of Science in Business Administration with a focus on Integrated Marketing and Sales Management. University President Vargas also shared that while at Southeast Damon has served as Fundraising Chair of Lambda Pi Eta, the National Communication Honor Society; has completed the certification program for Ethical Leadership through the National Association of State Boards of Accountancy; and has participated in Collegiate DECA competitions most recently securing a First Place in Professional Sales at the State Career Development Conference along with two other top 10 finishes. Mr. Washington has also participated in an externship/job shadow at Boeing and completed a marketing internship with Auto Tire and Parts NAPA.

Mr. Washington commented that he has had great experiences during his time at Southeast Missouri State University. He stated that Southeast has helped him develop into a great person and that the College of Business has helped him become who he is today. While at Southeast, Damon shared that he has been able to compete in student sales competitions and because of these opportunities, he was able to secure post-graduation employment early in the fall semester, his last at Southeast.

Following his comments, Board of Regents members offered encouragement to Damon as he prepares for his career and congratulated him on his success while at Southeast.

STUDENT GOVERNMENT PRESENTATION

University President Vargas introduced, Hannah Ross, a Southeast Missouri State University student and Secretary of Southeast’s Student Government Association (SGA), to provide an update from Student Government on behalf of SGA President, Ms. Peyton Mogley.

Introducing Ms. Ross, University President Vargas noted that she is a senior at Southeast pursuing a degree in Social Work and Spanish. While at Southeast, Hannah has served as a volunteer and participated in many extracurricular activities in addition to Student Government, including SOL (Student Organization of Latinos), Lighthouse-Baptist Campus Ministry and EPIC Youth Substance Abuse Prevention Program.
Ms. Ross noted that this is her first year on SGA and that she was delighted to be presenting to the Board of Regents on behalf of SGA leadership. She shared that SGA continues to focus on the three “I’s” – Impact, Improve and Include – to bridge the gap between students, administration, faculty and staff. Ms. Ross commented that SGA, like Southeast, is also having on-going budget discussions and are working through challenges to ensure the future success of SGA.

Board President Knudtson inquired of Ms. Ross her opinion on the average level of engagement students have with SGA and she responded that while work remains, she believed that steps taken by SGA leadership to include more students has improved student-campus engagement. Board President Knudtson ended his comments thanking Ms. Ross and all of SGA for their leadership and stating that the Board of Regents respects SGA and recognizes the important role they, and all students, play in governance and the success of Southeast.

FACULTY SENATE PRESENTATION

University President Vargas welcomed Dr. Jim McGill to present to the Board on behalf of the Faculty Senate.

Dr. McGill started by acknowledging the comments of Ms. Hannah Ross and reflected on the role of SGA at Southeast. He commented that in his role as Chair of Faculty Senate he attends SGA meetings and that he is impressed with the level of engagement and leadership demonstrated by current SGA representatives, and that he has been pleased with their efforts to communicate with their fellow students and faculty.

Dr. McGill articulated that this year marks the 52nd Faculty Senate and that for 50 years Faculty Senate has been the voice of faculty at Southeast. He also commented that he appreciates the opportunities afforded by the Board of Regents to be at the table and engage in dialogue with Regents. He noted that while it is important for Faculty Senate to act, it’s also important for them to listen. The theme for Faculty Senate this year is faculty success – elaborating that because a key element of student success really relies on successful faculty, Faculty Senate is engaging in conversations to identify obstacles to success, to celebrate success, and to encourage success.

Regent Meyer asked that Dr. McGill pass along the Boards appreciation to all faculty for the important role they play at Southeast. Board President Knudtson commented that the relationship between Faculty Senate and the Board of Regents is easy in good times, but even more important during difficult times. University President Vargas commended Dr. McGill on his leadership of not only Faculty Senate, but also his deep levels of engagement in many activities all across campus.

REPORT ON THE QUALITY ASSURANCE OF ONLINE COURSES

University President Vargas called upon Dr. Bethany Alden-Rivers, Associate Provost for Academic Effectiveness and Student Success, to provide an update on Southeast’s online programs and the university’s quality of assurance of online courses initiative. [Attachment I]
Dr. Alden-Rivers walked Board of Regents members through the materials she provided in Attachment I. She noted that the quality of assurance review has been a three-year initiative at Southeast under the umbrella of "Quality Matters." During this process, nearly 300 faculty members completed training for online teaching and roughly, 460 courses were identified as meeting quality matters standards. Because of trainings provided, and enhancements made to online learning, Dr. Alden-Rivers shared that the institution has seen increases in A-grades earned by semester, and increased student engagement in online courses.

Following Dr. Alden-River's presentation, the Board of Regents had a brief dialogue with her—led by University President Vargas and Board President Knudtson—regarding the need to continue identifying improvements to online learning, and nurturing on-going faculty and student development.

**PROGRESS REPORT ON CONTRACTS AND FACILITIES MANAGEMENT PROJECTS**

University President Vargas called upon Ms. Kathy Mangels, Vice President of Finance Administration, to provide a progress report update on Contracts and Facilities Management Projects. [Attachment J]

Vice President Mangels called the Board's attention to projects related to: (1) the development of an NPHC Plaza and Central Pedestrian Corridor; and (2) branding enhancements to the University Center. She noted that the NPHC project was scheduled to be bid in November, with work tentatively set to begin in spring 2018.

Board President Knudtson thanked Vice President Mangels for her report and stressed the importance of seeing through to completion the NPHC Plaza project.

**INSTITUTIONAL UPDATES ON FALL 2017 ENROLLMENT AND BUDGET**

**Fall 2017 Enrollment**

University President Vargas called upon Dr. Debbie Below, Vice President of Enrollment Management and Student Success, to provide a report on fall 2017 enrollment.

Dr. Below commented that the report she would review was included in the Board packet beginning on page 118 of the Open Session materials. Dr. Below noted that the fall 4-week census was released on Tuesday, September 19 and showed a decline in total headcount of 4%. She noted that the majority of the decline could be attributed to declines in enrollment from three groups—high school students, international students, and graduate students. Highlighting different areas of the report, Dr. Below stated that dual credit programming is now available in 43 Missouri and 3 Illinois High Schools. Further, enrollment of students directly from high school reached 1,693 this fall, and that 2,988 total students were living on campus, which reflected the highest occupancy level at Southeast in recent years. One growth area reviewed by Dr. Below included a 7.7% increase in students solely enrolled in web courses. Dr. Below
closed her comments by reviewing Southeast’s Retention and 6-year Graduate rates, noting that both were believed to be among some of the highest since Southeast began tracking such data. Discussion with Board of Regents members followed.

Regent Kendra Neely-Martin expressed interest in how Southeast’s enrollment compared to other schools and whether the declines are part of a trend across the nation – she also commented about the capacity in residence halls. Dr. Below responded that while not all schools in Missouri had released their census data, there is reason to believe that other institutions in Missouri had declines, particularly in international students.

Board President Knudtson commented about the growth in online enrollment and his concern about enrollment at the Regional Campuses. University President Vargas replied that these were both areas the institution would further look at. Regent Meyer added that while enrollment at Regional Campuses should be reviewed, Southeast needs to be mindful of its obligation to those communities and what those campuses mean for access to higher education in the bootheel. Board President Knudtson congratulated the institution on the increased retention and completion rates.

Regent Gargas inquired about Southeast’s relationship with Three Rivers and its other community college partners. Dr. Below and University President Vargas both replied that there are initiatives underway to ease transfer of students from community college to Southeast, specifically, Southeast’s new Transfer Mentor Program, and that conversations are on-going with these schools to identify areas of increased collaboration and partnership. Regent Gargas also encouraged leadership to look at what other schools in Missouri and surrounding states are doing to increase enrollment.

Budget

University President Vargas called upon Ms. Kathy Mangels, Vice President of Finance and Administration, to provide a report on the budget.

Vice President Mangels commented that the report she would review was included in the Board packet beginning on page 126 of the Open Session materials. She reminded Board members that when budget discussions were presented at the May 2017 Board of Regents meeting a commitment was made to provide regular updates on a continued basis. The report reviewed adheres to this, providing Board approved numbers and a comparison to FY18 Year to Date results. Vice President Mangels noted that things that continue to impact Southeast’s budget include the unknown of future state appropriations and whether budget withholds will be made during FY18, benefit increases, and on-going institutional needs. She shared that the University President Vargas continues to engage the campus community on the budget through “Dear Colleague” letters and meetings with various constituent groups such as faculty, staff and students.

Board President Knudtson thanked Vice President Mangels for her update and noted his belief that University President Vargas and the entire leadership team is working extremely hard to address the budget and that he appreciates that preliminary decisions have been made without
impacting the student experience. He ended his comments by stating the support of the Board of Regents for all decisions that need to be made and conversations that need to be had to navigate budget challenges.

CONSIDERATION OF MOTION FOR CLOSED SESSION

A motion was made by Regent Gargas and seconded by Regent Neely-Martin to recess the Open Session and convene Closed Session for the consideration of the following:

A. RSMo 610-021.1 – pertaining to legal actions, causes of action or litigation
B. RSMo 610-021.3 – pertaining to the hiring, firing, disciplining or promotion of personnel

A roll call vote was taken. Voting in favor were Regents Gargas, Knudtson, Meyer and Neely-Martin. Regents Britt and LaFerla were absent from the meeting. The motion carried.

ANNOUNCEMENT OF ACTION TAKEN IN CLOSED SESSION

Upon reconvening the Open Session, Board President Knudtson announced that during Closed Session, the Board approved the minutes of the June 26, 2017 Board of Regents Meeting by a vote of 4-0 with Regents Gargas, Knudtson, Meyer and Neely-Martin voting to approve. Also during Closed Session, the Board heard an update on personnel actions pertaining to the hiring or promotion of personnel and had a discussion with University Counsel on legal matters.

CONSIDERATION OF MOTION TO ADJOURN

A motion was made by Regent Neely-Martin and seconded by Regent Gargas to adjourn the meeting. The motion carried unanimously.

Christopher R. Martin
Secretary, Board of Regents

APPROVED:

Jay B. Knudtson
President, Board of Regents
Southeast Missouri State University
BOARD OF REGENTS
MOTION CONSIDERATION FORM
December 15, 2017
Open Session

I. Motion to be Considered:

Approve an updated resolution authorizing the Treasurer of the University to execute and file applications for grant assistance and grant agreements with the Federal Transit Administration or the Missouri Department of Transportation.

II. Background:

The application process with the Missouri Department of Transportation (MoDOT) and the Federal Transit Administration (FTA) requires that the applicant have a current resolution authorizing an individual to execute grant applications and agreements on behalf of the University. In previous years, the University has received funding from MoDOT to offset the operational costs of running the campus shuttle system and capital funds from FTA for the construction of the transit way, multi-modal transfer facility and the transit nexus.

In 2012, the Board authorized the University to be a participating entity in the Southeast Metropolitan Planning Organization (MPO), a local board responsible for planning and pursuing funding for transportation services/infrastructure in Cape Girardeau County. Participation in the Southeast MPO continues to provide access to state transportation dollars, in addition to potential new funding sources at the federal level.

The board has authorized resolutions in 1999 and 2014 designating the Treasurer as the authorizing individual for MoDOT and FTA grant applications and agreements. In order to continue to apply for these grant funds, the University must provide a current authorizing resolution. The attached resolution (Attachment 1) continues to designate the Treasurer of the University as the authorizing individual, and reflects our current participation in the Southeast MPO.

---

Recommended By:
Student Government
Faculty Senate
Administrative Council
VP, Finance & Admin.
VP University Advancement

Chairperson
Dean
Academic Council
Provost
President

Board Action on:
Motion By:
Second By:
Vote: Yeas: Nays:
AUTHORIZING RESOLUTION

WHEREAS, the Missouri Department of Transportation is authorized to make grants for general public transportation projects using funds made available by the Federal Transit Administration under the following programs: Section 5309, 5310 and 5311 of Title 49, U.S.C. and / or State Transit Funds; and,

WHEREAS, contracts for financial assistance will impose certain obligations upon the applicant, including the provision of the local share of project costs; and,

WHEREAS, it is the goal of the applicant to provide the best transit system that can be provided with the funds available,

NOW, THEREFORE, be it resolved by Southeast Missouri State University as follows:

1. That from the date of this resolution, the Treasurer for the University is authorized to execute and file applications for Federal Transit Administration and or State Transit Funds assistance from the State of Missouri on behalf of Southeast Missouri State University, with the Missouri Highway and Transportation Department to aid in the financing of a public transportation system.

2. That the Treasurer for the University is authorized to furnish such additional information as the Missouri Highway and Transportation Department may require in connection with the application or the project.

3. That from the date of this resolution the Treasurer of the University is authorized to execute grant agreement(s) and amendments on behalf of Southeast Missouri State University with the Missouri Highways and Transportation Commission for financial assistance.

Adopted this _______ day of ____________________, 2017.

________________________________________
Jay Knudtson
President of the Board
Southeast Missouri State University

Attest
________________________________________
Secretary of the Board
BOARD OF REGENTS
MOTION CONSIDERATION FORM
December 15, 2017
Open Session

I. Motion to be Considered:
Approve the re-appointment of Mike Buck to a term ending December 1, 2020, as a representative of Southeast Missouri State University on the Show Me Center Board of Managers.

II. Background:
The Multi-use Center Agreement between the City of Cape Girardeau and Southeast Missouri State University states that both the City Council and the Board of Regents shall each appoint three members to the Show Me Center Board of Managers. The term of appointment is for three years, and the appointments are to be staggered so that only two members are appointed each year.

Listed below are the current representatives to the Board of Managers and their expiration dates.

<table>
<thead>
<tr>
<th>Term Expiration Date</th>
<th>City Representatives</th>
<th>University Representatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>December 1, 2017</td>
<td>Donald Kaverman*</td>
<td>Mike Buck</td>
</tr>
<tr>
<td>December 1, 2018</td>
<td>Lincoln Scott</td>
<td>Dr. Beth Easter</td>
</tr>
<tr>
<td>December 1, 2019</td>
<td>Scott Meyer</td>
<td>Kathy M. Mangels</td>
</tr>
</tbody>
</table>

Mike Buck’s current appointment to the Show Me Center Board of Managers will end on December 1, 2017. Mr. Buck is the Director of Recreation Services for the University, and oversees the operation of the Student Recreation Center and Aquatic Center. He has served two previous terms on the board.

*The Cape Girardeau City Council will act on the replacement/reappointment of Donald Kaverman.

Recommended By:
Student Government
Faculty Senate
Administrative Council
VP, Finance & Admin.
VP, University Advancement

Chairperson
Dean
Academic Council
Provost
President

Board Action on:
Motion By: ____________________________
Second By: ____________________________
Vote: Yeas: _____ Nays: _____

Postpone: ____________________________
Amend: ____________________________
Disapprove: ____________________________
Approve: ____________________________
Secretary: ____________________________
BOARD OF REGENTS  
MOTION CONSIDERATION FORM  
December 15, 2017  
Open Session

I. Motion to be Considered:

Approve the three-year re-appointment to end effective October 2020 of Matt Drake, Scott Meyer, Van Robinson, and Dana Thomas to the Board of Directors of the Missouri Innovation Corporation.

II. Background:

The Bylaws of the Missouri Innovation Corporation allow for a minimum of three directors and a maximum of nine. The Board currently has eight members, four of which are eligible for re-appointment. Board members are representative of the University’s service region.

Attachment I outlines the name of the Directors and their appointment terms. The terms have been staggered into two groups to ensure a majority of the Board is not transitioning at the same time. Directors may serve on the Board until they have completed two consecutive three-year terms.

This motion is per a recommendation of the MIC Board to re-appoint Matt Drake, Scott Meyer, Van Robinson, and Dana Thomas whose terms expired October 2017. All of the individuals recommended for re-appointment are agreeable to the three-year re-appointment.

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**Recommended By:**

- Student Government
- Faculty Senate
- Administrative Council
- VP, Finance & Admin.
- VP, University Advancement

**Chairperson**

**Dean**

**Academic Council**

**Provost**

**President**

**Board Action** on:

- Motion By: 
- Second By: 
- Vote: Yeas: Nays:

---

**Postpone:**

**Amend:**

**Disapprove:**

**Approve:**

**Secretary:**
MISSOURI INNOVATION CORPORATION
Board of Directors

October 2017

Brent Buereck
City Administrator
City of Perryville, MO
215 N West Street
Perryville MO 63775
Term ends October 2018

Dawn Dauer
The Bank of Missouri
3427 William Street
Cape Girardeau MO 63701
Term ends October 2018

Matt Drake
President
First State Community Bank
201 North Main Street
Sikeston MO 63801
Term ends October 2020

John Ferguson II
Economic Developer
Pemiscot County Port Authority
111 East 3rd Street
Caruthersville MO 63830
Term ends October 2018

Jim Grebing
Economic Development Director
Kennett City, Light, Gas and Water
303 S. Anthony
Kennett MO 63857
Term ends October 2018

Scott Meyer
City Manager
City of Cape Girardeau
401 Independence, P O Box 617
Cape Girardeau MO 63701
Term ends October 2020

Van Robinson
Chief Executive Officer
Citizens Electric Corporation
1500 Rand Avenue
Perryville MO 63775
Term ends October 2020

Dana Thomas
Owner
Bold Marketing
2202 Cambridge Street
Cape Girardeau MO 63701
Term ends October 2020
I. Motion to be Considered:

Approve as representative for Southeast Missouri State University on the River Campus Board of Managers the re-appointment of Karl Kunkel with a term expiring December 1, 2020.

II. Background:

The Cooperation Agreement for the St. Vincent Seminary Property between the City of Cape Girardeau and Southeast Missouri State University states that both the City Council and the Board of Regents shall each appoint three members to the River Campus Board of Managers. At least one of the City’s appointees shall be from the hotel/motel industry. The term of office of the Board of Managers shall be for three years. The re-appointment of Karl Kunkel will expire on December 1, 2020.

Listed below are the current representatives and their expiration dates.

<table>
<thead>
<tr>
<th>Term Expiration Date</th>
<th>City Representatives</th>
<th>University Representatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>December 1, 2019</td>
<td>Dennis Vollink</td>
<td>William Holland</td>
</tr>
<tr>
<td>December 1, 2018</td>
<td>Scott Meyer</td>
<td>Rhonda Weller-Stilson</td>
</tr>
<tr>
<td>December 1, 2017</td>
<td>Victoria Rust*</td>
<td>Karl Kunkel</td>
</tr>
</tbody>
</table>

Dr. Karl Kunkel is Provost at Southeast Missouri State University overseeing the Division of Academic Affairs. He holds the Doctor of Philosophy in Sociology, Master of Arts in Sociology, and Bachelor of Arts in Sociology, all from the University of Missouri-Columbia. Prior to his current position, Dr. Kunkel served as Dean of the College of Arts and Sciences at Pittsburg State University (Kansas) for nearly four and a half years, after serving 17 years as a faculty member and then Department Chair in Sociology, Anthropology, and Criminology at Missouri State University.

*The Cape Girardeau City Council will act on replacement/reappointment of Victoria Rust.
BOARD OF REGENTS
MOTION CONSIDERATION FORM
December 15, 2017
Open Session

I. Motion to be Considered:

Recommend approval of the following changes to Academic Programs:

- New Program – Bachelor of Applied Science in Applied Technology
- Option Additions to Existing Program – Bachelor of Science in Agribusiness adding Agriculture Communications and Agriculture Systems Management options

II. Background:

New Program – Bachelor of Applied Science in Applied Technology
The proposed Bachelor of Applied Science (BAS) in Applied Technology is designed to provide a specific baccalaureate degree pathway for students previously completing an Associate of Applied Science (AAS) at a regionally accredited institution. The AAS is a technically oriented associate’s degree and is typically offered at a two-year institution and does not include extensive general education courses. These graduates often seek a seamless transfer into a four-year degree program and currently the only option for AAS students at Southeast Missouri State is a Bachelor of Science program requiring completion of extensive general education requirements in addition to courses for the chosen major. The proposed BAS, which only will be available to students with a completed AAS, provides a streamlined path facilitating degree completion in two years.

A survey of AAS degree programs in technical fields offered at regional two-year institutions demonstrates our three Missouri feeder two-year colleges and the St. Louis Community College system offer 58 AAS degree areas relevant for the proposed BAS program. This program also will be of interest to AAS earners currently working in technical fields and looking for career advancement.

Recommended By:
Student Government
Faculty Senate
Administrative Council
VP, Finance & Admin.
VP, University Advancement

Chairperson
Dean
Academic Council
Provost
President

Board Action on:
Motion By:
Second By:
Vote: Yeas: Nays:

Postpone:
Amend:
Disapprove:
Approve:
Secretary:
The curriculum for the proposed BAS intentionally is designed to be broad and allows students to customize the program for their career goals in a technical field under the guidance of a faculty advisor. While 24 hours of the curriculum are in technology management, the upper-division technical electives are chosen by the student (with approval by their advisor) to build on the student’s knowledge through the earned AAS degree. Relevant areas in this BAS include computer graphics, construction management, electrical control systems, facilities management, machining, manufacturing, and network administration. Bureau of Labor Statistics data indicate future growth in administrative service managers, construction managers, and network administration, just a sample of employment areas where the BAS assists students in gaining proper training and credentials.

While a few other Missouri public universities offer the BAS as a degree completion pathway, Arkansas State is the only such institution close to our region. No universities in Missouri offer the BAS as a seamless, customizable transfer opportunity for AAS graduates of two-year institutions providing a significant number of transfers to Southeast Missouri State. In fact, Missouri Southern and Missouri State offer the BAS for degree completion in southwest Missouri for specific fields and Northwest Missouri State currently has a proposal under MDHE consideration to change the name of the Bachelor of Technology to a Bachelor of Applied Science with emphases in specific fields.

The current proposal provides a two-year degree completion pathway for students earning the BAS in a technology-related discipline. While this degree will be available to any student completing the AAS at an accredited institution, it is unique and needed primarily due to attracting students from programs offered in our region and providing needed employee credentials for business and industry in southeast Missouri.

**Option Additions to Existing Program – Bachelor of Science in Agribusiness adding Agriculture Communications and Agriculture Systems Management options**

The Department of Agriculture is proposing two new options for the Bachelor of Science in Agribusiness. Currently, this degree program offers four option areas- agriculture industry, animal science, horticulture, along with plant and soil science. The department is asking to add options in agriculture communications and agriculture systems management.

Substantial demand exists in the agribusiness sector for Bachelor of Science graduates to also develop advanced training in effective oral, written, and graphics communication, using both digital and interpersonal techniques. Department of Agriculture faculty had considerable discussions with agribusiness partners, including their department advisory council, learning the industry now requires employees with skills in communication and marketing.

The proposed option in agriculture communications includes existing courses from the departments of agriculture, management and marketing, and communication studies providing necessary skill sets for communicating agribusiness information for product promotion, customer communication, and market expansion.

The Department of Agriculture also proposes adding a new option in agriculture systems management. Conversations with external stakeholders and the advisory council also indicate employers seek graduates with facilities management skills.
The proposed option in agriculture systems management includes existing courses from the departments of agriculture, physics, mathematics, accounting, and polytechnic studies. This option provides students with a background in the corporate goals of system design and management.

Adding these options to the current Bachelor of Science in Agribusiness does not require additional faculty at this time and draws from existing courses.
NEW PROGRAM PROPOSAL FOR ROUTINE REVIEW

When finished, please save and email to: he.academicprogramactions@dhe.mo.gov

Sponsoring Institution: Southeast Missouri State University

Program Title: Applied Technology

Degree/Certificate: [Choose degree type]

If other, please list: Bachelor of Applied Science

Options: [none]

Delivery Site: Main Campus – Cape Girardeau, MO or online

CIP Classification: 15.1501

Implementation Date: 8/20/2018

Is this a new off-site location? ☐ Yes ☒ No

If yes, is the new location within your institution’s current CBHE-approved service region? ☐

*If no, public institutions should consult the comprehensive review process

Is this a collaborative program? ☐ Yes ☒ No

*If yes, please complete the collaborative programs form on last page.

CERTIFICATIONS

☒ The program is within the institution’s CBHE approved mission. (public only)

☒ The program will be offered within the institution’s CBHE approved service region. (public only)

☒ The program builds upon existing programs and faculty expertise
The program does not unnecessarily duplicate an existing program in the geographically-applicable area.

The program can be launched with minimal expense and falls within the institution’s current operating budget. *(public only)*

**AUTHORIZATION**

<table>
<thead>
<tr>
<th>Name/Title of Institutional Officer</th>
<th>Signature</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Karl Kunkel, Provost</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**PROGRAM CHARACTERISTICS AND PERFORMANCE GOALS**

Although all of the following guidelines may not be applicable to the proposed program, please carefully consider the elements in each area and respond as completely as possible in the format below.

Quantification of performance goals should be included wherever possible.

1. **Student Preparation**
   - Any special admissions procedures or student qualifications required for this program which exceed regular university admissions, standards, e.g., ACT score, completion of core curriculum, portfolio, personal interview, etc. Please note if no special preparation will be required.

   Students will be required to have an Associates of Applied Science degree from a regionally-accredited institution.

   - Characteristics of a specific population to be served, if applicable.

   Program is designed to serve those in the workforce who have earned an Associates of Applied Science degree and are interested in obtaining a Bachelor of Science degree for career advancement. We would expect that the vast majority of students would come from Southeast’s primary service region. However, we recognize that this would be a fairly unique program and may attract students from outside the region or even outside the state (especially for the online offering of the program).

2. **Faculty Characteristics**
   - Any special requirements (degree status, training, etc.) for assignment of teaching for this degree/certificate.

   All faculty teaching in the program are expected to have appropriate degrees and training in their respective areas of expertise in order to teach their respective courses for this program.

   - Estimated percentage of credit hours that will be assigned to full time faculty. Please use the term "full time faculty" (and not FTE) in your descriptions here.

   It is expected that the vast majority (>80%) of credit hours taught in this program will be assigned to full-time faculty members.
• Expectations for professional activities, special student contact, teaching/learning innovation.

As expected of all faculty members at Southeast, faculty teaching in the proposed program will have expectations for professional development activities to keep them current in their respective fields of expertise.

3. Enrollment Projections

- Student FTE majoring in program by the end of five years.

38 (see Student Enrollment Projections form)

- Percent of full time and part time enrollment by the end of five years.

Base on FTE, we project about 67% full-time students and 33% part-time students.

**STUDENT ENROLLMENT PROJECTIONS**

<table>
<thead>
<tr>
<th>YEAR</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time</td>
<td>8</td>
<td>14</td>
<td>18</td>
<td>24</td>
<td>26</td>
</tr>
<tr>
<td>Part Time</td>
<td>8</td>
<td>16</td>
<td>20</td>
<td>24</td>
<td>24</td>
</tr>
<tr>
<td>Total FTE</td>
<td>12</td>
<td>22</td>
<td>28</td>
<td>36</td>
<td>38</td>
</tr>
</tbody>
</table>

The nearest, similar degree program is the Applied Science Bachelor of Applied Science degree program at Arkansas State University in Jonesboro, AR. Since we are in similar geographic regions and have similar institutions, we feel this is a good comparison for this program. This program had 6 graduates in AY2015, 9 graduates in AY2014, 15 graduates in AY2013, 7 graduates in AY2012, and 5 graduates in AY2011. This represents a 5 year average of 8.4 graduates. Considering this is a two-year program (with the first two years completed within the student’s AAS degree program) and a 75% retention rate, there would be 11.2 students in their senior year and 14.9 in their junior year.

This program would compete directly with Technology Management option of the Technology Management (TMTM) Bachelor of Science (BS) degree program also housed in the Department of Polytechnic Studies at Southeast Missouri State University. The TMTM program is also designed as a completion program for students who have earned an AAS degree. The TMTM program, however, has more degree requirements than the one proposed (by approximately 10-20 credit hours); however, it has a program accreditation through the Association for Technology Management and Applied Engineering (ATMAE). The TMTM program had enrollment of 27 in Fall 2016, 34 in Fall 2015, 34 in Fall 2014, 45 in Fall 2013, and 41 in Fall 2012. This represents a 5 year average of 36.2 students enrolled. Since the program proposed would be more truly a 2+2 program for AAS students, we would expect a majority of the students who would have joined the TMTM program to join this one instead. Based on data from Spring
2017, there are currently 41 students with AAS degrees enrolled on campus. Between these students and additional students attracted to the University because of this program, we believe we would likely have more enrollment than the current TMTM program.

Based on these data, we estimate 38 FTE in the program by year 5. Assuming a 75% retention rate per year, this would translate into 6 graduates per year at the end of year 3 and 11 graduates per year in year 5 (and subsequent years). This is shown in the table below.

<table>
<thead>
<tr>
<th>End of Year</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduates</td>
<td>0</td>
<td>5</td>
<td>6</td>
<td>10</td>
<td>11</td>
</tr>
</tbody>
</table>

Provide a rationale for proposing this program, including evidence of market demand and societal need supported by research:

The proposed Bachelor of Applied Science (BAS) degree program is designed to allow a student who has already completed an Associate of Applied Science (AAS) degree program to obtain a baccalaureate degree in two years. The degree plan was designed to be as general as possible to provide a path for students from a variety of colleges and from a variety of AAS degree programs. It has been our experience within our own program and institution that a majority of students will require an additional 3 years of classes to complete a typical Bachelor of Science (BS) upon completion of an AAS degree. This is understandable since many AAS degree programs are typically designed for graduates to enter the workforce and they emphasize technical credits over general education courses. Some of the AAS degrees offered within the region that could be appropriate for this program are listed in the table below.

<table>
<thead>
<tr>
<th>Institution</th>
<th>AAS Program Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Three Rivers College</td>
<td>Agriculture Systems</td>
</tr>
<tr>
<td>Poplar Bluff, MO</td>
<td>Diversified Technology</td>
</tr>
<tr>
<td></td>
<td>Environmental/Occupational Safety &amp; Health Technology</td>
</tr>
<tr>
<td></td>
<td>Geographic Information Systems</td>
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<tr>
<td></td>
<td>Industrial Technology</td>
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<tr>
<td></td>
<td>Information Systems Technology</td>
</tr>
<tr>
<td></td>
<td>Information Technology Specialist</td>
</tr>
<tr>
<td></td>
<td>Medical Laboratory Technology</td>
</tr>
<tr>
<td>Mineral Area College</td>
<td>Agriculture</td>
</tr>
<tr>
<td>Park Hills, MO</td>
<td>Automotive Technology</td>
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<tr>
<td></td>
<td>Business Computer Programming</td>
</tr>
<tr>
<td></td>
<td>Business Management - Microcomputers</td>
</tr>
<tr>
<td></td>
<td>Computer Networking</td>
</tr>
<tr>
<td></td>
<td>Construction/Building Technology</td>
</tr>
<tr>
<td>College</td>
<td>Programs</td>
</tr>
<tr>
<td>---------------------------------</td>
<td>--------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Electrical/Electronics Technology</td>
<td>Engineering Technology - Civil Architecture</td>
</tr>
<tr>
<td>Electrical Technology</td>
<td>Engineering Technology - Design Drafting</td>
</tr>
<tr>
<td>St. Louis Community College</td>
<td>Engineering Technology - Manufacturing</td>
</tr>
<tr>
<td>Ferguson, MO</td>
<td>Graphic Arts/Printing Technology</td>
</tr>
<tr>
<td>St. Louis MO</td>
<td>Industrial Maintenance</td>
</tr>
<tr>
<td>Wildwood, MO</td>
<td>Machine Tool Technology</td>
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<tr>
<td></td>
<td>Renewable Energy Technology</td>
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<tr>
<td></td>
<td>Skilled Trades</td>
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<tr>
<td></td>
<td>Welding Technology</td>
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<tr>
<td></td>
<td>Automotive Technology</td>
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<tr>
<td></td>
<td>Biotechnology</td>
</tr>
<tr>
<td></td>
<td>Building Inspection and Code Enforcement Technology</td>
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<tr>
<td></td>
<td>Business Administration</td>
</tr>
<tr>
<td></td>
<td>Civil Engineering Technology</td>
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<tr>
<td></td>
<td>Computer Integrated Manufacturing</td>
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<td></td>
<td>Construction Management Technology</td>
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<td></td>
<td>Cybersecurity</td>
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<tr>
<td></td>
<td>Diesel Technology</td>
</tr>
<tr>
<td></td>
<td>Electrical/Electronic Engineering Technology</td>
</tr>
<tr>
<td></td>
<td>Biomedical Engineering Technology</td>
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<tr>
<td></td>
<td>Computer Engineering Technology</td>
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<tr>
<td></td>
<td>Electrical Engineering Technology</td>
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<tr>
<td></td>
<td>Telecommunication Engineering Technology</td>
</tr>
<tr>
<td></td>
<td>Graphic Communications</td>
</tr>
<tr>
<td></td>
<td>Horticulture</td>
</tr>
<tr>
<td></td>
<td>Interior Design</td>
</tr>
<tr>
<td></td>
<td>Mass Communications</td>
</tr>
<tr>
<td></td>
<td>Mechanical Engineering Technology</td>
</tr>
<tr>
<td></td>
<td>Network Engineering</td>
</tr>
<tr>
<td></td>
<td>Skilled Trades Industrial Occupations Technology</td>
</tr>
<tr>
<td></td>
<td>Software Developer</td>
</tr>
<tr>
<td>Jefferson College</td>
<td>Applied Technology</td>
</tr>
<tr>
<td>Hillsboro, MO</td>
<td>Apprenticeship Training</td>
</tr>
<tr>
<td></td>
<td>Automotive Technology</td>
</tr>
<tr>
<td></td>
<td>Biomedical Electronics Technician</td>
</tr>
<tr>
<td></td>
<td>Computer Information Systems - Computer Support</td>
</tr>
<tr>
<td></td>
<td>Computer Information Systems - Graphics/Web</td>
</tr>
<tr>
<td></td>
<td>Computer Integrated Manufacturing</td>
</tr>
<tr>
<td></td>
<td>CIS/Criminal Justice Cyber Security</td>
</tr>
<tr>
<td></td>
<td>Emergency Medical Technology</td>
</tr>
<tr>
<td></td>
<td>Veterinary Technology</td>
</tr>
<tr>
<td></td>
<td>Welding Technology</td>
</tr>
</tbody>
</table>
A goal of this program is to allow students who are in the workforce in technical fields a chance for advancement. As such, the degree requirements include courses in technology management and upper level technical electives that build on the technical content received in their AAS degree program. The program is designed to be customized to the student’s needs. However, we expect that students would likely choose a concentration of classes in areas such as computer graphics, construction management, electrical control systems, facilities management, machining, manufacturing, network administration, or sustainability. These concentrations would come specifically from the Polytechnic Studies Department. However, we could also work with other departments in the College of Science, Technology, and Agriculture and the University to expand (where appropriate) what is available to students.

Given the general nature of the degree, it is difficult to find market demand information that is equally general. Instead, the chart below shows Bureau of Labor Statistics information published by the US Department of Labor (and in one instance an alternative source was used since DOL data was not available) on these areas of concentration. To be clear, we are not suggesting that this degree program could replace more specialized degree programs that typically train students for the occupations shown below. However, we feel this will provide the best representation of changes to market demand and “ballpark” estimations of pay.

<table>
<thead>
<tr>
<th>Occupation</th>
<th>2015 Median Pay</th>
<th>Expected Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Services Managers (Facilities Management)</td>
<td>$86,110 per year, $41.40 per hour</td>
<td>8% (As fast as average)</td>
</tr>
<tr>
<td>Construction Managers</td>
<td>$87,400 per year, $42.02 per hour</td>
<td>5% (As fast as average)</td>
</tr>
<tr>
<td>Electrical Engineering Technician</td>
<td>$61,130 per year, $29.39 per hour</td>
<td>-2% (Decline)</td>
</tr>
<tr>
<td>Graphic Designers (Computer Graphics)</td>
<td>$46,900 per year, $22.55 per hour</td>
<td>1% (Little or no change)</td>
</tr>
<tr>
<td>Industrial Production Managers (Manufacturing)</td>
<td>$93,940 per year, $45.17 per hour</td>
<td>-4% (Decline)</td>
</tr>
<tr>
<td>Machinists and Tool and Die Makers</td>
<td>$42,110 per year, $20.25 per hour</td>
<td>6% (As fast as average)</td>
</tr>
<tr>
<td>Network Administration</td>
<td>$77,810 per year, $37.41 per hour</td>
<td>8% (As fast as average)</td>
</tr>
<tr>
<td>Sustainability Specialists*</td>
<td>$68,170 annual, $32.77 hourly</td>
<td>5%-8% (Average)</td>
</tr>
</tbody>
</table>

*Data collected from https://www.onetonline.org/link/summary/13-1199.05 accessed 2/3/17

As discussed, the proposed program is designed to provide a path to a baccalaureate degree for those already in the workforce. Sources such as
http://www.huffingtonpost.com/john-petillo/the-value-of-a-fouryear-d_b_6956886.html, www.wlb.wa.gov/pubs/2005_related_path05.doc, https://dhe.mo.gov/files/cota2011ppt/Session%204%20Powerpoint.pdf, and https://www.missouriempire.org/ suggest that providing such a path is a benefit to the students, employers, and the region. Several reasons are cited as being a benefit to students, such as improving the efficiency of transferring technical credit, providing additional options for those changing careers, allowing customization for a student to focus on their interests, and providing a path for career advancement. The ever-changing technology-based economy has placed increasing importance on baccalaureate degrees for the workforce. Currently, students who have completed the AAS degree have a difficult time using that degree to go on and earn a baccalaureate degree. The proposed program attempts to “open the door” to further education for these students to expand the number of people in the workforce with a baccalaureate degree. This would likely improve the quantity and quality of jobs in the region. Finally, compared to workers without a college degree, those with a baccalaureate earned on average $17,500 more per year in 2013 and were less likely to be unemployed (3.4% unemployment compared to 10%). According to Missouri Career Grades, there are nearly double the number of job openings in the state for those with a Bachelor’s degree compared to those with an Associate’s degree. Furthermore, there are several “A Grade” occupations listed that could fall within this program, including computer user support specialists, web developers, and operations or other managers.

The mission statement of Southeast Missouri State University is:

*Southeast Missouri State University provides student-centered education and experiential learning with a foundation of liberal arts and sciences, embracing a tradition of access, exceptional teaching, and commitment to student success that significantly contributes to the development of the region and beyond.*

The proposed program is in many ways designed around this statement because it provides students with a customized student and career centered education. Moreover, it maintains the “foundation of liberal arts and sciences” that all programs at Southeast are built on. This program, more so than many others, really strives to improve access for students. More specifically, it significantly streamlines the path to a baccalaureate degree for students who have already obtained an AAS degree. The program would maintain the “exceptional teaching, and commitment to student success” found in our other programs. Finally, by providing a more-educated, technical workforce it would “contribute to the development of the region.”

This mission is in line with the mission of the Coordinating Board for Higher Education and the Department of Higher Education for Missouri. Southeast Missouri State University is known for its affordability and accessibility in the region and its tuition and fees are low compared to many other universities in the region and Missouri. In addition to cost, the improved transferability of credit earned for an AAS degree further enhances the accessibility and cost reduction. Finally, the program could also be offered online for specific concentration areas and classes chosen as electives.
4. Student and Program Outcomes

- **Number of graduates per annum at three and five years after implementation.**

  We estimate 38 FTE in the program by year 5. Assuming a 75% retention rate per year, this would translate into 6 graduates per year at the end of year 3 and 11 graduates per year in year 5 and subsequent years.

- **Special skills specific to the program.**

  Graduates from the program proposed will be able to build on the technical skills they obtained while completing their Associates of Applied Science degree at another institution. Moreover, at Southeast they will take courses in University Studies, process control, engineering economics, safety, project management, and other areas to broaden their educational background and improve their chances for career advancement.

- **Proportion of students who will achieve licensing, certification, or registration.**

  Given the general nature of the program, there are a variety of licenses and certifications that could be appropriate. In fact, many of the Associate of Applied Science degree programs that students would come in with may already have opportunities for licenses and certifications. With that said, there is no specific license, certification, or registration that would be achieved broadly by the students.

- **Performance or national and/or local assessments, e.g., percent of students scoring above the 50th percentile on normed tests; percent of students achieving minimal cut-scores on criterion-referenced tests. Include expected results on assessments of general education and on exit assessments in a particular discipline as well as the name of any nationally recognized assessments used.**

  Performance on University-wide exit examinations is suspected to be comparable to the average scores of the University for students with a similar background. Given the broad nature of the program, there are no specific departmental or program exit examinations for students in the proposed program.

- **Placement rates in related fields, in other fields, unemployed.**

  Based on comparable programs within the department, the placement rate is projected to be 85% in related fields, 10% in other fields, and 5% unemployed.

- **Transfer rates, continuous study.**

  It is expected that nearly 100% of the students enrolling in this program will transfer from a two-year institution. A small number of students may start with an AAS degree program at our University.
It is expected that very few students will transfer out of this program once started since it is designed to simplify and reduce the time required for students with an AAS to achieve.

5. Program Accreditation

- **Institutional plans for accreditation, if applicable, including accrediting agency and timeline. If there are no plans to seek specialized accreditation, please provide rationale.**

Due to the broad nature of this proposed program, there are no plans to seek a program accreditation for this program.

6. Program Structure

A. **Total credits required for graduation:**

120 credit hours. However, this number can vary beyond this range based on the general credits students acquire during the AAS and how those credits apply to the BAS curriculum at our institution. Furthermore, additional credit may be required if students choose upper-division technical elective classes that require additional prerequisites.

B. **Residency requirements, if any:**

30 credit hours required in residence, including 12 of the last 18 credit hours completed

C. **General education: Total credits: 39-43**

**Courses (specific courses OR distribution area and credits)**

<table>
<thead>
<tr>
<th>Course Number</th>
<th>Credits</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oral Expression</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Social Systems</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Written Expression</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Physical Science</td>
<td>3-5</td>
<td>PH106 or PH120/020 or CH180 or CH181/081/001</td>
</tr>
<tr>
<td>Artistic Expression</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Literary Expression</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Behavioral Systems</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Living Systems</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Dev. of a Major Civ</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Political Systems</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>EN100</td>
<td>3</td>
<td>English Composition</td>
</tr>
<tr>
<td>MA134 or MA137</td>
<td>3-5</td>
<td>College Algebra or Pre-Calculus</td>
</tr>
<tr>
<td>MN220</td>
<td>3</td>
<td>Engineering Economic Analysis</td>
</tr>
</tbody>
</table>
D. Major requirements: Total credits: 81

<table>
<thead>
<tr>
<th>Course Number</th>
<th>Credits</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>IM300</td>
<td>3</td>
<td>Technical Communication</td>
</tr>
<tr>
<td>IM301</td>
<td>3</td>
<td>Industrial Safety</td>
</tr>
<tr>
<td>IM311</td>
<td>3</td>
<td>Statistical Process Control</td>
</tr>
<tr>
<td>IM419</td>
<td>3</td>
<td>Industrial Supervision</td>
</tr>
<tr>
<td>IM506</td>
<td>3</td>
<td>Projects in IET</td>
</tr>
<tr>
<td>Upper-Level</td>
<td>18</td>
<td>Technical Electives</td>
</tr>
<tr>
<td>Technical</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electives</td>
<td></td>
<td></td>
</tr>
<tr>
<td>UI319</td>
<td>3</td>
<td>Science, Technology, and Society</td>
</tr>
<tr>
<td>UI410</td>
<td>3</td>
<td>Manufacturing Research in a Global Society</td>
</tr>
<tr>
<td>AAS Degree</td>
<td>42</td>
<td>Note: In addition to meeting the requirement in this area, the</td>
</tr>
<tr>
<td>(Lower Level</td>
<td></td>
<td>individual courses from the acquired AAS degree could meet</td>
</tr>
<tr>
<td>Technical</td>
<td></td>
<td>other program requirements according to transfer course</td>
</tr>
<tr>
<td>Electives)</td>
<td></td>
<td>equivalencies.</td>
</tr>
</tbody>
</table>

E. Free elective credits:

0 free elective credits. There are 60 hours of technical electives shown in section D that must be technical in nature and approved by an advisor and the department.

(sum of C, D, and E should equal A)

F. Requirements for thesis, internship or other capstone experience:

UI410 is a capstone experience. IM317 is an internship class that is not specifically required but is encouraged and can be applied towards the upper-level technical elective credit.

G. Any unique features such as interdepartmental cooperation:

The upper-level technical elective requirements can be met either partially or in whole with credits earned outside of the Department when approved by an advisor and the Department.

7. Need/Demand

☒ Student demand
☒ Market demand
☒ Societal demand
☒ I hereby certify that the institution has conducted research on the feasibility of the proposal and it is likely the program will be successful.

A discussion on student demand is presented in the first part of section 3 within this proposal. The second part of this same section lays out the rationale for the program in terms of market demand and societal need.
On July 1, 2011, the Coordinating Board for Higher Education began provisionally approving all new programs with a subsequent review and consideration for full approval after five years.
Appendix A: FINANCIAL PROJECTIONS

<table>
<thead>
<tr>
<th>Expenditures</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Expenditures</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. One-time:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New/renovated space</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equipment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Library</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consultants</td>
<td>$5000</td>
<td>$1000</td>
<td>$1000</td>
<td>$1000</td>
<td>$1000</td>
</tr>
<tr>
<td>Other (Marketing)*</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total for One-time Expenditures</td>
<td>$5000</td>
<td>$1000</td>
<td>$1000</td>
<td>$1000</td>
<td>$1000</td>
</tr>
<tr>
<td>B. Recurring:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Faculty</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Benefits</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equipment</td>
<td></td>
<td></td>
<td>$3042</td>
<td>$3042</td>
<td>$3042</td>
</tr>
<tr>
<td>Library</td>
<td></td>
<td></td>
<td>$609</td>
<td>$609</td>
<td>$609</td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total for Recurring Expenditures</td>
<td>0</td>
<td>0</td>
<td>$3651</td>
<td>$3651</td>
<td>$3651</td>
</tr>
<tr>
<td>TOTAL (A + B)</td>
<td>$5000</td>
<td>$1000</td>
<td>$4651</td>
<td>$4651</td>
<td>$4651</td>
</tr>
<tr>
<td>2. Revenues</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>*State Aid - CBHE</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>*State Aid - DESE</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition/Fees***</td>
<td>$74,196</td>
<td>$136,026</td>
<td>$173,124</td>
<td>$222,588</td>
<td>$234,950</td>
</tr>
<tr>
<td>Institutional/Resources</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL REVENUES</td>
<td>$69,196</td>
<td>$135,026</td>
<td>$168,473</td>
<td>$217,937</td>
<td>$230,303</td>
</tr>
</tbody>
</table>

* Costs to market the new program to potential students.

** Based on recent class sizes, students in this new program could be incorporated into
the existing classes without the need for additional sections or faculty load. While it
may not be needed, costs for a course overload are shown for years 3-5 to provide a
conservative estimate.
*** Tuition and fees are calculated using the "Student Enrollment Projections," the current $206.00 cost per credit hour for in-state tuition, and a full-time load of 15 credit hours per semester.

Please provide a brief description of the nature of the state aid. Is "new" money requested or is "old" money going to be used? What is the nature of the "old" money?

We do not plan on receiving any new funds from the State for the program proposed. The courses, facilities, and faculty required for this program are already in place to support existing programs in the department.
Appendix B: DEPARTMENTAL CHARACTERISTICS

The Department of Polytechnic Studies offers majors in Technology Management, Engineering Technology, Unmanned Aircraft Systems, Industrial Distribution, Industrial and Systems Engineering and Commercial Multimedia. The Technology Management program is accredited by the Association of Technology, Management, and Applied Engineering (ATMAE) and prepares technical and technical management-oriented professionals for employment in business, industry, education, and government. The Engineering Technology program is accredited by the Engineering Technology Accreditation Commission of ABET, http://www.abet.org. The Department maintains a close association with local industry through an advisory committee, internship program and research programs.

The department also hosts a variety of student extracurricular activities through several student organizations. The Department is committed to providing students with hands-on problem-solving experience using the latest technologies. A high-tech Automated Manufacturing System Lab is an example of technology available to students. The department also offers the Master of Science degree in Technology Management.

The Department of Polytechnic Studies is well suited to provide the Bachelor of Applied Science in Applied Technology degree because of the excellent faculty and facilities associated with the department that are already in place to support its programs. In addition, courses associated with the proposed program are currently available and offered at the University.

The following programs currently exist within the department:

- Commercial Multimedia (BS)
  - Computer Multimedia Graphics
  - Commercial Photography
- Engineering Technology (BS)
  - Electrical & Control
  - Mechanical & Manufacturing Systems
- Industrial Distribution (BS)
- Industrial and Systems Engineering (BS)
- Technology and Engineering Education (BSEd)
- Technology Management (BS)
  - Construction Management & Design
  - Facilities Management & Sustainability
  - Industrial & Safety Management
  - Sustainable Energy Systems Management
  - Technology Management
  - Telecommunications and Computer Networking
- Unmanned Aircraft Systems
- Computer Technology (AAS)
  - Automated Manufacturing
  - Microcomputer Systems
  - Technical Computer Graphics
The Department has a good relationship with its alumni and employers of its students. We consistently ask for their input on our programs. One of the primary ways this is done is through an annual Industrial Advisory Board meeting, which consists of department administration, faculty, graduates, students, and employers. Goals, priorities, and departmental information are communicated to the group and feedback is sought. Moreover, this group breaks into workgroups by program areas to look at each program in more detail. Program graduates also will be surveyed every three years to assess the effectiveness of the program in preparing them for careers. Employer surveys will be conducted every three years requesting input on quality of the program and its graduates.
Appendix C: DRAFT CURRICULUM GUIDE

COLLEGE OF SCIENCE, TECHNOLOGY AND AGRICULTURE

Applied Technology
Bachelor of Applied Science (BAS)

The Applied Technology degree is specifically designed for students who have earned a technically-oriented Associate of Applied Science (AAS) degree from an accredited institution. The courses in this program allow students to build on the AAS curriculum to earn a 4-year Bachelor of Applied Science degree.

Applied Technology students will...
- Apply credit they received from an Associate of Applied Science Degree to a Bachelor of Applied Science Degree.
- Understand the fundamental concepts required to be a professional in their chosen field, including concepts in mathematics, physical sciences, technology, and management.
- Obtain more specialized knowledge in elective areas of the students' choosing, including construction, electrical systems, mechanical systems, manufacturing, networking, facilities, and/or computer graphics.

Additional Admission Requirements
In addition to the normal University admissions requirements, the Applied Technology program requires that students complete an Associate of Applied Science degree at a regionally accredited institution in a technical field. This credit will automatically be applied upon submission of the transcripts to the University.

Career Planning
Career preparation is part of the mission of Southeast. In fact, more than 90% of Southeast students participate in internships, clinical opportunities, student teaching, research assistantships, and study abroad. Professional career counselors are available for all students. The Office of Career Services in Academic Hall 007 can provide students with professional career counseling, resume critiques, practice interviews, job-search strategies, career web sites, networking opportunities, and more. Faculty advisors within the department can reinforce this assistance for the student's chosen discipline and help connect the student to employers in the region.

| Demonstrated Career Proficiency in a Requirement of all Southeast Students |
|-----------------------------|----------|------------------|
| Course | Credit/Hours | Description |
| CLO001 | N/A | These are not required for students transferring in an AAS degree. |
| CLO03 | Junior Year | Students gain information about career planning and job searching resources. |
| CLO04 | Senior Year | Students demonstrate advanced proficiency by identifying a problem in the field, developing a solution, and having a resume ready for the position. Students are equipped to answer questions for a successful job search. |

To learn more
Office of Admissions
(573) 651-2560
admissions@semo.edu
www.semo.edu

To explore the College of Science, Technology and Agriculture online, visit
www.semo.edu/costa

For advising
Center for Academic Advising - North
(573) 651-5090
www.semo.edu/advising
COLLEGE OF SCIENCE, TECHNOLOGY AND AGRICULTURE
Applied Technology
Bachelor of Applied Science (BAS)

This is a guide based on the 2017-2018 Undergraduate Bulletin and is subject to change. The time it takes to earn a degree will vary based on several factors such as dual enrollment, remediation, and summer enrollment. Students will maintain an academic advisor each semester and use DegreeWorks to monitor their individual progress.

CURRICULUM CHECKLIST
APPLIED TECHNOLOGY REQUIRED COURSES - 24 hours
  - IM 300 Technical Communication (3)
  - IM 301 Industrial Safety (3)
  - IM 311 Statistical Process Control (3)
  - IM 419 Industrial Supervision (3)
  - IM 506 Projects in IET (3)
  - MN 220 Engineering Economic Analysis (3)
  - UI 319 Science Technology Society (3)
  - UI 410 Manufacturing Research (3)

APPLIED TECHNOLOGY ELECTIVES - 18 hours
  - Upper level technical electives - Determined by consulting with an advisor (18)

Commonly Transferred Credit - 60 hours
  - AAS Degree from a regionally accredited institution (42)
  - EN 100 English Composition (3)
  - MA 134 College Algebra (3)
  - MA 137 Pre-Calculus (5)
  - OR
  - MA 137 Pre-Calculus (5)
  - Oral Expression (3)
  - Social Systems (3)
  - Written Expression (3)
  - Physical Science (choose 1)
    - Ph104 Physical Concepts (3)
    - Ph 1200.05 Introductory Physics I (5)
    - CH 181 Chemistry in our World (3)
    - CH181.018001 Basic Principles of Chemistry (5)

University Studies Requirements (not already listed above) - 18 hours:
  - Artistic Expression (3), Literary Expression (3), Behavioral Systems (3),

Notes:
- Admission to this program requires an earned AAS degree.
- Must have a total of 39 credit hours of 300-599 level classes.
- If the courses in the "Commonly Transferred Credit" section were not completed as part of the AAS at the transfer institution, these courses must be completed at Southeast.
- Work with an advisor to determine electives. The prerequisites for the upper-level electives must be completed through a combination of these courses and courses taken during the AAS degree program.
- Technical electives are typically courses with prefixes of CM, ET, FM, GM, IE, IM, MN, PG, or TN
- Some upper level electives may require additional courses as prerequisites beyond what is shown here.

SAMPLE PLAN

<table>
<thead>
<tr>
<th>Fall Semester</th>
<th>Spring Semester</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course</td>
<td>Hrs</td>
</tr>
<tr>
<td>IM 300</td>
<td>3</td>
</tr>
<tr>
<td>MN 220</td>
<td>3</td>
</tr>
<tr>
<td>Artistic Expression</td>
<td>3</td>
</tr>
<tr>
<td>Living Systems</td>
<td>3</td>
</tr>
<tr>
<td>Upper Elective I</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td>15</td>
</tr>
<tr>
<td>Lifetime: maintain 2.0 cumulative GPA</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>First Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course</td>
</tr>
<tr>
<td>IM 19</td>
</tr>
<tr>
<td>Behavioral Systems</td>
</tr>
<tr>
<td>Political Systems</td>
</tr>
<tr>
<td>Upper Elective II</td>
</tr>
<tr>
<td>Upper Elective III</td>
</tr>
<tr>
<td>Upper Elective IV</td>
</tr>
<tr>
<td>Total</td>
</tr>
<tr>
<td>Lifetime: maintain 2.0 cumulative GPA</td>
</tr>
</tbody>
</table>

Degree requirements for all students: a minimum of 120 credit hours, career prerequisites (CL001-004), Writing Proficiency Exam (WP003), and completion of the Measure of Academic Proficiency and Progress (MAP) exam at the senior level.

A minimum 2.00 GPA in the major and overall are required to graduate with a BAS degree.

Refer to the Undergraduate Bulletin or DegreeWorks for additional graduation requirements (i.e. minimum GPA and coursework) for your program of study.
February 8, 2017

To: Dr. Brad Deke
Chair, Dept. of Polytechnic Studies
Southeast Missouri State University

RE: Support for Proposed Bachelor of Applied Science Degree

I am writing this letter in support of the Bachelor of Applied Science degree in Applied Technology proposed by Southeast Missouri State University. I believe that, if approved, this program will be a benefit to our students for simplifying and speeding up the completion of a baccalaureate degree for those students who have already completed an Associate of Applied Science degree.

More specifically, this program brings in the Associate of Applied Science (AAS) degree as a block of credit and much more reliably allow a student with an AAS degree to finish a bachelor's degree in only 2 years. This would allow students to more easily obtain a 4-year degree even if they decide to start their careers before returning to school. Moreover, because the student is able to complete the degree online or face-to-face the curriculum can more easily be scheduled around work responsibility. We believe this will be a good program for our students because it allows those who have completed 2-year technical degrees to have a better chance at advancement. We also believe this is a good program for our company because it allows students to continue their training and make them more prepared for advanced technologies and supervisory roles.

In support of his proposal, we would be happy to work with Southeast Missouri State University to encourage students into the program. We recognize the importance of collaborations such as this and we look forward to working with you to improve the workforce of our region.

Sincerely,

[Signature]

Fred Ducharme
Senior General Manager
Toyoda Gose.
February 6, 2017

Members of the Coordinating Board of Higher Education,

As a regional community college partner, Three Rivers College supports the Bachelor of Applied Science (BAS) degree in Applied Technology proposed by Southeast Missouri State University. If approved, this new degree program provides a significant benefit for Three Rivers students completing an Associate of Applied Science (AAS) degree since it offers a clear pathway for these students to pursue and complete a baccalaureate degree. The Southeast BAS proposal involves a simplified method for transferring credit and a streamlined opportunity for timely degree completion.

The proposed BAS articulates the AAS as a block of credit with much less reliance on course-to-course equivalencies greatly simplifying the transfer process for both institutions. Further, students completing an AAS will be able to complete a bachelor’s degree in two years saving them both time and cost.

Three Rivers College is enthusiastic to work collaboratively with Southeast Missouri State to continue aligning the AAS and BAS as an aspect of both institutions fulfilling their missions to provide higher education in this region. We also will communicate information about this program to our students who might be interested. Please contact me if you have questions or need further information.

Sincerely,

Wesley A. Payne, Ph.D.
President
6 February 2017

Dr. Rusty Monhollon  
Assistant Commissioner for Academic Affairs  
Missouri Department of Higher Education  
205 Jefferson Street  
P.O. Box 1465  
Jefferson City, MO 65102

Dear Dr. Monhollon,

Please accept this letter in support of Southeast Missouri State University offering the Bachelor of Applied Science in Applied Technology to technical education students who have completed their Associate of Applied Science degrees from a regionally accredited institution. This program of study builds on a technical foundation and breadth of knowledge required of professionals in chosen fields, such as those in science, technology, engineering, and math. Subsequently, this degree option supports those students who choose to acquire more specialized managerial knowledge in elective areas related to construction, electrical systems, mechanical systems, manufacturing, networking, facilities, or computer graphics.

Students in community and technical college programs seldom have the opportunity to matriculate to a public institution for baccalaureate options. Private institutions establish agreements and pathways with regularity for these students. To see Southeast Missouri State University take the lead in this region of the state to serve these students provides a viable and realistic degree option for them. The Bachelor of Applied Science in Applied Technology with Southeast Missouri State University is a manageable and reasonable option for many career and technical education students graduating with their Associate of Applied Science degree from Jefferson College.

I would welcome a conversation from the CTE perspective related to this initiative in the event you have questions. Otherwise, please recognize the value and potential this degree brings to many students training in and working within the technical fields in our state.

Kind regards,

[Signature]

Dr. Caron L. Daugherty  
Vice President of Instruction  
Chief Academic Officer
FYI approval from Wilde re: BAS program.
-Brad

-----Original Message-----
From: Wilde, Sue
Sent: Thursday, October 19, 2017 4:22 PM
To: Dekon, Brad <bdkeon@semo.edu>
Cc: Mangels, Kathy M <kmangels@semo.edu>
Subject: RE: Emailing: COSTA_AppliedTechnology

Brad,

The only recommendations I would have regarding your proposal would be to consider adding an annual marketing allocation out for the first three years and possibly a 3 hour FPOVL allocation for when we move to the estimated 36 FTE.

Thanks,
Sue

/Sue Wilde
Director
Budget Office
T (573) 651-2783
swilde@semo.edu

-----Original Message-----
From: Dekon, Brad
Sent: Friday, October 20, 2017 4:51 PM
To: Wilde, Sue <swilde@semo.edu>
Subject: RE: Emailing: COSTA_AppliedTechnology

I apologize. Sent you the wrong file. See attached instead.
-Brad

-----Original Message-----
From: Dekon, Brad
Sent: Friday, October 6, 2017 4:42 PM
To: Wilde, Sue <swilde@semo.edu>
Subject: Emailing: COSTA_AppliedTechnology

Apparently I have to have you approved as a program now. We are proposing the attached. It is just a reconfiguration of current classes and should not require any additional resources. Please let me know what you think.
-Brad

Your message is ready to be sent with the following file or link attachments:
To: Dr. Brad Deken, Chair, Department of Polytechnic Studies  
From: Pat Willingham, Liaison Librarian  
Barbara Glackin, Dean, Kent Library  
Date: March 6, 2017  
RE: Library Resources Review / Bachelor of Applied Science in Applied Technology  
CC: Dr. Chris McCowan, Dean, College of Science, Technology & Agriculture  
Dr. Karl Kunkel, Provost and Chair, University Academic Council

Conclusion:
Kent Library has an extensive collection of databases and journals to support research and study in computer graphics, electronic control systems, machining, manufacturing, and information technology for the BAS in Applied Technology program. Kent Library has adequate journal and database resources to support this new program.

The resource review found Kent Library’s print book collection is dated and the eBook and streaming media collections are weak. We request Department of Polytechnic Studies faculty collaborate with the librarian liaison to identify new print, eBook, and/or streaming media titles to strengthen resource support for the Applied Technology program.

Kent Library has identified $8,000 in one-time money available in FY18 to strengthen the book, eBook and streaming media collections. We request Department faculty work with the library liaison between now and May 10, 2017, to identify specific titles. Titles will be acquired during the summer and will be available to support teaching, learning and research beginning the 2017 fall semester. Moving forward, new titles will be acquired using the Library’s annual allotment, which can be supplemented through the Carrie Woodburn Johnson Endowment request process.

Background: The Bachelor of Applied Science is designed to meet the needs of students already having AAS degrees in various technical fields. Based upon an existing program, with modifications in the course requirements, the program enables transfer students to complete a Bachelor’s degree as a 2+2 program.

Databases
IEEE Xplore – Provides full-text access to documents in electrical engineering, computer science, and electronics. Includes access to abstract records and full-text articles.
- IEEE journals, transactions, and magazines published since 1998
- Bell Labs Technical Journal published since 1922

ACM Digital Library – A research, discovery and networking platform containing:
- The ACM Guide to Computing Literature, a comprehensive bibliographic database focused exclusively on the field of computing.
- The Full-Text Collection of all ACM publications, including journals, conference proceedings, technical magazines, newsletters and books.
- A collection of curated and hosted full-text publications from select publishers.
Computing (ProQuest)—Includes full-text articles from over 350 journals on computer science, information science, computer security, database design, software design, web commerce, LANs, WANs, intranets, and internet.

SAGE Journals — Includes approximately 100 full-text titles in the category, Materials Sciences and Engineering.

SciTech Connect—Journal articles, grant reports, research & development and other information originating with, or collected by, the Department of Energy.

Science (ProQuest) — Includes full-text for over 1200 journals in the applied and general sciences.

Science Direct (Elsevier) — Indexing for 769 titles across the disciplines of computer science, energy, engineering, and materials science. Many titles are open access.

Homeland Security Digital Library (HSDL)—Provides full-text access to documents dealing with policy, strategy, and organizational management as they relate to cyber infrastructure protection, energy security, electronic surveillance, interoperability, unmanned systems, and related topics.

Journals

Books and eBooks

<table>
<thead>
<tr>
<th>Print Books</th>
<th>Total Titles</th>
<th>Titles Published 2011</th>
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</thead>
<tbody>
<tr>
<td>Computer Graphics</td>
<td>346</td>
<td>51*</td>
</tr>
<tr>
<td>Construction Management</td>
<td>16</td>
<td>0</td>
</tr>
<tr>
<td>Electronic Control Systems</td>
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<td>2</td>
</tr>
<tr>
<td>Facilities Management</td>
<td>65</td>
<td>2</td>
</tr>
<tr>
<td>Machining</td>
<td>7</td>
<td>0</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>110</td>
<td>8</td>
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<tr>
<td>Network Administration</td>
<td>116</td>
<td>6</td>
</tr>
<tr>
<td>Sustainability</td>
<td>22</td>
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</tr>
</tbody>
</table>

*Many of these titles are housed in the Multimedia Center for students use there.

<table>
<thead>
<tr>
<th>eBooks</th>
<th>Total Titles</th>
<th>Titles Published 2011</th>
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<tbody>
<tr>
<td>Computer Graphics</td>
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<td>111</td>
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<tr>
<td>Construction Management</td>
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<td>3</td>
</tr>
<tr>
<td>Electronic Control Systems</td>
<td>321</td>
<td>16</td>
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</table>
Facilities Management & 41 & 8 
Machining & 21 & 19 
Manufacturing & 209 & 86 
Network Administration & 175 & 40 
Sustainability & 58 & 16 

**Streaming Media**

<table>
<thead>
<tr>
<th></th>
<th>Kanopy Titles</th>
<th>Films on Demand Titles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computer Graphics</td>
<td>2*</td>
<td>5</td>
</tr>
<tr>
<td>Construction Management</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Electronic Control Systems</td>
<td>1</td>
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<tr>
<td>Facilities Management</td>
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<td>0</td>
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<tr>
<td>Machining</td>
<td>375</td>
<td>3</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>176</td>
<td>16</td>
</tr>
<tr>
<td>Network Administration</td>
<td>0**</td>
<td>8</td>
</tr>
<tr>
<td>Sustainability</td>
<td>44***</td>
<td>92</td>
</tr>
</tbody>
</table>

*Not counted titles may use computer graphics as a production technique to convey information on other topics that could be used to demonstrate effective use of the technology.

**Finds 33 titles under “information technology.”

***Limited to corporate sustainability.

Kent Library provides research assistance to students, in-person and through email, phone, chat, or consultation appointments. Chat reference assistance is available 24x7.

Additional support for the BAS in Applied Technology program is provided by Kent Library’s Heather MacDonald Greene Multimedia Center (HMGMC). The HMGMC provides assistance to students in using multimedia creation tools. Students can use the One-Button studio to create video and audio recordings. Computers in the HMGMC have the full Adobe Creative Cloud suite, software used to edit video and audio files and to create posters, flyers, and brochures. The HMGMC supports student growth, from beginning to professional levels, by offering customized instruction and hands-on experience with digital creation software used in professional writing and digital media.

Kent Library appreciates the opportunity to serve the Department of Polytechnic Studies.
**Program Change Request for Staff Review**

**Name of Institution:**
Southeast Missouri State University

- **Title or CIP change**
- **Add option to existing program**
- **Add certificate program (from approved existing parent degree or stand-alone)** *(attach curriculum)*

<table>
<thead>
<tr>
<th>Before the Proposed Change</th>
<th>After the Proposed Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Title of Old Program/Certificate</strong></td>
<td><strong>Degree</strong></td>
</tr>
<tr>
<td>Agribusiness:</td>
<td>Bachelor of Science</td>
</tr>
<tr>
<td>- Ag Industries</td>
<td></td>
</tr>
<tr>
<td>- Animal Science</td>
<td></td>
</tr>
<tr>
<td>- Horticulture</td>
<td></td>
</tr>
<tr>
<td>- Plant &amp; Soil Science</td>
<td></td>
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<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

Attach a copy of the "before and after" curriculum, as applicable.

- **Delete program**
- **Delete option**
- **Place program on inactive status**
- **Change of address**
- **Closed location**

List sites where changes on this form should be applied (such as main campus, all off-site locations, etc.):
**Board of Regents**

**Motion Consideration Form (Academic Program Changes)**

**December 15, 2017**

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<table>
<thead>
<tr>
<th>Name/Title of Institutional Officer</th>
<th>Signature</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Karl R. Kunkel, Provost</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Click here to enter a date.

Please save and email this form and supporting documents to: he.academicprogramactions@dhe.mo.gov
Curriculum Structure
List of Current Options in the Agribusiness Major

Agriculture Industry
Animal Science
Horticulture
Plant and Soil Science

List of Options in the Agribusiness Major if Proposal Approved
(new options in bold)

Agriculture Communications
Agriculture Industry
Agriculture Systems Management
Animal Science
Horticulture
Plant and Soil Science
DEPARTMENT OF AGRICULTURE
BACHELOR OF SCIENCE
AGRICULTURE MAJOR
Agriculture Communications Option
Effective Fall Semester 2018

The BS in Agribusiness/Agriculture Communications prepares students for positions in media design, layout, photography, journalism, broadcasting; as well as sales, marketing, finance, policy, consulting and related areas. It can also provide the basis for graduate work leading to a MS, or PhD. This option is designed for students who complete all four years at Southeast and for students transferring to Southeast with an AA degree.

CURRICULUM CHECKLIST

UNIVERSITY STUDIES (42 hours Required)
- UI 100 First Year Seminar 3
- PG 284 Photography Fundamentals (Artistic Expression) 3
- Literary Expression 3
- SC 105 Fundamentals of Oral Communication (Oral Expression) 3
- EN 100 English Composition 3
- EN 140 (Written Expression) 3
- Behavioral Systems 3
- Living Systems (AY 101 and/or AO 120) 3
- MA 134 College Algebra (Logical Systems) 3
- CH 185 General Chemistry I (Physical Systems) 5
- Development of a Major Civilization 3
- Economics Systems 3
- Political Systems 3
- MC 101 Mass Communication & Society (Social Systems) 3
- MAPP Academic Proficiency & Progress Test (to be taken after completing 75 hours) 0
- WP003 Writing Proficiency Exam (to be taken after completing 75 hours) 0
- CL001 CL002 CL003 CL004 Career Linkages Requirements 0

AGRICULTURE CORE (38 Hours)
- AG 208 Agribusiness Data Analysis or AD 101 Intro to Micro Applications 3
- AG 245 Agricultural Economics 3
- AG 250 Agribusiness Management 3
- AG 334 Agribusiness Finance 3
- AG 355 Agriculture Seminar 1
- AG 381 Agribusiness Management II or AC 221 Accounting 1 3
- AG 447 Marketing of Agricultural Products 3
- AG 465 Agriculture Internship or AG 469 Undergraduate Research 3
- AG 470 Agribusiness Sales 3
- AO 120 Plant Science 3
- AO 125 Plant Science Lab 1
- AY 101 Animal Science 3
- HO 110 Introduction to Horticulture 3
- UI 436 Agricultural Ethics- University Studies Senior Seminar 3

AGRICULTURE COMMUNICATIONS option (38 Hours)
- AG 313 Social Media in Agribusiness 3
- AO 327 Sustainable Agriculture or AO 401 Ag and Natural Resource Management 3
- HO 470 Strategic Urban Hort. Or HO 310 Alternative Agriculture 3
- AY 210 Animal Welfare 2
- AY 205 Horse Science or AY 405 Beef Production or AY 320 Meat Science 3
- MC 221 Media Elements 3
- MC 322 Design for Media 3
- IM 300 Technical Communication 3
- MK 344 Consumer Behavior 3
- MK 341 Public Relations 3
- GM 180 Introduction to Technical Graphics or IM 518 Advanced Technical Document Design 3
- JU 308 Compassionate Communication or UI 351 Public Opinion Management 3
- JU 301 Historical Perspective: American Agriculture 3
SUGGESTED PROGRAM OF STUDY
BS in Agribusiness/Agriculture Communications Option
Effective Fall Semester 2018

Adjustments can be made depending on student internships and other factors that require variations. These should be made in collaboration with your academic advisor. This program is designed for students who complete all four years at Southeast. Transfer students should consult the Transfer Handbook developed by Southeast and your community college for a suggested program of study appropriate for your situation, or consult with your Southeast advisor.

FRESHMAN FALL SEMESTER (13 hrs)
AO 120/125 Plant Science and Laboratory (4)
AY 101 Animal Science (3)
EN 100 English Composition (3)
UI 100 First Year Seminar (3)
CL001 Career Linkages 1st Requirement
CL002 Career Linkages 2nd Requirement

FRESHMAN SPRING SEMESTER (15 hrs)
AG 245 Agricultural Economics (3)
MC 101 Mass Communication & Society (3)
MA 134 College Algebra (3)
SC 105 Fundamentals of Oral Communication (3)
GM 180 Introduction to Technical Graphics (3)

SOPHOMORE FALL SEMESTER (14 hrs)
CH185/085/005 General Chemistry I (5)
EN 140 Rhetoric and Critical Thinking (3)
AG 208 Agribusiness Data Analysis (3)
MC 221 Media Elements (3)

SOPHOMORE SPRING SEMESTER (14 hrs)
Development of a Major Civ. (3)
AG 250 Agribusiness Management (3)
PG 284 Photography Fundamentals (3)
Literary Expression (3)
AY 210 Animal Welfare (2)

JUNIOR FALL SEMESTER (15 hrs)
MC 322 Design for Media (3)
IU 301 Historical Perspective: American Agriculture (3)
AG 334 Agribusiness Finance (3)
Economic Systems (3)
HO 470 Strategic Urban Hort. (3)
CL003 Career Linkages 3rd Requirement

JUNIOR SPRING SEMESTER (16 hrs)
AG 313 Social Media in Agribusiness (3)
Behavioral Systems (3)
UI 351 Public Opinion Management (3)
AG 447 Marketing of Agriculture Products (3)
AO 327 Sustainable Agriculture (3)
AG 355 Agriculture Seminar (1)
CL004 Career Linkages 4th Requirement
WP003 Writing Proficiency Exam

SUMMER SEMESTER (3 hrs)
AG 465 Agriculture Internship (3)

SENIOR FALL SEMESTER (15 hrs)
Political System (3)
AY 205 Horse Science (3)
MK 341 Public Relations (3)
MC 322 Design for Media (3)
AG 381 Agribusiness Management II (3)
MAPP Academic Proficiency & Progress Test

SENIOR SPRING SEMESTER (15 hrs)
AG 470 Agribusiness Sales (3)
IM 300 Technical Communications (3)
UI 436 Agricultural Ethics (3)
MK 344 Consumer Behavior (3)
HO 110 Introduction to Horticulture (3)

120 Hours
Rationale for the Agribusiness major – Agriculture Communications Option

Substantial demand exists in the agribusiness sector for Bachelor of Science graduates having a production agriculture background and advanced training in effective oral, written and graphics communication within both the digital and face-to-face dialogues. The faculty have had considerable discussions with our agribusiness partners, spanning both urban and rural settings on how to best achieve this academic layout for this industry need. All of our agribusiness partners, including the Agribusiness Regional Campus Advisory Council, reiterate forcefully that industry requires individuals having production agriculture competency coupled with skills in communications. The Department of Agriculture currently demonstrates a 98% job placement in discipline of graduates, this new option in Ag Communications will see similar rates and high market salary positions, with a median salary in the state of Missouri of over $100,000 according to onetonline.org.

Please note that the University Studies component of the proposed option recommends PG 284 (Photography Fundamentals) for Artistic Expression and MC 101 (Mass Communication and Society) Social Systems. The Agriculture Communications option selects appropriate and existing courses from the departments of (i) Agriculture, (ii) Management and Marketing, and (iii) Mass Communications. These courses support the Agriculture Communications option by reinforcing the prerequisite skill sets important for the corporate goals of managing and communicating within agribusiness and corporate goals of effective product promotion, customer communication, and market expansion.

We expect that the agriculture communications option will attract 75 new majors within five years of the program start, based on similar programs in the area. These majors are anticipated to be new majors that would not have selected Southeast Missouri State University had the option not been available. The agriculture faculty also evaluated other universities for their enrollment in Agriculture Communications type majors. The University of Missouri, which limits their focus to Science and Agricultural Journalism, graduates on average 8 students a year with this program; which with a five year graduation rate there should be approximately 40 Ag Journalism majors at any time within the CAFNR (College of Agriculture, Food, and Natural Resources) program. However, their Board has chosen to eliminate this program; this has caused much frustration on the part of their alumni base, and a lack of availability in Ag Communications options here in Missouri for someone to remain in state and achieve this degree. Alternatively, Arkansas State University has 37 students enrolled fall of 2015 in their Jonesboro campus program; which demonstrates 148 students total in the ASU program. Missouri State University, shows 29 students annually enrolled, creating 116 students total within their Agriculture Communications program. Murray State, Truman, and Northwest do not offer programs focused on the Agriculture Communications degree.

Therefore, we felt that the combination of Ag Business and Ag Communications that we would be offering would see results more similar to the MSU and ASU programs. Averaging 30-40 students per year, which within the five year window our goal enrollment would be 75 student increase in majors.
Ag Communications - new students added each year

<table>
<thead>
<tr>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>10</td>
<td>15</td>
<td>15</td>
<td>20</td>
</tr>
</tbody>
</table>

**Department of Agriculture Student Major Productivity**

The Agribusiness major has four options: Industry, Animal Science, Plant and Soil Science and Horticulture. In September 2016, the College of Science, Technology and Agriculture Council approved the creation of two new options: (i) Agribusiness – agriculture communications and (ii) agriculture systems management.

Currently, the Department of Agriculture has 430+ students spanning across two majors: (i) Agribusiness and (ii) Agricultural Education. Growth in student participation is rapidly accelerating.

![Longitudinal Agribusiness-option student number distribution over time.](image)

**Figure 1.** Longitudinal Agribusiness-option student number distribution over time.

**Departmental Requests**

The Department of Agriculture anticipates that these new students can be absorbed into the current structure of the courses with little impact to teaching load for the first few years of the program. As the number of majors fully settles in five to seven years, an additional faculty will most likely be requested to accommodate the additional increase to the overall program. Within
the budget proposal this additional faculty was factored in for year four (Appendix A). However, with incremental increases in matriculation, it has been determined that additional faculty is not necessary to begin the program start up. The initial program design focuses on an interdisciplinary approach to education, so many of the needed areas of expertise for this program already exist with the faculty on campus. These existing classes are being utilized for this degree by allowing students to take courses in other departments and bridging that knowledge back to production agriculture and agribusiness, the graduate of this program will be extremely hirable and desired in the work place.

The library resources are also already intact for these students due to the interdisciplinary approach to this major; as are the advising, classroom resources, and experiential learning supplies needed for these students. This program is an exciting new opportunity for students and faculty to continue to provide new career opportunities for Southeast Missouri State University students.
November 9, 2016

Department of Agriculture
Southeast Missouri State University
One University Plaza MS 6825
Cape Girardeau, MO 63701

Dr. Aide,

I'm writing this letter in support of the Agriculture Communication option of the Agribusiness major you are proposing. Having looked through the curriculum, it appears that it will be beneficial to your students and to the agriculture industry in the region. Included in the proposed curriculum are three IM courses offered in our department—IM300, IM517, and IM518. Based on our discussions, we do not foresee an issue accommodating additional students in these classes.

If you have any questions, please contact our office at 573-651-2104.

Sincerely,

[Signature]

Dr. Brad Deken, Chair
Department of Polytechnic Studies
MEMORANDUM

DATE: December 5, 2016

TO: Julie Weathers, Assoc. Professor
    Mike Aide, Chairperson
    Dept. of Agriculture

FROM: Judy Wiles, Chairperson
      Department of Management and Marketing

RE: Proposed Agriculture Communications Option-Agribusiness Major

The Department of Management and Marketing supports the proposed Agriculture Communications Option in the Agribusiness Major. We offer the three courses in marketing (MK301, MK344 and MK341) each semester and both MK301 and MK344 are offered in the summer. We appreciate your interest in including our courses in this option and wish you much success in its launch.
From: Hollerbach, Karie
Sent: Thursday, November 10, 2016 11:14
To: Weathers, Julie
<jweathers@semo.edu> Subject: RE: Ag Communications

Julie,

The Department of Mass Media approves the inclusion of the following MMED courses in the proposed Bachelor of Science Agribusiness major:

MC221 Media
Elements MC322
Design for Media

Please consider this email as our letter of support for the inclusion of MMED courses in your proposed program. We look forward to working with you and your faculty.

Thanks,
Karie

Karie Hollerbach, Ph.D
Chairperson and Professor

Department of Mass Media
Southeast Missouri State
University Cape Girardeau, MO
63701
573-651-2174
khollerbach@semo.edu
Weathers, Julie

From: Anita Vanderwert <avanderwert@learfield.com>
Sent: Tuesday, January 03, 2017 2:25 PM
To: Weathers, Julie
Subject: Agricultural Communications Option Committee

January 3, 2017

Julie Weathers, Ph.D.
Associate Professor, Animal Science
Department of Agriculture
Southeast Missouri State University

Dear Julie,

I am writing this letter in support of starting a new Agribusiness: Agricultural Communications degree. The Agricultural industry, like most, are in desperate need of students that can write effectively. All too often we try to hire students and their basic writing skills are weak. We are a broadcast company supported by strong sales. It doesn't matter if students are trying to get hired on the broadcast side or the sales side, being able to write is key. Our broadcast team continually writes for our website as well as our social media initiative. Our broadcast team must be able to get their point across in few words and do it efficiently. It doesn't matter whether they are on-air broadcasting, posting on our website, Twitter or Facebook. On the sales side, we insist our team can put together written proposals that aren't verbose.

Basic writing skills and the ability to communicate well will always be important. In addition, students need to understand how to communicate effectively using social media in marketing. Please strongly consider adding this program.

Sincerely,

Anita Vanderwert
Business Development Director

505 Hobbs Road | Jefferson City, MO 65109
M: 573-808-3000
Weathers, Julie D’Lynn

To: Miranda Stegeman
Subject: RE: Ag Communications option committee

Julie Weathers, Ph.D.
Department of Agriculture, Chairperson
Associate Professor, Animal Science
Southeast Missouri State University
jweathers@semo.edu
573-651-2151- Office

From: Miranda Stegeman [mailto:mirandastegeman@finaoagency.com]
Sent: Thursday, January 05, 2017 5:11 PM
To: Weathers, Julie <jweathers@semo.edu>
Cc: sag2b2@yahoo.com
Subject: Ag Communications option committee

Hello Dr. Weathers -
I have attached a letter of support for an Ag Communications degree at Southeast Missouri State University.

Please don’t hesitate to reach out if I can provide further assistance.

Best -
Miranda J. Stegeman  
6776 Osborn Ct.  
Maryville, IL 62062  
618.536.7879

January 4, 2017

Julie Weathers, Ph.D.  
Associate Professor, Animal Science  
Department of Agriculture  
Southeast Missouri State University

Dear Dr. Weathers—

This letter is to share my support for an Agricultural Communications degree option for Southeast Missouri State University.

The complex world of agriculture and science has immense global impact and is in dire need of professionals to tell the story on issues related to this field. From news stories on genetic modification and the Farm Bill to marketing and advertising campaigns for seed, pesticides or beef; the impact of accurate, meaningful communication is important to a variety of audiences including consumers, producers and legislators.

Ag communications specialists are desired for their unique combination of specialized knowledge in science, agriculture, economics and communications. According to the Bureau of Labor Statistics the communication field is projected to grow at a rate of 4 percent from 2014–2024. Our "always on" society demands the skills of communications professionals to create, edit and disseminate information across a variety of platforms.

While there are numerous communication programs that give students hands-on opportunities to practice key skills in journalism, public relations, advertising, graphic design and digital communications, nothing compares to an education that combines technical knowledge with communications practices. An Agricultural Communications program would round out the agriculture programs currently offered at Southeast Missouri State University and would be a great addition to the limited number of programs available to students today.

As a 1997 graduate of the University of Missouri Ag Journalism program, I know first hand that my education and experiences gave me the competitive edge needed to start my career with a large advertising agency. I was one of the few on my team with an ag background and minor in plant science, which helped me understand the science behind newly launched Roundup Ready™ soybeans. I had a front row seat and was an active participant in conceiving and messaging meetings as a junior account executive in part because of my education.
Today, I own a marketing agency and can attest to the need for professionals with specialized knowledge. The communication world continues to evolve at a pace that requires agility, resiliency and perseverance. Employees that come in with a specialized skill set and knowledge are able to jump right in and make an immediate impact with the agency and our clients.

I am hopeful that Southeast Missouri State will see the numerous benefits and need for offering an Ag Communications degree option. Wishing you all the best with this important initiative.

Very truly —
Miranda J. Stegeman
1.05.2017

Ag Communications option committee:

My name is Michelle Pace, Vice President, Derivative Operations, for INTL FCStone, INC. INTL FCStone, INC provides clients across the globe with a comprehensive range of customized financial services and tools to help them protect their margins and manage volatility. A pioneer in specialized financial services, we open markets for underserved mid-market clients with insight, guidance and access.

INTL FCStone, Inc. has 34 offices around the globe and is continuously seeking talented leaders to fill various backgrounds and interests. INTL FCStone, Inc. hire approximately 25 new employees a year from a multitude degree types, Economics, Marketing, Entrepreneur, Accounting, International Business, Information Technology, Communications, etc., from numerous universities. The organization has agricultural roots dating back to 1924 and remains a pivotal part of our business. We have found employees who understand agricultural, regardless of their role within the company, can communicate messages more effectively than their peers. As a global organization we need employees who have strong communication (verbally and written) who will assist in the growth of our niche based organization. Technology makes businesses more efficient that requires clearly defined requirements and the ability to navigate through sticky situations. All organizations are working non-stop to improve communication from executives to entry level positions, thus need individuals who can reach everyone.

Communication skills are critical to all businesses and I appreciate Southeast Missouri taking the time to consider a new degree option.

Regards,

Michelle Pace

Vice President, Derivative Operations

INTL FCStone INC.

816.410.3304
January 16, 2017

Southeast Missouri State University
Department of Agriculture

Ag Communications Option Committee,

I am pleased to support Southeast Missouri State University’s evaluation of the addition of an agricultural communications program. Now, more than ever, our society and agriculture needs strong communicators. Interpersonal communication skills within organizations and on behalf of this vast industry are more important than ever as generational knowledge needs to be passed down and fewer and fewer consumers understand how their food reaches their table.

Agriculture Future of America (AFA) has a 20 year history of evaluating and impacting desired skills of entry level hires by employers. Communication skill always tops the list. In a 2009 study commissioned by AFA, communication skills ranked second only to work ethic by students and employers in attributes important to career success. A 2013 study conducted by AFA came to the same conclusion. Employers commonly remark to us that communication skills are lacking in recent hires. Whether it be written or oral skill, employers desire a higher level of performance.

The agriculture and food industry faces a need to be more transparent with consumers, telling its story clearly and concisely. At the same time, modes of communication are changing with the rate of technology. The most common response I hear from young people studying agriculture today is that they want to be an advocate for agriculture. Whether they’re pursuing a formal degree in communications or not, they want the toolkit to communicate on behalf of the industry they are passionate about.

This requires talented young people equipped with an understanding of how to know their audience and find ways to connect with them. An agricultural communications option at Southeast Missouri State University will provide this opportunity.

Sincerely,

[Signature]

Nancy Barcus
Chief Operating Officer
January 29, 2017

Julie Weathers, Ph.D.
Associate Professor, Animal Science
Department of Agriculture
Southeast Missouri State University

Dear Dr. Weathers,

I'm writing to share my support for Southeast Missouri State University adding an Agricultural Communications degree option.

Adding a degree option is obviously not something to be taken lightly. There are three primary reasons I support adding this offering. Agricultural communications fulfills a unique gap in educational offerings that competitive universities aren't focusing on today. Second, Southeast Missouri is a unique location for agricultural communications graduates. Finally, the market for agricultural communications professionals is growing and demand is not being met.

The types of careers successful graduates with an Agricultural Communications degree would fill include working for agricultural advertising agencies, public relations firms, local, national and multinational agribusiness companies, agricultural media and magazines, nonprofit organizations and governmental agencies.

In my particular case, I have hired more than 20 positions in the last 10 years for my employers in the St. Louis region. In that group, all but two of those positions listed Agricultural Communications as a degree option. I have only hired one individual with an Agricultural Communications degree because it is hard to find candidates. The reason I list this degree option is because its training has the unique ability to take scientific topics and communicate that information in either advanced or simple ways. According to Farm Flavor, there are 20 Ag Programs in Missouri colleges but only 2 appear to promote an Agricultural Communications or similar degree option. Other state institutions like Kansas
State, Ohio State, Texas Tech and University of Illinois have growing Agricultural Communication type programs yet the demand is not being met. Kansas State says this about their Agricultural Communications and Journalism degree, “We have more jobs than students and they are making great salaries in great jobs – such as working in the social office of the First Lady and traveling the country for public relations accounts.”

According to Missouri’s Department of Agriculture more than 278,000 jobs in Missouri relate to agriculture. Being located in Cape Girardeau provides an exclusive advantage for SEMO to offer Agricultural Communication degree. There are numerous employers nearby and just a short drive away for the employment. For instance, companies like Monsanto, Purina, Royal Canin, Rabo AgriFinance, Novus International and Bunge are all strong employers in this field. In fact, more than 225 agricultural companies belong to St. Louis Agribusiness Club. Additionally, 10 of the top 18 Agriculture Advertising agencies as designated by AgriMarketing magazine are within a 7 hour drive of Cape Girardeau. All of these employers look for agricultural communications professionals every year.

Not only are there jobs today in agricultural communications but the future also looks bright. According to a 2015 CNBC story, agriculture job growth is expected to boom over the next five years. An average of nearly 60,000 high-skilled ag and related jobs are expected annually in the United States but only about 35,000 graduates will be available to fill them. The agricultural communications industry makes up about 12 percent of the total number.

The time is right for Southeast Missouri State University to offer an Agricultural Communications degree option to fulfill a gap at competitive universities in a degree area where job opportunities will continue to grow. The competitive advantage for SEMO is its location close to so many agricultural companies in Missouri and the surrounding states. Having grown up in Cape County and traveled to more than 20 countries with my agricultural career, I know this field can be very fulfilling. I hope Southeast Missouri State University will give its students this chance to explore the world in this rewarding occupation.

Please let me know of any questions or ways I can support this initiative.

Sincerely,

Stephanie Gable
60TH ANNIVERSARY
NAMA
NATIONAL
AGRI-MARKETING
ASSOCIATION

1/16/17

Dear Ag Communications Option Committee:

Thank you for your time and consideration to bring an Ag Communications degree option to Southeast Missouri State.

The National Agri-Marketing Association is comprised of 1,700 agri-marketing industry professionals. These members have positions in leading ag companies, ad agencies and media positions. Additionally, we have over 30 Student NAMA Chapters in universities across the country. These students compete in a marketing competition at our annual convention that gives them exposure to professionals and job opportunities in the industry.

As Executive Director of the National Agri-Marketing Association, I have had a front row seat to the importance of the study of Ag Communications. NAMA members are always looking for the best talent to serve our industry. Ag truly is a niche and finding the right person to fill positions can often be a challenge. Our association is specifically geared towards advancing the careers of students and professionals in ag communications. I know I can speak for the leaders in our association, when I emphasize the importance of Ag Communications degree choices. Will there be jobs for these students? Yes. Absolutely.

I would welcome the opportunity to visit with someone further about this. I am always available to talk about the future of the industry.

Thank you for your time.

Sincerely,

Jennifer Pickett
Executive Vice President/

11620 I-235 South, Suite 200
Overland Park, KS 66210
913-491-6509
Fax 913-491-6500

JenniferPickett@nama.org
DEPARTMENT OF AGRICULTURE  
BACHELOR OF SCIENCE  
AGRIBUSINESS MAJOR  
AGRICULTURE SYSTEMS MANAGEMENT OPTION  
Effective Fall Semester 2018

The BS in Agribusiness/Agriculture Systems Management prepares students for positions in agricultural facilities management and operations for grain facilities and terminals, farm services, food processing facilities, and precision production agriculture. It can also provide the basis for graduate work leading to a MS, or PhD. This option is designed for students who complete all four years at Southeast and for students transferring to Southeast with an AA degree.

CURRICULUM CHECKLIST

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<tr>
<th>UNIVERSITY STUDIES (42 hours Required)</th>
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<tr>
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<tr>
<td>Artistic Expression (DS 104 recommended)</td>
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<tr>
<td>Literary Expression</td>
<td>3</td>
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<tr>
<td>Oral Expression (SC 105 recommended)</td>
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<tr>
<td>EN 100 English Composition</td>
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<tr>
<td>EN 140 (Written Expression)</td>
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<tr>
<td>Behavioral Systems (HL 120 recommended)</td>
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<tr>
<td>Living Systems (AY 101 and/or AO 120</td>
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<tr>
<td>MA 134 College Algebra (Logical Systems)</td>
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<tr>
<td>CH 185 General Chemistry I (Physical Systems)</td>
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<tr>
<td>Development of a Major Civilization</td>
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<tr>
<td>Economics Systems (MN 220 or EC 215 recommended)</td>
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<tr>
<td>Political Systems (PS 104 recommended)</td>
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<tr>
<td>Social Systems (MC 101 recommended)</td>
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<tr>
<td>MAPP Academic Proficiency &amp; Progress Test (to be taken after completing 75 hours)</td>
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<td>WP003 Writing Proficiency Exam (to be taken after completing 75 hours)</td>
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<tr>
<td>AC 221 Principles of Accounting I or AG 381 Agribusiness Management II</td>
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<tr>
<td>AD 101 Introduction to Microcomputer Applications or AG 208 Agribusiness Data Analysis</td>
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<tr>
<td>AG 245 Agricultural Economics</td>
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<tr>
<td>AG 250 Agribusiness Management</td>
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<td>AG 334 Agribusiness Finance</td>
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<td>AG 447 Marketing of Agricultural Products</td>
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<tr>
<td>AG 465 Agriculture Internship or AG 469 Undergraduate Research</td>
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<tr>
<td>AG 470 Agribusiness Sales</td>
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<td>AO 120 Plant Science</td>
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<td>AO 125 Plant Science Lab</td>
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<td>AY 101 Animal Science</td>
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<td>HO 110 Introduction to Horticulture</td>
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<tr>
<td>UI 436 Agricultural Ethics- University Studies Senior Seminar</td>
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<tr>
<th>AGRICULTURE SYSTEMS MANAGEMENT option (38 Hours)</th>
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<tr>
<td>PH 120 Introductory Physics</td>
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<tr>
<td>AY 320 Meat Science</td>
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<tr>
<td>AG 444 Spatial Analysis in GIS</td>
<td>3</td>
</tr>
<tr>
<td>AG 303 Agriculture Mechanization</td>
<td>3</td>
</tr>
<tr>
<td>AG 327 Sustainable Agriculture OR AG 440 Precision Agriculture</td>
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<tr>
<td>IU 317 System Thinking for Everyone</td>
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<tr>
<td>AY 105 Animal Science Experiences or HO 215 Practical Horticulture Experiences</td>
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<tr>
<td>Approved Ag Electives</td>
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And 9 credits of ET courses or 9 credits of FM courses:

- ET 160 Basic Electricity & Electronics 3
- ET 365 Industrial Electrical Power 3
- ET 470 Energy Management 3

or

- FM 504 Facilities Management 3
- FM 554 Facilities Operations and Supervision 3
- FM 565 Building Automation and Technology 3
SUGGESTED PROGRAM OF STUDY
BS in Agribusiness/Agriculture Systems Management Option
Effective Fall Semester 2018

Adjustments can be made depending on student internships and other factors that require variations. These should be made in collaboration with your academic advisor. This program is designed for students who complete all four years at Southeast. Transfer students should consult the Transfer Handbook developed by Southeast and your community college for a suggested program of study appropriate for your situation, or consult with your Southeast advisor.

FRESHMAN FALL SEMESTER (16 hrs)
AO 120/125 Plant Science and Laboratory (4)
AY 101 Animal Science (3)
HO 110 Introduction to Horticulture (3)
EN 100 English Composition (3)
UI 100 First Year Seminar (3)
CL001 Career Linkages 1st Requirement

FRESHMAN SPRING SEMESTER (15 hrs)
AG 245 Agricultural Economics (3)
PS 104 Comparative Political Systems (3)
MA 134 College Algebra (3)
SC 105 Fundamentals of Oral Communication (3)
Behavioral Systems (3)
CL002 Career Linkages 2nd Requirement

SOPHOMORE FALL SEMESTER (14 hrs)
CH185/085/005 General Chemistry I (5)
ET 160 Basic Electricity and Electronics (3)
or FM 504 Facilities Management (3)
EN 140 Rhetoric and Critical Thinking (3)
AC 221 Principles of Accounting I (3)

SOPHOMORE SPRING SEMESTER (16 hrs)
PH 120/020 Introductory Physics I (5)
AG 250 Agribusiness Management (3)
HO 215 Practical Hort. Experiences (2)
AD 101 Intro. to Microcomputer Applications (3)
Literary Expression (3)

JUNIOR FALL SEMESTER (13 hrs)
ET 365 Industrial Electrical Power (3)
or FM 554 Facilities Operation and Supervision
MA 223 Elementary Probability and Statistics (3)
AG 334 Agribusiness Finance (3)
Ag Elective (4)
CL003 Career Linkages 3rd Requirement

JUNIOR SPRING SEMESTER (15 hrs)
AY 320 Meat Science (3)
ET 470 Energy Management (3)
or FM 565 Building Automation and Tech. (3)
IU 317 System Thinking for Everyone (3)
AG 327 Sustainable Agriculture (3)
or AG 440 Precision Agriculture (3)
Economic Systems (3)

SUMMER SEMESTER (3 hrs)
AG 465 Agricultural Internship (3)

SENIOR FALL SEMESTER (15 hrs)
AG 447 Marketing Agricultural Products (3)
DS 104 Exploring Interior Design (3)
AG 444 Spatial Analysis in GIS (3)
AG 440 Precision Agriculture (3)
Development of a Major Civilization (3)
WP003 Writing Proficiency Exam
MAPP Academic Proficiency & Progress Test

SENIOR SPRING SEMESTER (13 hrs)
AG 470 Agribusiness Sales (3)
AG 355 Agriculture Seminar (1)
AG 303 Agricultural Mechanization (3)
UI 436 Agricultural Ethics (3)
MC 101 Mass Communication and Society (3)
CL004 Career Linkages 4th Requirement

120 Hours
Rationale for the Agribusiness major – Agriculture Systems Management Option

Substantial demand exists in the agribusiness sector for Bachelor of Science graduates having an academic production agriculture background and advanced training in agriculture/agribusiness infrastructure management and maintenance. The faculty have had considerable discussions with our agribusiness partners, spanning both urban and rural settings. All of our agribusiness partners, including the Agribusiness Regional Campus Advisory Council, reiterate forcefully that industry requires individuals having production agriculture competency coupled with managerial acumen in facilities management. The Department of Agriculture currently demonstrates a 98% job placement in discipline of graduates, this new option in Ag Systems Management will see similar rates and high market salary positions, with a median salary in the state of Missouri of $66,000 according to onetonline.org.

Please note that the University Studies component of the proposed option recommends DS 104 (Exploring Interior Design) for Artistic Expression, HL 120 (Health Perspectives), MN 220 (Engineering Economic Perspectives) or EC 215 (Principles of Microeconomics), and MC 101 (Mass Communication and Society) Social Systems. The course IU 317 (System Thinking for Everyone) is also recommended. The Agriculture Systems Management option selects appropriate and existing courses from the departments of (i) Agriculture, (ii) Physics, (iii) Mathematics, (iv) Accounting and Information Systems, and (v) Polytechnic Studies. These courses support the agriculture Systems Management option by reinforcing the prerequisite skill sets important for the corporate goals of system design and management.

We expect that the agriculture systems management option will attract 50 new majors within the first five years. These majors are anticipated to be new majors that would not have selected Southeast Missouri State University had the option not been available. The ag faculty also evaluated other universities for their enrollment in Agriculture Systems Management (ASM) type majors. The University of Missouri, which is the only ASM program in the state shows 17-45 majors each year; which with a five year graduation rate there should be approximately 30 new Ag Systems Management majors each year within the CAFNR program; which shows a total program size of 120 students. Alternatively, Arkansas State University has an Ag Systems Technology program at the Jonesboro campus which is more tied to their precision agriculture than focused on the areas in which this proposal is aimed.

Ag Systems Management- new students added each year

<table>
<thead>
<tr>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
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<tr>
<td>10</td>
<td>10</td>
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</table>

Department of Agriculture Student Major Productivity

The Agribusiness major has four options: Industry, Animal Science, Plant and Soil Science and Horticulture. In September, the College of Science, Technology and Agriculture Council approved the creation of two new options: (i) Agribusiness – agriculture communications and (ii) Agribusiness- agriculture systems management.
Currently the Department of Agriculture has 430+ students spanning across two majors: (i) Agribusiness and (ii) Agricultural Education. Growth in student participation is rapidly accelerating.

![Graph showing student number distribution over time.](image)

Figure 1. Longitudinal Agribusiness-option student number distribution over time.

**Departmental Requests**

The Department of Agriculture anticipates that these new students can be absorbed into the current structure of the courses with little impact on teaching load for the first few years of the program. Within the budget proposal this additional faculty was factored in for year four (Appendix A). However, with incremental increases in matriculation, it has been determined that additional faculty is not necessary to begin the program start up. The initial program design focuses on an interdisciplinary approach to education, so many of the needed expertise for this program already exist with faculty on campus; which are being utilized for this degree by allowing students to take courses in other departments and bridging that knowledge back to production agriculture and agribusiness, the graduate of this program will be extremely hirable and desired in the work place.

The library resources are also already intact for these students due to the interdisciplinary approach to this major; as are the advising, classroom resources, and experiential learning supplies needed for these students. This program is an exciting new opportunity for students and faculty to continue to provide new career opportunities to Southeast Missouri State University students.
TO:        Dr. Mike Aide, Professor and Chairperson  
         Department of Agriculture  

FROM:     Dr. Tamela Randolph, Chairperson  
         Department of Mathematics  

SUBJECT:  Support for MA223 in Agriculture Systems Management option  

The Department of Mathematics would welcome the requirement of MA223: Elementary Probability and Statistics in your new option – Agriculture Systems Management. It would behoove both departments to meet about the current objectives and topics in MA223 and make sure these match the expectations of the Department of Agriculture as well as serve the majors in this new option. Please feel free to contact myself and/or Dr. Pradeep Singh in order to facilitate this discussion.

We are proud to support your new option with one of our statistics course! Good luck!
TO: Michael Aide, Chairperson
Department of Agriculture

FROM: David Probst, Chairperson
Department of Physics and Engineering Physics
Chairperson, Department of Computer Science

DATE: 12 October 2016

RE: Support for Agribusiness: Agriculture Systems Management Option

I am writing to support the proposed addition of the Agriculture Systems Management Option to the Agribusiness major. This new option will require PH120 Introductory Physics I, and we have the capacity to accommodate any students in this option.
January 30, 2017

Dr. Michael Aide,

RE: Suggested Program of Study: BS in Agribusiness/Agri-Systems Management Option

Traditional agriculture programs offered coursework that dealt with livestock and crop production. The marketing of products was traditionally done through boards of trade. Graduates of agriculture programs focused on row crop production to harvest and/or livestock production and development to a marketing body weight. The produce was then taken to market where the producer received the going market price.

Today’s agriculture/horticulture student requires the same body of knowledge as before. But, in addition, they may be involved in different methods of production such as greenhouses, cold frames. They may also be involved in marketing directly to wholesalers or as retailers instead of through traditional boards of trade.

These non-traditional methods of marketing and production require more skills in the areas of sales, people management, and facilities management. I applaud the Southeast Missouri State Dept of Agriculture on developing a body of course work for students intending to be involved in agriculture/horticulture in a non-traditional way.

Dr. Paul D. Schnare, President Sunny Hill Gardens

A Division of Schnare Enterprises, Inc.
January 26, 2017

Dr. Michael Aide
Department of Agriculture
Southeast Missouri State University
102 Rhodes Hall
Cape Girardeau, MO

Dear Dr. Aide:

Given the fact that local grain factors now carry with them global implications, a degree designed to develop future facility managers in this industry is very important. The primary backbone of our region revolves around agriculture and ensuring that we can facilitate and retain local talent will only continue to ensure the economic future of our area. It’s in our best interest to support programs that will guarantee the economic stability of our region for future generations.

Yours truly,

[Signature]
Gordon Waller
President/CEO

GW:lm
Greenway Equipment is fully supportive of the Department of Agriculture at Southeast Missouri State University’s initiative to add a new option in Agriculture Systems Management for the Agribusiness major. The BS in Agribusiness/Agriculture Systems Management is a much needed major for students that would like to pursue a career in the agricultural equipment or precision agriculture fields. The nature of our business requires most employees and especially our Sales, Department Managers, and Location Managers to have more advanced technical knowledge. We feel that the students graduating from this program will be able to enter our Sales/Precision Ag Training Program and excel and be long-term employees with Greenway Equipment. Again, we fully support the new Agribusiness/Agriculture Systems Management Major at Southeast Missouri State University.

Best Regards,

Jeff Barnes
Precision Ag Manager

Brad Nash
Regional Vice President

Rick Burmann
Executive Vice President of Operations
January 26, 2017

To Whom It May Concern:

The Missouri Corn Growers Association and Missouri Corn Merchandising Council support the proposed addition of an Agriculture Systems Management degree into Southeast Missouri State's curriculum. Graduates with a degree in this area of study have many opportunities for the agricultural sector.

The skills obtained while completing the degree are needed in advancing a strong, forward-thinking industry. Each year, new and expanded technology enters the market. We need graduates who are capable of using, promoting and working with the latest sciences.

Precision agriculture is becoming a large component of the agriculture industry. Farmers are producing larger crops, requiring new and innovative ways to handle grain during a short harvest window. We must also utilize the skills in this degree area to help find new and innovative ways to grind more corn and keep farmers profitable.

Once again, Missouri Corn supports the department in adding this degree area to their lineup of opportunities for students pursuing continuing education in agriculture.

Sincerely,

Gary Marshall
Missouri Corn CEO
APPENDIX A- FINANCIAL PROJECTIONS

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<tr>
<th>Expenditures</th>
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<td>A. One-time:</td>
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<td>Library</td>
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</table>

2. Revenues

<table>
<thead>
<tr>
<th>Revenues</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>*State Aid - CBHE</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>*State Aid - DESE</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition/Fees***</td>
<td>$123,660</td>
<td>$247,320</td>
<td>$401,895</td>
<td>$556,470</td>
<td>$618,300</td>
</tr>
<tr>
<td>Institutional/Resources</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL REVENUES</td>
<td>$121,660</td>
<td>$245,320</td>
<td>$401,895</td>
<td>$486,847</td>
<td>$548,677</td>
</tr>
</tbody>
</table>

* Other costs includes costs to market the new program to potential students.

**This is an estimate of FICA & CURP (13.65% used) plus Fringe Benefits
*** Based on recent class sizes, students in this new program could be incorporated into the existing classes without the need for additional sections or faculty load. If there is growth in this program or others depending on these classes beyond what is projected, additional faculty costs may be needed.

*** Tuition and fees is calculated using the “Student Enrollment Projections”, the $206.10 cost per credit hour for in-state tuition, and a full-time load of 15 credit hours per semester.

Combined (Ag Communications and Ag Systems Management)- new students added each year

<table>
<thead>
<tr>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>20</td>
<td>20</td>
<td>25</td>
<td>25</td>
<td>30</td>
</tr>
</tbody>
</table>

Total Students with the Ag Communications and Ag Systems Management Options*

<table>
<thead>
<tr>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>20</td>
<td>40</td>
<td>65</td>
<td>90</td>
<td>100</td>
</tr>
</tbody>
</table>

*Assuming a 4 year graduation rate
From: Wilde, Sue
Sent: Monday, November 20, 2017 2:23 PM
To: Weathers, Julie D'Ynn
Subject: RE: Agriculture New Options

Julie,
Thanks for clarifying this for me! Based on your projected, new enrollments the calculations are accurate — with one minor adjustment. The year one Net Revenues (bottom line) should be $121,660 not $123,460 based on the $2,000 marketing expenditure. Good luck with your new program!

Sue

SOUTHEAST MISSOURI STATE UNIVERSITY - 1873
/Sue Wilde
Director
Budget Office
T (573) 651-2785
To: Dr. Michael Aide, Chair, Department of Agriculture  
    Dr. Julie Weathers, Professor, Department of Agriculture

From: Carl Hess, Assistant Professor, Department of Agriculture liaison, Kent Library  
      Barbara Glackin, Dean, Kent Library

Date: February 27, 2017

RE: Library resources evaluation / Bachelor of Science in Agribusiness  
    Agriculture Communications and Agriculture Systems Management Options

CC: Dr. Chris McGowan, Dean, College of Science, Technology and Agriculture  
    Dr. Karl Kurkel, Provost and Chair, University Academic Council

Conclusion: Kent library has the resources to support the Department of Agriculture's  
proposed Bachelor of Science in Agribusiness two track options: Agriculture  
Communications and Agriculture Systems Management. There are considerable resources  
to support the Agriculture Communications option. Kent Library has sufficient resources to  
support the Agriculture Systems Management option but does feel the addition of a  
subscription to the Journal of Agricultural Safety and Health would be helpful. The Library  
is currently investigating an online subscription to the Journal of Agricultural Safety and  
Health and will communicate with the Department of Agriculture chair and library liaison as  
more information becomes available. Full Kent Library resources reviews for both Agriculture  
Communication and Agriculture Systems Management are provided in separate documents.

If, as the curriculum evolves, the Department of Agriculture identifies additional library  
resources needed or collection weaknesses, we respectfully request to be notified so steps  
may be taken.

Kent Library appreciates the opportunity to serve the Department of Agriculture and  
students seeking careers in Agriculture Communications and Agriculture Systems  
Management.
I. Motion to be Considered:

Approve the acceptance of the University’s annual financial statement, the Single Audit Report and the System Facilities financial statement for the year ending June 30, 2017, from RubinBrown, LLP.

II. Background:

RubinBrown, LLP has served as the external auditor of the University for the last nine fiscal years. The fiscal year 2017 audit is the fourth year of their current five-year audit services contract. The firm was founded in 1952 and has provided professional services to governments, not-for-profit organizations and other businesses for over 65 years. The University audit is conducted by an audit team from the firm’s St. Louis office.

The University has prepared the financial statements in accordance with GASB Statement No. 35, Basic Financial Statements and Management’s Discussion and Analysis—Public Colleges and Universities. The Foundation is considered a discretely presented component unit of the University that reports under the FASB model and, consequently, is presented separately from the University within the University’s financial statements. The Missouri Innovation Corporation is not included in the University’s financial statements because it does not meet the significance criteria for component units under GASB Statement No. 39, Determining Whether Certain Organizations Are Component Units—an amendment of GASB Statement No. 14.

The financial statement document (Attachment 1) consists of a Management’s Discussion and Analysis; basic financial statements for the University including a Statement of Net Position, Statement of Revenues, Expenses, and Changes in Net Position, and a Statement of Cash Flows for the University as a whole; basic financial statements for the Foundation including a Statement of Financial Position and Statement of Activities; notes to the basic financial statements, and

<table>
<thead>
<tr>
<th>Recommended By:</th>
<th>Chairperson</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Government</td>
<td></td>
</tr>
<tr>
<td>Faculty Senate</td>
<td>Dean</td>
</tr>
<tr>
<td>Administrative Council</td>
<td>Academic Council</td>
</tr>
<tr>
<td>VP, Enroll. Man. &amp; Stu. Suc.</td>
<td>Provost</td>
</tr>
<tr>
<td>VP, Finance &amp; Admin.</td>
<td>President</td>
</tr>
<tr>
<td>VP, University Advancement</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Board Action on:</th>
<th>Postpone:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motion By:</td>
<td>Amend:</td>
</tr>
<tr>
<td>Second By:</td>
<td>Disapprove:</td>
</tr>
<tr>
<td>Vote:</td>
<td>Approve:</td>
</tr>
<tr>
<td>Yeas:        Nays:</td>
<td>Secretary:</td>
</tr>
</tbody>
</table>
additional required supplementary information pertaining to the University’s pension plan and other post-employment benefit plan. The financial report includes an unmodified opinion by RubinBrown, LLP.

The Single Audit evaluates whether the University has complied with applicable laws and regulations for each major federal program as defined under Title 2 U. S Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance), and whether there are any material weaknesses or significant deficiencies in the University’s internal control structure surrounding the administration of federal awards. Several individual audit reports are contained within the Single Audit Report (Attachment 2) which addresses various requirements concerning the University’s management of federal grant programs. There were no material instances of noncompliance found or findings noted when conducting test work over the University’s major federal programs.

The System Facilities financial statements present the activity for fiscal year 2017 for the funds established by the terms of the bond resolution for the System Facilities Revenue Bonds Series 2011B, 2013A, 2013B, 2016A, 2016B and 2016C. The basis financial statements for the System Facilities were also prepared in accordance with Governmental Accounting Standards Board (GASB) Statement No. 35, Basic Financial Statements – and Management’s Discussion and Analysis-for Public Colleges and Universities.

The System Facilities Report (Attachment 3) consists of a Management’s Discussion and Analysis; basic financial statements including a Statement of Net Position, Statement of Revenues, Expenses, and Changes in Net Position, and a Statement of Cash Flows for System Facilities, notes to the basic financial statements, and various supplemental schedules required by terms of the University’s bond agreements. The financial report includes an unmodified opinion by RubinBrown, LLP.
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<th>Page</th>
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</tr>
<tr>
<td>Management's Discussion And Analysis</td>
<td>4 - 13</td>
</tr>
<tr>
<td>Financial Statements</td>
<td></td>
</tr>
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<td>14 - 15</td>
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<td>Schedule Of Funding Progress For</td>
<td></td>
</tr>
<tr>
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<td>61</td>
</tr>
</tbody>
</table>
Independent Auditors’ Report

Board of Regents
Southeast Missouri State University
Cape Girardeau, Missouri

Report On The Financial Statements

We have audited the accompanying financial statements of the business-type activities and discretely presented component unit of Southeast Missouri State University, (the University), a component unit of the State of Missouri, as of and for the year ended June 30, 2017, and the related notes to the financial statements, which collectively comprise the University’s basic financial statements as listed in the table of contents.

Management’s Responsibility For The Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors’ Responsibility

Our responsibility is to express opinions on these financial statements based on our audit. We did not audit the financial statements of Southeast Missouri University Foundation, a discretely presented component unit of the University, as described in Note 2. Those statements were audited by other auditors whose report has been furnished to us, and our opinion, insofar as it relates to the amounts included for Southeast Missouri University Foundation, is based solely on the report of the other auditors. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors’ judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity’s preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.
We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

**Opinions**

In our opinion, based on our audit and the reports of other auditors, the financial statements referred to above present fairly, in all material respects, the respective financial position of the business-type activities and the discretely presented component unit of Southeast Missouri State University as of June 30, 2017, and the respective changes in financial position and, where applicable, cash flows thereof for the year then ended, in accordance with accounting principles generally accepted in the United States of America.

**Other Matters**

**Required Supplementary Information**

Accounting principles generally accepted in the United States of America require that the Management's Discussion and Analysis on pages 4 through 13, the Schedule of Selected Pension Information on page 60 and the Schedule of Funding Progress for Postemployment Healthcare Plan on page 61 be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.
Other Reporting Required By Government Auditing Standards

In accordance with Government Auditing Standards, we have also issued our report dated November 10, 2017 on our consideration of the University's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with Government Auditing Standards in considering the University's internal control over financial reporting and compliance.

RubinBrown LLP

November 10, 2017
This discussion and analysis of Southeast Missouri State University's (the University) basic financial statements provides a comparative overview of the University's financial performance during the year ended June 30, 2017. The Management’s Discussion and Analysis is designed to focus on current activities and resulting changes, and should be read in conjunction with the University’s basic financial statements and footnotes.

Using this Report

This report consists of a series of financial statements, prepared in accordance with the Governmental Accounting Standards Board (GASB) Statement No. 34, Basic Financial Statements and Management’s Discussion and Analysis - for State and Local Governments, and GASB Statement No. 35, Basic Financial Statements and Management’s Discussion and Analysis - for Public Colleges and Universities. These basic financial statements focus on the financial condition of the University, the results of operations, and cash flows of the University as a whole.

The Statement of Net Position includes the assets, deferred outflows of resources, liabilities, deferred inflows of resources, and net position of the University as of the end of the fiscal year. The Statement of Net Position is a point of time financial statement. It is prepared under the accrual basis of accounting, whereby assets are recognized when the service is provided and liabilities are recognized when others provide the service, regardless of when cash is exchanged. The University's net position (the difference between assets/deferred outflows of resources and liabilities/deferred inflows of resources) is one indicator of the University's financial health. Over time, increases or decreases in net position is one indicator of the improvement or erosion of the University's financial health when considered with non-financial facts such as enrollment levels and the conditions of facilities.

The Statement of Revenues, Expenses, and Changes in Net Position presents the revenues earned and expenses incurred during the year. Activities are reported as operating, nonoperating or other. All things being equal, a public University's dependency on state appropriations and gifts will result in operating deficits. That is because the financial reporting model prescribed by GASB No. 34 classifies state appropriations and gifts as nonoperating revenues. The utilization of long-lived assets, referred to as Capital Assets, is reflected in the basic financial statements as depreciation, which amortizes the cost of an asset over its expected useful life.

The Statement of Cash Flows presents the University's flows of cash. The primary purpose of the Statement of Cash Flows is to provide information about the University's cash receipts and payments summarized by operating, capital and related financing, noncapital financing and investing activities.
Financial Analysis of the University

The following table reflects the Net Position of the University as of June 30:

<table>
<thead>
<tr>
<th><strong>Condensed Statement of Net Position</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>As of June 30, 2017 And 2016</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Assets</strong></td>
<td>$ 36,823,832</td>
<td>$ 29,890,630</td>
</tr>
<tr>
<td><strong>Noncurrent Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital assets, net of depreciation</td>
<td>458,519,203</td>
<td>447,502,831</td>
</tr>
<tr>
<td>Other</td>
<td>52,899,530</td>
<td>70,058,099</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>548,242,565</td>
<td>547,451,560</td>
</tr>
<tr>
<td><strong>Deferred Outflows of Resources</strong></td>
<td>48,208,733</td>
<td>21,549,671</td>
</tr>
<tr>
<td><strong>Current Liabilities</strong></td>
<td>35,890,836</td>
<td>32,807,972</td>
</tr>
<tr>
<td><strong>Noncurrent Liabilities</strong></td>
<td>299,365,656</td>
<td>268,509,990</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>335,256,492</td>
<td>301,317,962</td>
</tr>
<tr>
<td><strong>Deferred Inflows of Resources</strong></td>
<td>1,018,485</td>
<td>1,551,087</td>
</tr>
<tr>
<td><strong>Net Position</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net investment in capital assets</td>
<td>269,458,109</td>
<td>260,150,394</td>
</tr>
<tr>
<td>Restricted</td>
<td>4,760,837</td>
<td>5,265,852</td>
</tr>
<tr>
<td>Unrestricted</td>
<td>(14,042,625)</td>
<td>716,936</td>
</tr>
<tr>
<td><strong>Total Net Position</strong></td>
<td>$ 260,176,321</td>
<td>$ 266,132,182</td>
</tr>
</tbody>
</table>

Current assets consist primarily of unrestricted and restricted cash and cash equivalents, unrestricted and restricted short-term investments, accounts receivable, accrued interest receivable and inventory. Current assets totaled $36.82 million at June 30, 2017 and $29.89 million at June 30, 2016. The increase in current assets of approximately $6.93 million from June 30, 2016 is primarily an increase in short term investments. The increase in short term investments reflects an investment strategy of investing in shorter term investments since interest rates are low and are projected to increase.
The majority of noncurrent assets are capital assets which are recorded net of accumulated depreciation. Please refer to Note 2 in the footnotes to the basic financial statements for more information regarding the University's policy for depreciating capital assets. In addition to capital assets, long-term investments comprised $44.27 million of noncurrent assets at June 30, 2017. Long-term investments comprised $62.18 million of noncurrent assets at June 30, 2016.

Implementation of GASB No 65, *Items Previously Recognized as Assets and Liabilities* requires reporting of deferred inflows and outflows of resources. Deferred outflows were $7.25 million at June 30, 2017 and $6.13 million at June 30, 2016 from refunding of bond issues.

The University implemented GASB Statement No. 68, *Accounting and Financial Reporting for Pensions*, as amended by GASB Statement No. 71, *Pension Transition for Contributions Made Subsequent to the Measurement Date*. These statements established standards for measuring and recognizing liabilities, deferred outflows and inflows of resources, and expense associated with defined benefit pension plans. Deferred outflows were $40.96 million at June 30, 2017 and $15.43 million at June 30, 2016 for deferred amounts related to pension plan and pension plan contributions. Deferred inflows were $1.02 million at June 30, 2017 and $1.55 million at June 30, 2016 due to deferred amounts related to the pension plan.

Current liabilities consist primarily of accounts payable, accrued compensation and unearned income. Current liabilities also include the current portion of bonds and notes payable. Current liabilities totaled $35.89 million at June 30, 2017 and $32.81 million at June 30, 2016. The increase in current liabilities was approximately $3.08 million from June 30, 2016.

Noncurrent liabilities which totaled $299.37 million at June 30, 2017 and $268.51 million at June 30, 2016, primarily consist of long term debt and net pension liability. Noncurrent liabilities related to the net pension liability increased $35.60 million from June 30, 2016 for its portion of the MOSERS cost-sharing, multiple employer pension plan.

Net position represents the residual interest in the University's assets after liabilities are deducted.
SOUTHEAST MISSOURI STATE UNIVERSITY
Management's Discussion And Analysis (Continued)

<table>
<thead>
<tr>
<th></th>
<th>June 30,</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2017</td>
</tr>
<tr>
<td><strong>Net Position:</strong></td>
<td></td>
</tr>
<tr>
<td>Net investment in capital assets</td>
<td>$ 269,458,109</td>
</tr>
<tr>
<td><strong>Restricted:</strong></td>
<td></td>
</tr>
<tr>
<td>Nonexpendable</td>
<td>2,158,105</td>
</tr>
<tr>
<td>Expendable</td>
<td>2,602,732</td>
</tr>
<tr>
<td>Total Restricted</td>
<td>274,218,946</td>
</tr>
<tr>
<td><strong>Unrestricted:</strong></td>
<td></td>
</tr>
<tr>
<td>Designated</td>
<td>39,918,777</td>
</tr>
<tr>
<td>Undesignated</td>
<td>(53,961,402)</td>
</tr>
<tr>
<td>Total Unrestricted</td>
<td>(14,042,625)</td>
</tr>
<tr>
<td><strong>Total Net Position</strong></td>
<td>$ 260,176,321</td>
</tr>
</tbody>
</table>

Following is a breakdown of net position at June 30, 2017:
Net position invested in capital assets represent the University’s capital assets net of accumulated depreciation and outstanding principal balances of debt attributable to the acquisition, construction or improvement of those assets. Net investment in capital assets increased approximately $9.31 million from $260.15 million at June 30, 2016 to $269.46 million at June 30, 2017.

Restricted net position includes the University’s permanent endowment, managed by the Southeast Missouri University Foundation, which totaled $2.2 million at June 30, 2017 and $2.3 million at June 30, 2016. Although unrestricted net position is not subject to externally imposed stipulations, all of unrestricted net position has been internally designated as of June 30, 2017.

Following is a breakdown of designated unrestricted net position as of June 30:

<table>
<thead>
<tr>
<th>Unrestricted-Designated Net Position</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment in inventories</td>
<td>$ 2,530,621</td>
<td>$ 2,758,604</td>
</tr>
<tr>
<td>Future operations (including capital projects)</td>
<td>35,316,126</td>
<td>40,937,255</td>
</tr>
<tr>
<td>Quasi-endowment</td>
<td>2,072,030</td>
<td>2,168,370</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$ 39,918,777</td>
<td>$ 45,864,229</td>
</tr>
</tbody>
</table>

The total unrestricted-undesignated net position of the University of $(53.96) million at June 30, 2017 includes balances accumulated from the operations of the auxiliary enterprises, such as the residence hall system and textbook rental, which totaled $6.38 million, from loan programs which totaled $.61 million, and from general operations which totaled $(60.95) million. The total unrestricted-undesignated net position of the University of $(45.15) million at June 30, 2016 included balances accumulated from the operations of the auxiliary enterprises such as the residence hall system and textbook rental, which totaled $6.85 million, from loan programs which totaled $.60 million and from general operations which totaled $(52.60) million. The negative unrestricted net position for June 30, 2017 and 2016 respectively results from the implementation of GASB Statements No. 68 and 71 and the recording of a $114.02 and $78.42 million pension liability and related deferred inflows and outflows as discussed previously.
The following schedule reflects the condensed revenues and expenses of the University for fiscal years 2017 and 2016:

### Condensed Statements of Revenues, Expenses and Changes in Net Position

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Revenues:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student tuition and fees, net of scholarship allowance</td>
<td>$ 57,042,769</td>
<td>$ 69,251,056</td>
</tr>
<tr>
<td>Grants and contracts</td>
<td>12,830,166</td>
<td>11,788,922</td>
</tr>
<tr>
<td>Auxiliary services</td>
<td>31,283,309</td>
<td>18,946,372</td>
</tr>
<tr>
<td>Other operating revenues</td>
<td>10,286,080</td>
<td>9,696,061</td>
</tr>
<tr>
<td><strong>Total Operating Revenues</strong></td>
<td><strong>111,442,264</strong></td>
<td><strong>109,682,511</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Operating Expenses:</strong></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal service</td>
<td>105,524,547</td>
<td>93,563,351</td>
</tr>
<tr>
<td>Utilities and supplies</td>
<td>40,173,984</td>
<td>40,203,016</td>
</tr>
<tr>
<td>Scholarships</td>
<td>19,885,809</td>
<td>19,438,180</td>
</tr>
<tr>
<td>Depreciation</td>
<td>14,070,764</td>
<td>13,604,347</td>
</tr>
<tr>
<td>Other Post-employment benefits (OPEB) expense</td>
<td>120,432</td>
<td>176,165</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td><strong>179,775,536</strong></td>
<td><strong>166,984,959</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Operating loss</strong></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>(68,333,272)</td>
<td>(57,302,488)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Nonoperating revenues (expenses)</strong></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>State appropriations</td>
<td>44,945,270</td>
<td>46,059,560</td>
</tr>
<tr>
<td>Federal grants - restricted</td>
<td>13,714,616</td>
<td>14,148,526</td>
</tr>
<tr>
<td>Investment income</td>
<td>2,072,951</td>
<td>2,809,219</td>
</tr>
<tr>
<td>Gifts</td>
<td>3,406,914</td>
<td>3,520,581</td>
</tr>
<tr>
<td>Nonoperating expenses</td>
<td>(8,426,489)</td>
<td>(8,924,457)</td>
</tr>
<tr>
<td><strong>Net Nonoperating Revenues</strong></td>
<td><strong>55,713,262</strong></td>
<td><strong>57,611,429</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Other revenues</strong></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>6,664,149</td>
<td>377,894</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Increase (Decrease) in net position</strong></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(5,955,861)</td>
<td>686,855</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Net position beginning of year</strong></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>266,132,182</td>
<td>265,445,347</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Net position end of year</strong></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$ 260,176,321</td>
<td>$ 266,132,182</td>
</tr>
</tbody>
</table>
Total revenues for fiscal year 2017 were $182.25 million, which consisted of operating revenues of $111.44 million, non-operating revenues of $64.14 million and other revenues of $6.67 million. Total revenues for fiscal year 2016 were $176.60 million, which consisted of operating revenues of $109.69 million, non-operating revenues of $66.53 million and other revenues of $.38 million. The most significant sources of revenue for the University are student tuition and fees, state appropriations, grants and contracts, and auxiliary services.

Following is a graphic illustration of total revenue by source for the year ended June 30, 2017:

Student tuition and fees net of scholarship allowance decreased by $12.21 million and auxiliary services net of scholarship allowance increased by $12.33 million from fiscal year 2016. These changes were primarily the result of a change in the allocation methodology of the scholarship allowance.

Student tuition and fees surpassed state appropriations as the largest source of revenue for the University in fiscal year 2007. State appropriations have declined as a percent of total revenue from 37% in fiscal year 2002 to 25% in fiscal year 2017. The University's state appropriation for fiscal year 2017 was reduced by budget withholdings from $48.08 to $44.55 in January 2017. The University’s state appropriation for fiscal year 2018, net of the 3% governor's reserve withholding, is $43.53 million, a 9% decrease over the fiscal year 2017 level before budget withholdings. The fiscal year 2018 state appropriation decreased by $4.31 million, net of the 3% governor's reserve from the fiscal year 2017 level.
Operating expenses of the University totaled $179.78 million for the fiscal year ended June 30, 2017. Personal service costs, including the costs related to faculty, staff and student labor, accounted for 58% of the total operating expenses at June 30, 2017. Operating expenses of the University totaled $166.98 million for the fiscal year ended June 30, 2016. Personal service costs, including the costs related to faculty, staff and student labor, accounted for 56% of the total operating expenses at June 30, 2016.

Following is a graphic illustration of operating expenses by source for the year ended June 30, 2017:

![Pie chart showing operating expenses by source: Personal Services 58%, Scholarships 11%, Utilities 3%, Supplies, other services and expenses 20%, Depreciation 8%]

**Bonds and Notes Payable**

The University had outstanding bonds of approximately $186.15 million and $189.98 million at June 30, 2017 and 2016, respectively. During fiscal year 2017, the University issued Series 2016C bonds which were for the purpose of partially refunding the Series 2011B bonds. During fiscal year 2016, the University issued 2016A and 2016B bonds which were for the purpose of refunding the Series 2011 bond issue and for the construction of Greek student housing. The University made all regularly scheduled debt service payments. Please refer to the bonds payable footnote (Note 8) in the notes to the basic financial statements for additional disclosures.
The University had outstanding notes payable of approximately $318 thousand, a decrease of approximately $38 thousand from June 30, 2016. No new notes were issued in fiscal year 2017 or 2016. Please refer to the notes payable footnotes (Note 9) in the notes to the basic financial statements for additional disclosures.

Capital Assets

At June 30, 2017 and 2016, the University’s investment in capital assets was as follows:

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land</td>
<td>$ 4,217,138</td>
<td>$ 4,217,138</td>
</tr>
<tr>
<td>Buildings and improvements</td>
<td>500,539,430</td>
<td>479,373,047</td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td>4,303,781</td>
<td>644,994</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>39,417,146</td>
<td>38,508,539</td>
</tr>
<tr>
<td>Equipment</td>
<td>47,290,494</td>
<td>46,196,015</td>
</tr>
<tr>
<td>Library books</td>
<td>26,314,260</td>
<td>25,967,441</td>
</tr>
<tr>
<td>Construction in progress</td>
<td>10,041,853</td>
<td>13,239,592</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>632,124,102</strong></td>
<td><strong>608,146,766</strong></td>
</tr>
<tr>
<td>Loss: Accumulated depreciation</td>
<td>173,604,899</td>
<td>160,643,935</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 458,519,203</strong></td>
<td><strong>$ 447,502,831</strong></td>
</tr>
</tbody>
</table>

At June 30, 2017, the University had initiated plans and incurred certain contractual commitments related to the construction of various facilities. The costs to complete these projects are estimated at $10.58 million at June 30, 2017 and are to be funded from bond proceeds, state appropriations, federal grants, or other University and local funds. These projects included approximately $6.66 million for academic renovations to Grauel, Crisp, and Brandt Buildings and $3.92 million for other campus renovations.

At June 30, 2016, the University had initiated plans and incurred certain contractual commitments related to the construction of various facilities. The costs to complete these projects are estimated at $28.95 million at June 30, 2016 and are to be funded from bond proceeds, state appropriations, federal grants, or other University and local funds. These projects included approximately $5.78 million for Greek Housing Student Housing, $2.31 million for Towcr North renovations, $9.82 million for academic renovations to Grauel, Crisp and Brandt Buildings, $2.45 million for the Center for Speech and Hearing and $8.59 for other campus renovations.
Economic Outlook

The Board of Regents approved a $116.5 million operating budget net of designated revenue for fiscal year 2018. This included an estimated 8.5% reduction in state appropriations, which was based on the Governor's proposed budget and state revenue projections at the time. Subsequent to board approval of the FY18 budget, the Governor signed HB3 funding bill, which included a 6.58% base reduction in state appropriations for higher education. At the same time, the Governor implemented one time withholdings that brought the total appropriation reduction to 9%.

The University is committed to increasing the first time, full time retention rate to 80% and the six-year graduation rate to 60%. Both of these measures are strong indicators of sustained enrollment and tuition and fee revenue. The University's retention efforts are succeeding as the first time, full time retention rate reached 75.1% for fall 2017, the first time it has exceeded 75%.

The University has consistently taken a proactive approach to cost containment and revenue enhancement. The University's budget process mitigates risks from state support reductions or enrollment fluctuations by modeling three years of anticipated budget needs. The institution is currently identifying budget reductions that will meet known and anticipated budget need for FY2018 through FY2020.

Contacting the University's Financial Management

This financial report is designed to provide a general overview of the University's finances and to show the University's accountability for the money it receives. Questions about this report and requests for additional financial information should be directed to the Vice President for Finance and Administration, One University Plaza, MS 3000, Cape Girardeau, MO 63701.
SOUTHEAST MISSOURI STATE UNIVERSITY

STATEMENT OF NET POSITION

Page 1 Of 2
June 30, 2017

Assets

<table>
<thead>
<tr>
<th>Current Assets</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$ 5,492,499</td>
</tr>
<tr>
<td>Restricted cash and cash equivalents</td>
<td>1,095,914</td>
</tr>
<tr>
<td>Short-term investments</td>
<td>17,482,274</td>
</tr>
<tr>
<td>Restricted short-term investments</td>
<td>999,368</td>
</tr>
<tr>
<td>Accrued interest receivable</td>
<td>156,171</td>
</tr>
<tr>
<td>Due from component unit - Foundation</td>
<td>803,588</td>
</tr>
<tr>
<td>Accounts receivable (net of allowance of $717,452)</td>
<td>6,061,002</td>
</tr>
<tr>
<td>Notes receivable</td>
<td>530,753</td>
</tr>
<tr>
<td>Due from federal government</td>
<td>1,278,415</td>
</tr>
<tr>
<td>Inventory</td>
<td>2,530,321</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>393,227</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td><strong>36,823,382</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Noncurrent Assets</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Investments</td>
<td>44,271,387</td>
</tr>
<tr>
<td>Due from component unit - Foundation</td>
<td>5,151,339</td>
</tr>
<tr>
<td>Notes receivable (net of allowance of $1,044,213)</td>
<td>3,475,304</td>
</tr>
<tr>
<td>Capital assets - non-depreciable</td>
<td>19,549,428</td>
</tr>
<tr>
<td>Capital assets, net - depreciable</td>
<td>438,969,775</td>
</tr>
<tr>
<td><strong>Total Noncurrent Assets</strong></td>
<td><strong>511,418,733</strong></td>
</tr>
</tbody>
</table>

**Total Assets**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>548,242,565</strong></td>
</tr>
</tbody>
</table>

Deferred Outflows Of Resources

| Deferred amounts on refunding of bonds payable | 7,245,371 |
| Deferred amounts related to pension plan | 32,754,083 |
| Deferred amounts related to pension contributions | 8,208,979 |
| **Total Deferred Outflows Of Resources** | **48,208,333** |
SOUTHEAST MISSOURI STATE UNIVERSITY

STATEMENT OF NET POSITION
Page 2 Of 2
June 30, 2017

<table>
<thead>
<tr>
<th>Liabilities</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Liabilities</strong></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>$ 6,554,441</td>
</tr>
<tr>
<td>Accrued compensation</td>
<td>8,327,155</td>
</tr>
<tr>
<td>Bond interest payable</td>
<td>1,963,739</td>
</tr>
<tr>
<td>Funds held for others</td>
<td>116,997</td>
</tr>
<tr>
<td>Unearned income</td>
<td>12,202,399</td>
</tr>
<tr>
<td>Current portion of bonds payable</td>
<td>6,688,000</td>
</tr>
<tr>
<td>Current portion of notes payable</td>
<td>39,105</td>
</tr>
<tr>
<td><strong>Total Current Liabilities</strong></td>
<td>35,890,836</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Noncurrent Liabilities</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Net pension liability</td>
<td>114,021,149</td>
</tr>
<tr>
<td>Bonds payable</td>
<td>179,464,995</td>
</tr>
<tr>
<td>Notes payable</td>
<td>279,253</td>
</tr>
<tr>
<td>Net other postretirement employee benefit obligation</td>
<td>2,008,092</td>
</tr>
<tr>
<td>Due to federal government</td>
<td>3,592,167</td>
</tr>
<tr>
<td><strong>Total Noncurrent Liabilities</strong></td>
<td>299,365,656</td>
</tr>
</tbody>
</table>

| Total Liabilities                | 335,256,492 |

<table>
<thead>
<tr>
<th>Deferred Inflows Of Resources</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Deferred amounts related to pension plan</td>
<td>1,018,485</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Net Position</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Net investment in capital assets</td>
<td>269,458,109</td>
</tr>
<tr>
<td>Restricted for:</td>
<td></td>
</tr>
<tr>
<td>Nonexpendable -</td>
<td></td>
</tr>
<tr>
<td>Scholarships</td>
<td>2,158,105</td>
</tr>
<tr>
<td>Expendable -</td>
<td></td>
</tr>
<tr>
<td>Debt service</td>
<td>1,697,654</td>
</tr>
<tr>
<td>Loans</td>
<td>212,815</td>
</tr>
<tr>
<td>Other</td>
<td>692,263</td>
</tr>
<tr>
<td>Unrestricted</td>
<td>(14,042,625)</td>
</tr>
<tr>
<td><strong>Total Net Position</strong></td>
<td>$ 260,176,321</td>
</tr>
</tbody>
</table>
SOUTHEAST MISSOURI UNIVERSITY FOUNDATION

STATEMENT OF FINANCIAL POSITION
June 30, 2017

Assets

Current Assets
Cash and cash equivalents $ 2,579,050
Short-term investments 20,661,004
Receivables:
   Pledges receivable (net of allowance of $15,705) 612,510
   Notes receivable 488,032
   Accrued interest receivable 112,412
Total Current Assets 24,453,608

Noncurrent Assets
Investments:
   Endowment investments 67,898,981
   Cash surrender value of life insurance 609,564
   Long term notes receivable, net of imputed interest 3,992,392
   Property held for resale and development 1,239,488
   Property and equipment, net of accumulated depreciation 11,267,224
Total Noncurrent Assets 85,008,249

Total Assets $ 109,461,357

Liabilities

Current Liabilities
Accounts payable and accrued expenses $ 22,304
Due to primary institution - University 803,588
Note payable to bank 273,092
Funds held for others 66,354
Annuity obligations 212,440
Total Current Liabilities 1,378,578

Noncurrent Liabilities
Deferred revenue 295,062
Note payable to bank 623,895
Annuity obligations 1,329,335
Due to primary institution - University 5,151,838
Total Noncurrent Liabilities 7,399,930

Total Liabilities 8,778,508

Net Assets
Unrestricted 21,208,781
Temporarily restricted 25,137,745
Permanently restricted 54,339,823
Total Net Assets 100,683,349

Total Liabilities And Net Assets $ 109,461,357

See the accompanying notes to financial statements.
SOUTHEAST MISSOURI STATE UNIVERSITY

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN NET POSITION
For The Year Ended June 30, 2017

<table>
<thead>
<tr>
<th>Operating Revenues</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Student tuition and fees (net of scholarship allowance</td>
<td>$ 57,042,769</td>
</tr>
<tr>
<td>of $22,916,860)</td>
<td></td>
</tr>
<tr>
<td>Federal grants - restricted</td>
<td>4,141,933</td>
</tr>
<tr>
<td>State grants and contracts - restricted</td>
<td>7,722,353</td>
</tr>
<tr>
<td>Nongovernmental grants and contracts - restricted</td>
<td>905,760</td>
</tr>
<tr>
<td>Sales and services of educational departments</td>
<td>3,310,021</td>
</tr>
<tr>
<td>Auxiliary enterprises</td>
<td></td>
</tr>
<tr>
<td>Residence life (net of scholarship allowance of $3,943,302;</td>
<td>21,091,887</td>
</tr>
<tr>
<td>revenues are used as security for revenue bonds</td>
<td></td>
</tr>
<tr>
<td>Other auxiliary (net of scholarship allowance of $126,715;</td>
<td>10,191,422</td>
</tr>
<tr>
<td>revenues are used as security for revenue bonds</td>
<td></td>
</tr>
<tr>
<td>Other operating revenues</td>
<td>6,976,059</td>
</tr>
<tr>
<td><strong>Total Operating Revenues</strong></td>
<td><strong>111,442,264</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operating Expenses</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel services</td>
<td>105,524,547</td>
</tr>
<tr>
<td>Scholarships</td>
<td>19,885,809</td>
</tr>
<tr>
<td>Utilities</td>
<td>4,747,542</td>
</tr>
<tr>
<td>Supplies and other services</td>
<td>35,426,442</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>14,070,764</td>
</tr>
<tr>
<td>Other post-employment benefit (OPEB) expense</td>
<td>120,432</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td><strong>179,775,536</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operating Loss</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>(68,333,272)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Nonoperating Revenues (Expenses)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>State appropriations</td>
<td>44,945,970</td>
</tr>
<tr>
<td>Federal grants - restricted</td>
<td>13,714,616</td>
</tr>
<tr>
<td>Investment income</td>
<td>2,072,951</td>
</tr>
<tr>
<td>Contributions and gifts</td>
<td>3,406,914</td>
</tr>
<tr>
<td>Interest on capital asset-related debt</td>
<td>(7,564,988)</td>
</tr>
<tr>
<td>Loss on disposal of plant facilities</td>
<td>(861,501)</td>
</tr>
<tr>
<td><strong>Net Nonoperating Revenues (Expenses)</strong></td>
<td><strong>55,713,262</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Loss Before Other Revenues, Expenses And Gains</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>(12,620,010)</td>
<td></td>
</tr>
</tbody>
</table>

| State capital appropriations                            | 4,893,033 |
| Capital grants and gifts                                | 1,771,116 |
| **Total Other Revenues, Expenses And Gains**            | **6,664,149** |

<table>
<thead>
<tr>
<th>Change In Net Position</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>(5,955,861)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Net Position - Beginning Of Year</th>
<th>266,182,182</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Position - End Of Year</strong></td>
<td><strong>260,176,321</strong></td>
</tr>
</tbody>
</table>

See the accompanying notes to financial statements.
SOUTHEAST MISSOURI UNIVERSITY FOUNDATION
STATEMENT OF ACTIVITIES
June 30, 2017

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Support and Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions, not of discount</td>
<td>$279,052</td>
<td>$2,456,480</td>
<td>$1,051,100</td>
<td>$4,588,636</td>
</tr>
<tr>
<td>Investment return</td>
<td>11,432</td>
<td>16,404,053</td>
<td>(115,631)</td>
<td>16,298,854</td>
</tr>
<tr>
<td>Rental income</td>
<td>774,030</td>
<td></td>
<td></td>
<td>774,030</td>
</tr>
<tr>
<td>Special events, net of expense</td>
<td>88,140</td>
<td></td>
<td></td>
<td>88,140</td>
</tr>
<tr>
<td>Gain on sale of property</td>
<td>1,744,222</td>
<td></td>
<td></td>
<td>1,744,222</td>
</tr>
<tr>
<td>Gain (loss) on annuity and trust obligations</td>
<td>-</td>
<td>78,243</td>
<td>-</td>
<td>78,243</td>
</tr>
<tr>
<td>Other revenues and transfers</td>
<td>(14,291)</td>
<td>591,629</td>
<td>(205,736)</td>
<td>371,608</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>5,202,782</td>
<td>(5,202,782)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Support And Revenue</strong></td>
<td>6,086,307</td>
<td>6,329,632</td>
<td>1,529,744</td>
<td>17,945,743</td>
</tr>
</tbody>
</table>

**Expenses And Losses**

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted</th>
<th></th>
<th></th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donations to primary institution - University</td>
<td>4,606,874</td>
<td></td>
<td></td>
<td>4,606,874</td>
</tr>
<tr>
<td>General and administrative</td>
<td>1,429,759</td>
<td></td>
<td></td>
<td>1,429,759</td>
</tr>
<tr>
<td>Depreciation</td>
<td>240,561</td>
<td></td>
<td></td>
<td>240,561</td>
</tr>
<tr>
<td>Interest</td>
<td>39,919</td>
<td></td>
<td></td>
<td>39,919</td>
</tr>
<tr>
<td><strong>Total Expenses And Losses</strong></td>
<td>6,317,113</td>
<td></td>
<td></td>
<td>6,317,113</td>
</tr>
</tbody>
</table>

**Change In Net Assets**

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1,769,254</td>
<td></td>
<td></td>
<td></td>
<td>11,628,630</td>
</tr>
<tr>
<td>3,299,632</td>
<td>1,529,744</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Net Assets - Beginning Of Year**

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>19,438,527</td>
<td>16,808,113</td>
<td>52,816,979</td>
<td>89,054,719</td>
<td></td>
</tr>
</tbody>
</table>

**Net Assets - End Of Year**

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>$21,205,781</td>
<td>$25,137,745</td>
<td>$54,339,823</td>
<td>$100,683,349</td>
<td></td>
</tr>
</tbody>
</table>

See the accompanying notes to financial statements.
### SOUTHEAST MISSOURI STATE UNIVERSITY

#### STATEMENT OF CASH FLOWS

**Page 1 Of 2**

**For The Year Ended June 30, 2017**

#### Cash Flows From Operating Activities
- Tuition and fees $59,119,720
- Grants and contracts $11,081,605
- Auxiliary enterprises $31,257,000
- Other receipts $9,806,149
- Payments to vendors and suppliers $(59,746,694)
- Payments to employees $(95,454,644)

**Net Cash Used In Operating Activities** $(43,335,864)

#### Cash Flows From Noncapital Financing Activities
- State appropriations $44,554,944
- Nonoperating federal grants $13,714,616
- Gifts received for other than capital purposes $3,199,023

**Net Cash Provided By Noncapital Financing Activities** $61,469,183

#### Cash Flows From Capital And Related Financing Activities
- Capital appropriations $4,893,033
- Capital gifts received $1,771,116
- Purchases of capital assets and payments to contractors $(25,368,673)
- Proceeds from issuance of capital debt $25,025,000
- Principal paid on capital debt and notes $(29,307,715)
- Interest paid on capital debt and notes $(8,728,828)

**Net Cash Used In Capital And Related Financing Activities** $(31,716,067)

#### Cash Flows From Investing Activities
- Proceeds from sales and maturities of investments $107,447,147
- Interest on investments $2,705,757
- Purchase of investments $(99,867,499)

**Net Cash Provided By Investing Activities** $10,285,405

#### Net Decrease In Cash And Cash Equivalents
$(3,897,343)

#### Cash And Cash Equivalents - Beginning Of Year
$10,485,756

#### Cash And Cash Equivalents - End Of Year
$6,588,413

#### Supplemental Disclosure Of Cash Flow Information
- Noncash transactions:
  - Capital asset purchases included in accounts payable $4,041,909
  - Unrealized gain on investments $(665,988)

---

See the accompanying notes to financial statements.
Reconciliation Of Operating Loss To Net Cash
Used In Operating Activities:

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating loss</td>
<td>(68,333,272)</td>
</tr>
<tr>
<td>Adjustments to reconcile operating loss to net cash used in operating activities:</td>
<td></td>
</tr>
<tr>
<td>Depreciation expense</td>
<td>14,076,764</td>
</tr>
<tr>
<td>Other post-employment benefit (OPEB) expense</td>
<td>120,432</td>
</tr>
<tr>
<td>Workers compensation and unemployment expenses paid by state</td>
<td>390,326</td>
</tr>
<tr>
<td>Gifts in kind from Southeast Missouri University Foundation</td>
<td>207,291</td>
</tr>
<tr>
<td>Changes in deferred outflows related to pension plan</td>
<td>(25,409,796)</td>
</tr>
<tr>
<td>Changes in deferred outflows related to pension contributions</td>
<td>(136,220)</td>
</tr>
<tr>
<td>Changes in deferred inflows related to pension plan</td>
<td>(532,602)</td>
</tr>
<tr>
<td>Changes in assets and liabilities:</td>
<td></td>
</tr>
<tr>
<td>Receivables, net</td>
<td>(2,209,944)</td>
</tr>
<tr>
<td>Inventories</td>
<td>227,983</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>97,531</td>
</tr>
<tr>
<td>Accounts payable</td>
<td>(11,415)</td>
</tr>
<tr>
<td>Unearned revenues</td>
<td>1,888,625</td>
</tr>
<tr>
<td>Accrued compensation</td>
<td>159,938</td>
</tr>
<tr>
<td>Deposits held for others</td>
<td>(63,762)</td>
</tr>
<tr>
<td>Net pension liability</td>
<td>35,598,257</td>
</tr>
</tbody>
</table>

Net Cash Used In Operating Activities $ (43,935,864)
1. Organization

The University was established in 1873 as the Southeast Missouri Normal School. Since then the school has been named the Southeast Missouri State Teachers' College and Southeast Missouri State College. In 1972, the Missouri State legislature adopted the school's current name of Southeast Missouri State University (the University). The University is a multi-purpose regional institution of higher education, which derives its authority from the people of Missouri through the state legislature. The University is considered a component unit of the State of Missouri.

The University is fully accredited by the North Central Association of Colleges and Schools and the National Council for the Accreditation of Teacher Education. The University also holds several program specific accreditations and is a member of several associations including the National Collegiate Athletic Association (NCAA). The University achieves its educational goals by offering instructional programs and other learning experiences at the certificate, associate, baccalaureate, masters and specialist levels.

2. Basis Of Accounting And Presentation And Summary Of Significant Accounting Policies

Basis Of Accounting And Presentation:

The University prepares its financial statements as a business-type activity in conformity with applicable pronouncements of the Governmental Accounting Standard Board (GASB).

The basic financial statements of the University have been prepared using the economic resource measurement focus and the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America for public colleges and universities and is presented in accordance with the reporting model as prescribed in GASB Statement No. 34, Basic Financial Statements and Management's Discussion and Analysis for State and Local Governments, and GASB Statement No. 35, Basic Financial Statements - Management's Discussion and Analysis for Public Colleges and Universities.
Revenues, expenses, gains, losses, assets, liabilities and deferred inflows and outflows from exchange and exchange-like transactions are recognized when the exchange transaction takes place, while those from government-mandated nonexchange transactions (principally federal and state grants and state appropriations) are recognized when all applicable eligibility requirements are met. Internal activity and balances are eliminated in preparation of the financial statements unless they relate to services provided and used internally. The University first applies restricted net position when an expense or outlay is incurred for purposes for which both restricted and unrestricted net position are available.

Reporting Entity:

GASB Statement No. 14, The Financial Reporting Entity, as amended by GASB Statement No. 61, provides guidance as to the financial reporting of component units (legally separate organizations for which the University is financially accountable). The University has adopted GASB Statement No. 39, Determining Whether Certain Organizations are Component Units. This statement amends GASB Statement No. 14 to provide additional guidance for determining whether certain organizations, for which the University is not financially accountable, should be reported as component units based on the nature and significance of their relationship with the University. The Missouri Innovation Corporation and the Missouri Innovation Corporation II, Inc. are not included in the University's financial statements because they do not meet the criteria set forth for component units under GASB Statement No. 61 or GASB Statement No. 39. However, both are considered related entities.

The Southeast Missouri University Foundation (the Foundation) is a legally separate tax-exempt entity which meets the criteria set forth for component units under GASB Statement No. 39. The Foundation provides financial support for the objectives, purposes, and programs of the University. Although the University does not control the timing, purpose, or amount of receipts from the Foundation, the resources (and income thereon) which the Foundation holds and invests are restricted to the activities of the University. Because these resources held by the Foundation can only be used by, or for the benefit of, the University, the Foundation is considered a component unit of the University and is discretely presented in the University’s financial statements.
The Foundation is a private nonprofit organization that reports under generally accepted accounting principles set forth by the Financial Accounting Standards Board (FASB) standards. As such, certain revenue recognition criteria and presentation features are different from GASB revenue recognition criteria and presentation features. No modifications have been made to the Foundation’s financial information in the University’s financial report for these differences. The Foundation’s significant notes are summarized in Note 16.

During the year ended June 30, 2017, the Foundation distributed $4,606,874 to the University for both restricted and unrestricted purposes.

Complete financial statements for the Foundation can be obtained by sending a written request to: Southeast Missouri University Foundation, Wehrking Alumni Center, One University Plaza, Cape Girardeau, Missouri, 63701.

Summary Of Significant Accounting Policies:

Cash And Cash Equivalents - The University considers all highly liquid investments purchased with an original maturity of three months or less to be cash equivalents. Cash and cash equivalents are combined on the statement of cash flows and represent cash and repurchase agreements.

Investments - The University accounts for its investments at fair value. Certificates of deposit are accounted for at amortized cost which approximates fair value. Changes in unrealized gain (loss) in the carrying value of the investments are reported as a component of investment income in the statement of revenues, expenses and changes in net position.

Fair Value Measurements - The University categorizes its fair value measurements within the fair value hierarchy established by generally accepted accounting principles. The hierarchy is based on the valuation inputs used to measure the fair value of the asset. Level 1 inputs are quoted prices in active markets for identical assets; Level 2 inputs are significant other observable inputs; Level 3 inputs are significant unobservable inputs.
**Due From Component Unit-Foundation** - The University bills the Foundation monthly for the use of University services. The final billing for the fiscal year is not paid by the Foundation and received by the University until the following fiscal year, therefore creating a receivable for the University. Additionally, the University participates in the Foundation’s investment pool. The investment pool is required to maintain investments in government securities with a combined market value which is at least 110% of the University’s share of the pooled investments. As the University does not have title to these investments, their share of the investment pool is recorded as a Due from Component Unit - Foundation.

**Inventories** - Inventories consist of office, store, farm and physical plant supplies and are recorded at cost using the first-in, first-out method. Text books available for rental are recorded at the lower of cost (using the first-in, first-out method) or market (net realizable value).

**Capital Assets** - Physical properties are recorded at cost or, when donated, at acquisition value at date of gift. All financially significant building and infrastructure additions and improvements are capitalized if the life of the building is extended. Additionally, all purchases of equipment, furnishings and other personal property with a useful life greater than one year and costing $1,000 or greater are capitalized.

Depreciation on equipment is computed using the straight line method with depreciation beginning in the month after acquisition and none in the year of disposal. Depreciation is computed on all other assets using the straight-line method, with a full-year expense in the year after acquisition and partial depreciation through the month of disposition. Expenditures for construction in progress are capitalized with depreciation beginning when the project is completed. Capital assets are depreciated over the estimated useful lives as follows:

<table>
<thead>
<tr>
<th>Capital Assets</th>
<th>Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Buildings and site improvements</td>
<td>10 to 50</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>10 to 50</td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td>15</td>
</tr>
<tr>
<td>Library books</td>
<td>30</td>
</tr>
<tr>
<td>Machinery and tools</td>
<td>5 to 20</td>
</tr>
<tr>
<td>Office equipment and furnishings</td>
<td>5 to 20</td>
</tr>
<tr>
<td>Scientific equipment and other</td>
<td>5 to 50</td>
</tr>
<tr>
<td>Computer hardware and software</td>
<td>4 to 5</td>
</tr>
<tr>
<td>Vehicles</td>
<td>4 to 6</td>
</tr>
</tbody>
</table>
When capital assets are retired or otherwise disposed of, the cost and related accumulated depreciation are removed from the accounts.

**Pensions** - For purposes of measuring the net pension liability, deferred outflows of resources, deferred inflows of resources related to pensions, and pension expense, information about the fiduciary net position of the Missouri State Employees' Retirement System (MOSERS) and additions to and deductions from MOSERS' fiduciary net position have been determined on the same basis as they are reported by MOSERS. For this purpose, benefit payments (including refunds on employee contributions) are recognized when due and payable in accordance with benefit terms. Investments are reported at fair value.

**Compensated Absences** - University employees earn vacation benefits based, in part, on length of service. Vacation pay is fully vested when earned. Upon separation from service, employees are paid accumulated vacation pay based upon the nature of separation (death, retirement or termination). Certain limitations have been placed on the hours of vacation that employees may accumulate and carry over for payment at termination, retirement or death. Unused hours exceeding these limitations are forfeited.

**Net Position**

Resources are required to be classified for accounting and reporting purposes into the following three net position categories:

- **Net Investment in Capital Assets**: Capital assets, net of accumulated depreciation and outstanding principal balances of debt attributable to the acquisition, construction or improvement of those assets.

- **Restricted**:
  - **Nonexpendable** - Net position subject to externally imposed stipulations that the University maintain them permanently. Such assets include the University's permanent endowment funds.
  - **Expendable** - Net position whose use by the University is subject to externally imposed stipulations that can be fulfilled by actions of the University pursuant to those stipulations or that expire by the passage of time.
Notes To Financial Statements (Continued)

- **Unrestricted**: Net position that is not subject to externally imposed stipulations. Unrestricted net position may be designated for specific purposes by action of management or the Board of Regents or may otherwise be limited by contractual agreements with outside parties. Substantially all unrestricted net position is designated for academic and research programs and initiatives, and capital programs, excluding the pension obligation.

**Operating And Nonoperating Revenues** - The University's policy for defining operating activities as reported on the Statement of Revenues, Expenses, and Changes in Net Position are those that generally result from exchange transactions such as payments received for providing services and payments made for services or goods received. Operating revenues include student tuition and fees net of scholarship allowances and auxiliary activities. Nearly all of the University’s expenses are from exchange transactions. Certain significant revenue streams relied upon for operations are recorded as nonoperating revenues, as defined by GASB Statement No. 34. Nonoperating revenues include revenues from activities that have the characteristics of nonexchange transactions such as gifts and contributions and other revenue sources that are defined as nonoperating revenues by GASB Statement No. 9, Reporting Cash Flows of Proprietary and Nonexpendable Trust Funds and Government Entities That Use Proprietary Fund Accounting and GASB Statement No. 34, such as state appropriations and investment income and certain federal, state and nongovernmental grants and contracts.

**Unearned Income** - Unearned income consists of the University's dining services vendor's investment in facilities that will be amortized over the life of the contract, and summer school tuition not earned during the current year.

**Tuition, Discounts And Allowances** - Student tuition and fee revenues and certain other revenues from students, are reported net of scholarship discounts and allowances in the Statement of Revenues, Expenses, and Changes in Net Position. Scholarship discounts and allowances are the difference between the stated charge for goods and services provided by the University and the amount that is paid by the students or third parties on behalf of the students. Certain grants, including federal, state or nongovernmental programs, are recorded as either operating or nonoperating revenue, while Pell grants are recorded as nonoperating revenue in the University's financial statements. To the extent that revenues from such programs are used to satisfy tuition and fees and other student charges, the University has recorded a discount and allowance.
Deferred Outflows And Inflows Of Resources - In addition to assets, the statement of net position includes a separate section for deferred outflows of resources. This separate financial statement element represents a consumption of net position that applies to a future period or periods and so will not be recognized as an outflow of resources until then. At June 30, 2017, the University’s deferred outflows of resources consist of deferred amounts on refunding of bonds payable, which results from the difference between the reacquisition price of refunded debt and its carrying value. This amount is deferred and amortized over the remaining life of the old debt or the life of the new debt, whichever is shorter.

Deferred outflows also include contributions to MOSERS retirement plan which will be recognized in the fiscal year 2018. Finally, deferred outflows also include the University’s proportionate share of collective deferred outflows of resources for the University’s MOSERS retirement plan. These outflows will be amortized according to the amortization schedule provided by the MOSERS retirement plan.

In addition to liabilities, the statement of net position may report a separate section for deferred inflows of resources. Deferred inflows of resources consist of the acquisition of net position that is applicable to a future reporting period or periods and so will not be recognized as inflow of resources until then. As of June 30, 2017, the University’s deferred inflows consist of the University’s proportionate share of the collective deferred inflows of resources for the MOSERS retirement plan.

Amortization - The deferred amount on refunding is amortized as interest on capital related debt using the bonds outstanding method. Deferred outflows related to the current fiscal year pension contributions will be fully amortized to pension expense in the following year. Deferred inflows and outflows related to the proportionate share of the collective deferred amounts will be netted together and amortized to pension expense according to the amortization schedule provided by the MOSERS retirement plan.

Auxiliary Activities - Auxiliary activities mainly represent revenues generated from University housing and food service, textbook rentals and various other departmental activities that provide services to the students, faculty, staff and general public.

Income Taxes - The University is classified as a political subdivision of the State of Missouri under Internal Revenue Code Section 115(a) and is therefore exempt from federal income taxes. Certain activities of the University may be subject to taxation as unrelated business income.
Use Of Estimates - The preparation of the basic financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect amounts reported in the basic financial statements and the accompanying notes. Actual results could differ from those estimates.

3. Deposits And Investments

Deposits:

Custodial Credit Risk. This represents the risk that in the event of a bank failure, a government's deposits may not be returned to it. The University's deposit policy for custodial credit risk requires compliance with the provisions of state law.

State law requires collateralization of all deposits with federal depositary insurance; bonds and other obligations of the U.S. Treasury, U.S. Agencies or instrumentalities of the state of Missouri; bonds of any city, county, school district or special road district of the state of Missouri; bonds of any state; or a surety bond having an aggregate value at least equal to the amount of the deposits. The University maintains a depository contract and pledge agreement with its safekeeping bank that complies with the Financial Institutions, Reform, Recovery, and Enforcement Act of 1989 (FIRREA).

At June 30, 2017, the University had no deposits exposed to custodial credit risk.

Foreign Currency Risk. This represents the risk related to adverse effects on the fair value of a deposit from changes in exchange rates. At June 30, 2017, the University had no exposure to foreign currency risk as the University had no deposits held by international banks.

Investments:

The University may invest in United States Treasury Securities, United States Agency Securities, repurchase agreements, collateralized public deposits (certificates of deposits) and banker's acceptances.
At June 30, 2017, the University had the following investments and maturities:

<table>
<thead>
<tr>
<th>Investment Type</th>
<th>Credit Rating</th>
<th>Fair Value</th>
<th>&lt;1 Year</th>
<th>1-5 Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S. Treasury Obligations</td>
<td>*</td>
<td>$749,565</td>
<td>$749,565</td>
<td>$</td>
</tr>
<tr>
<td>U.S. Agency Obligations</td>
<td>*</td>
<td>59,503,964</td>
<td>15,982,077</td>
<td>43,521,887</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>$60,253,529</td>
<td>$16,731,642</td>
<td>$43,521,887</td>
</tr>
</tbody>
</table>

*U.S. Treasury and Agency obligations are rated Aaa by Moody's Investor Services and AAA by Standard and Poor's Corporation.

**Interest Rate Risk.** Interest rate risk is the risk that changes in interest rates will adversely affect the fair value of an investment. As a means of ensuring the safety of principal invested, the University's investment policy is to diversify investments so as to minimize the potential loss on individual securities. The maturities are structured to meet cash flow needs of the University, thereby avoiding the need to sell securities in the open market prior to maturity. Callable securities are restricted to securities callable at par only.

**Credit Risk.** Credit risk is the risk that the issuer or other counterparty to an investment will not fulfill its obligations. It is the University's policy to limit its investment in banker's acceptance to domestic commercial banks possessing the highest rating issued by Moody's Investor Services or Standard & Poor's Corporation. Commercial paper is limited to domestic corporations that have received the highest rating issued by Moody's Investor Services or Standard & Poor's Corporation, and corporations having total assets in excess of five hundred million dollars. The University had no funds invested in commercial paper or banker's acceptances at June 30, 2017.

**Custodial Credit Risk.** Custodial credit risk is the risk that, in the event of the failure of the counterparty, the University will not be able to recover the value of its investment or collateral securities that are in the possession of an outside party. Collateralization equal to at least 100% of the market value (including accrued interest) is required for repurchase agreements. In accordance with the investment policy, the University addresses custodial credit risk by diversifying its investment portfolio and maintaining a standard of quality for its investments. The University had no investments exposed to custodial credit risk at June 30, 2017.
Concentration of Credit Risk. Concentration of credit risk is the risk of loss attributed to the magnitude of a government investment in a single issuer. According to the University's investment policy, investments shall be diversified to minimize the risk of loss resulting from over concentration of assets in specific maturity, specific issuer, or specific class of securities. The types of investments that can be held in the University's portfolio include U.S. Treasury and Agency securities, repurchase agreements, collateralized public deposits, commercial paper and banker's acceptances. No more than 5% of the total market value of the portfolio may be invested in banker's acceptances issued by any one commercial bank and no more than 5% of the total market value of the portfolio may be invested in commercial paper of any one issuer.

The University's investments in U.S. Agency Obligations consist of Freddie Mac, Fannie Mae, Federal Farm Credit Bank, and Federal Home Loan Bank securities. Each of these agencies represents more than 5% of the University's total investments.

Foreign Currency Risk. This risk relates to adverse effects on the fair value of an investment from changes in exchange rates. At June 30, 2017, the University had no exposure to foreign currency risk as there were no foreign investments in the University's portfolio.

Summary Of Fair Values:
The fair value of deposits and investments are as follows:

<table>
<thead>
<tr>
<th>Deposits</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Repurchase agreements and cash in bank</td>
<td>$ 6,498,501</td>
</tr>
<tr>
<td>Cash on hand</td>
<td>89,912</td>
</tr>
<tr>
<td>Certificates of deposit</td>
<td>2,500,000</td>
</tr>
<tr>
<td></td>
<td>9,088,413</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Investments</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>US Government Treasury Obligations</td>
<td>749,565</td>
</tr>
<tr>
<td>US Government Agency Obligations</td>
<td>59,503,964</td>
</tr>
<tr>
<td></td>
<td>60,253,539</td>
</tr>
</tbody>
</table>

|                                               | $ 69,341,942 |
Included in the following statement of net position captions:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$5,492,499</td>
</tr>
<tr>
<td>Restricted cash and cash equivalents</td>
<td>1,096,914</td>
</tr>
<tr>
<td>Short term investments</td>
<td>17,482,274</td>
</tr>
<tr>
<td>Restricted short-term investments</td>
<td>999,368</td>
</tr>
<tr>
<td>Long-term investments</td>
<td>44,271,887</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$69,341,942</strong></td>
</tr>
</tbody>
</table>

The University categorizes its fair value measurements within the fair value hierarchy established by generally accepted accounting principles. The hierarchy is based on the valuation inputs used to measure the fair value of the asset. Level 1 inputs are quoted prices in active markets for identical assets; Level 2 inputs are significant other observable inputs; Level 3 inputs are significant unobservable inputs.

The University has the following recurring fair value measurements as of June 30, 2017:

- U. S. Treasury Securities of $749,565 valued using a matrix pricing model (Level 2 inputs).
- Government Agency Obligations of $59,503,964 valued using a matrix pricing model (Level 2 inputs).

**Investment Income**

Investment income for the year ended June 30, 2017 consists of:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest and dividend income</td>
<td>$2,746,291</td>
</tr>
<tr>
<td>Realized loss on investments</td>
<td>(7,352)</td>
</tr>
<tr>
<td>Net decrease in fair value of investments</td>
<td>(665,988)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$2,072,951</strong></td>
</tr>
</tbody>
</table>
4. Accounts Receivable

The composition of accounts receivable at June 30, 2017 is summarized as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student billings</td>
<td>$3,084,935</td>
</tr>
<tr>
<td>Departmental operations</td>
<td>382,461</td>
</tr>
<tr>
<td>State and private grants</td>
<td>380,004</td>
</tr>
<tr>
<td>Capital project funding</td>
<td>2,151,868</td>
</tr>
<tr>
<td>Auxiliary operations</td>
<td>30,073</td>
</tr>
<tr>
<td>Other</td>
<td>148,513</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>6,778,454</strong></td>
</tr>
<tr>
<td>Less: Allowance for doubtful accounts</td>
<td>717,452</td>
</tr>
<tr>
<td><strong>Net Accounts Receivable</strong></td>
<td><strong>$ 6,061,002</strong></td>
</tr>
</tbody>
</table>

5. Notes Receivable

The composition of notes receivable at June 30, 2017 is summarized as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal loan programs</td>
<td>$5,050,770</td>
</tr>
<tr>
<td>Less: Allowance for doubtful accounts</td>
<td>1,044,213</td>
</tr>
<tr>
<td><strong>Net Notes Receivable</strong></td>
<td><strong>$ 4,006,557</strong></td>
</tr>
</tbody>
</table>
6. Capital Assets

Capital asset activity for the year ended June 30, 2017 was as follows:

<table>
<thead>
<tr>
<th></th>
<th>Balance -</th>
<th>Additions</th>
<th>Retirements</th>
<th>Balance -</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>June 30,</td>
<td></td>
<td></td>
<td>June 39,</td>
</tr>
<tr>
<td></td>
<td>2016</td>
<td>2017</td>
<td>2017</td>
<td>2017</td>
</tr>
<tr>
<td>Capital assets, not being depreciated:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Land</td>
<td>4,217,138</td>
<td>—</td>
<td>—</td>
<td>$ 4,217,138</td>
</tr>
<tr>
<td>Library books</td>
<td>5,338,287</td>
<td>—</td>
<td>(47,860)</td>
<td>5,290,427</td>
</tr>
<tr>
<td>Construction in progress</td>
<td>13,339,692</td>
<td>23,857,481</td>
<td></td>
<td>10,041,853</td>
</tr>
<tr>
<td>Total capital assets not being depreciated</td>
<td>22,765,017</td>
<td>23,857,481</td>
<td>(27,163,070)</td>
<td>19,549,428</td>
</tr>
<tr>
<td>Capital assets, being depreciated:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Building and improvements</td>
<td>479,373,047</td>
<td>22,061,794</td>
<td>(894,621)</td>
<td>500,539,450</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>38,808,593</td>
<td>908,607</td>
<td>—</td>
<td>39,717,164</td>
</tr>
<tr>
<td>Leashold improvements</td>
<td>644,900</td>
<td>3,058,787</td>
<td>—</td>
<td>4,303,781</td>
</tr>
<tr>
<td>Equipment</td>
<td>46,196,016</td>
<td>2,128,580</td>
<td>(1,034,101)</td>
<td>47,299,494</td>
</tr>
<tr>
<td>Library books</td>
<td>20,629,164</td>
<td>394,069</td>
<td>—</td>
<td>21,023,233</td>
</tr>
<tr>
<td>Total capital assets being depreciated</td>
<td>666,361,749</td>
<td>29,163,347</td>
<td>(1,929,422)</td>
<td>612,574,874</td>
</tr>
<tr>
<td>Less accumulated depreciation for:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Building and improvements</td>
<td>110,066,766</td>
<td>10,366,769</td>
<td>(125,924)</td>
<td>120,497,611</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>7,555,328</td>
<td>753,528</td>
<td>—</td>
<td>8,308,864</td>
</tr>
<tr>
<td>Leashold improvements</td>
<td>102,000</td>
<td>42,800</td>
<td>—</td>
<td>235,790</td>
</tr>
<tr>
<td>Equipment</td>
<td>33,868,827</td>
<td>2,262,641</td>
<td>(983,787)</td>
<td>35,144,592</td>
</tr>
<tr>
<td>Library books</td>
<td>8,980,016</td>
<td>845,026</td>
<td>—</td>
<td>9,825,042</td>
</tr>
<tr>
<td>Total accumulated depreciation</td>
<td>160,643,928</td>
<td>14,076,764</td>
<td>(1,169,800)</td>
<td>173,544,890</td>
</tr>
<tr>
<td>Total capital assets being depreciated, net</td>
<td>424,707,814</td>
<td>15,081,383</td>
<td>(319,622)</td>
<td>438,509,775</td>
</tr>
</tbody>
</table>

Capital assets, net

|                      | Balance - |
|                      | June 30,  |
|                      | 2017      |
|                      | $ 447,502,831 |
|                      | 38,930,064  |
|                      | (27,392,692) |
|                      | 458,520,203 |

The estimated cost to complete construction in progress at June 30, 2017 is $10,580,811 of which the majority is available from bond proceeds, federal grants, state capital appropriations and other local sources. Projects in progress include Student Housing Upgrades, New Greek Student Housing, Athletic facility upgrades, and Academic Building Renovations.
7. **Accounts Payable**

The composition of accounts payable at June 30, 2017 is summarized as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equipment purchases</td>
<td>$115,979</td>
</tr>
<tr>
<td>Supplies and operating expenses</td>
<td>2,397,253</td>
</tr>
<tr>
<td>Capital improvements</td>
<td>3,376,842</td>
</tr>
<tr>
<td>Retainage - capital projects</td>
<td>665,067</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$6,554,441</strong></td>
</tr>
</tbody>
</table>

8. **Bonds Payable**

Bonds payable at June 30, 2017 are summarized as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>Balance - June 30, 2016</th>
<th>Principal Additions</th>
<th>Principal Payments</th>
<th>Balance - June 30, 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Educational Facilities Taxable Revenue Bonds Series 2010B</td>
<td>$53,190,000</td>
<td>$</td>
<td>$(1,335,000)</td>
<td>$51,855,000</td>
</tr>
<tr>
<td>System Facilities Revenue Bonds Series 2011B</td>
<td>27,030,000</td>
<td>—</td>
<td>(24,210,000)</td>
<td>2,820,000</td>
</tr>
<tr>
<td>System Facilities Revenue Bonds Series 2013A</td>
<td>75,010,000</td>
<td>—</td>
<td>(1,915,000)</td>
<td>73,095,000</td>
</tr>
<tr>
<td>System Facilities Taxable Revenue Bonds Series 2013B</td>
<td>965,000</td>
<td>—</td>
<td>(555,000)</td>
<td>410,000</td>
</tr>
<tr>
<td>System Facilities Revenue Bonds Series 2016A</td>
<td>21,710,000</td>
<td>—</td>
<td>(1,255,000)</td>
<td>20,455,000</td>
</tr>
<tr>
<td>System Facilities Taxable Revenue Bonds Series 2016B</td>
<td>8,920,000</td>
<td>—</td>
<td>—</td>
<td>8,920,000</td>
</tr>
<tr>
<td>System Facilities Revenue Bonds Series 2016C</td>
<td>—</td>
<td>25,025,000</td>
<td>—</td>
<td>25,025,000</td>
</tr>
</tbody>
</table>

**Total** $186,225,000 $25,025,000 $(39,270,000) 182,980,000

Less: Current maturities (due within one year) 6,685,000
Less: Discount on bond payable 793,981
Add: Premium on bond payable 4,363,876

**$179,464,955**

On August 10, 2016, the Board of Regents issued $25,025,000 of System Facilities Revenue Bonds Series 2016C for the purpose of partially refunding Series 2011B System Facilities Revenue bonds. The partial refunding decreased the University’s total debt service payments by $3,068,337 and results in an economic gain (difference between the present value of the old and new debt service payments) of $2,723,714.
During 2016, the advance refunding of the Series 2011B bonds resulted in a difference between the reacquisition price and the net carrying amount of the old debt of $1,767,433. This difference, reported in the accompanying basic financial statements as a deferred outflow of resources, are being charged to operations through 2042 using the bonds outstanding method.

The Series 2016C bonds shall pay interest semiannually on April 1 and October 1. At the option of the University, the Series 2016C bonds maturing April 1, 2025 and thereafter may be called to redemption and payment prior to maturity on or after April 1, 2024 in lots of $5000 at a redemption price of 100% of the principal amount together with accrued interest thereon to the date of maturity. The Series 2016C bonds maturing April 1, 2037, April 1, 2039 and April 1, 2042 are subject to mandatory redemption and payment prior to maturity at the principal amount thereof plus accrued interest thereon to the date of redemption, without premium, in accordance with the following schedule:

<table>
<thead>
<tr>
<th>Series 2016C Bonds Maturing April 1, 2037</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Years</td>
<td>2036-2037</td>
<td>$2,840,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Series 2016C Bonds Maturing April 1, 2039</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Years</td>
<td>2038-2039</td>
<td>$3,005,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Series 2016C Bonds Maturing April 1, 2042</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Years</td>
<td>2040-2042</td>
<td>$4,850,000</td>
</tr>
</tbody>
</table>

The Series 2016C bonds, collateralized by a pledge of the gross income and revenues derived from the ownership or operation of the System Facilities bear interest at rates varying from 2.00% to 3.00% and mature serially through fiscal year 2042.

On February 26, 2016, the Board of Regents issued $21,710,000 of System Facilities Revenue Bonds Series 2016A and $8,920,000 of Taxable System Facilities Revenue Bonds Series 2016B for the purpose of refunding $23,555,000 Systems Facilities Revenue bonds Series 2011 and constructing, furnishing, and equipping a facility for Greek student housing and certain other expansions, renovations, and improvements to System Facilities. The refunding decreased the University's total debt service payments by $2,830,120 and results in an economic gain (difference between the present value of the old and new debt service payments) of $2,808,956.
During 2016, the refunding of the Series 2011 bonds resulted in a difference between the reacquisition price and the net carrying amount of the old debt of $609,621. This difference, reported in the accompanying basic financial statements as a deferred outflow of resources, is being charged to operations through 2032 using the bonds outstanding method.

The Series 2016A and 2016B bonds shall pay interest semiannually on April 1 and October 1. At the option of the University, the Series 2016A bonds maturing April 1, 2026 and thereafter may be called to redemption prior to maturity on or after April 1, 2025 in lots of $5,000 at a redemption price of 100% of the principal amount together with accrued interest thereon to the date of maturity. The Series 2016B bonds maturing April 1, 2027 and thereafter, at the option of the University may be called to redemption prior to maturity on or after April 1, 2026 in lots of $5,000 at a redemption price of 100% of the principal amount together with accrued interest thereon to the date of maturity. The Series 2016B bonds maturing April 1, 2031, April 1, 2036 and April 1, 2045 are subject to mandatory redemption prior to maturity at the principal amount thereof plus accrued interest thereon to the date of redemption, without premium, in accordance with the following schedule:

<table>
<thead>
<tr>
<th>Series 2016B Bonds Maturing April 1, 2031</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Years</td>
<td>Amount</td>
<td></td>
</tr>
<tr>
<td>2027-2031</td>
<td>$1,350,000</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Series 2016B Bonds Maturing April 1, 2036</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Years</td>
<td>Amount</td>
<td></td>
</tr>
<tr>
<td>2032-2036</td>
<td>$1,625,000</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Series 2016B Bonds Maturing April 1, 2045</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Years</td>
<td>Amount</td>
<td></td>
</tr>
<tr>
<td>2037-2045</td>
<td>$3,935,000</td>
<td></td>
</tr>
</tbody>
</table>

The Series 2016A bonds, collateralized by a pledge of the gross income and revenues derived from the ownership or operation of the System Facilities bear interest at rates varying from 3.00% to 5.00% and mature serially through fiscal year 2032. The Series 2016B bonds also collateralized by a pledge of the gross income and revenues derived from the ownership or operation of the System Facilities bear interest at rates varying from 1.33%-4.37% and mature serially through 2045.
On February 28, 2013, the Board of Regents issued $82,555,000 of System Facilities Revenue Bonds Series 2013A and $2,050,000 of Taxable System Facilities Revenue Bonds Series 2013B for the purpose of constructing and furnishing a facility for student housing and related education and performance activities in the River Campus area of the University campus; and for the purpose of advanced refunding $7,805,000 System Facilities Revenue bonds Series 2006A and $51,615,000 System Facilities Revenue Bonds Series 2008. The advanced refunding decreased the University’s total debt service payments by $9,712,950 and results in an economic gain (difference between the present value of the old and new debt service payments) of $3,188,038.

During 2013, the advance refunding of the Series 2006A and Series 2008 bonds resulted in a difference between the reacquisition price and the net carrying amount of the old debt of $380,948 and $7,162,605, respectively. These differences, reported in the accompanying basic financial statements as a deferred outflow of resources, are being charged to operations through 2021 using the bonds outstanding method.

The Series 2013A and 2013B bonds shall pay interest semiannually on April 1 and October 1. At the option of the University, the Series 2013A bonds maturing April 1, 2021 and thereafter shall be subject to redemption on or after April 1, 2020 at a redemption price of 100% of the principal amount together with accrued interest thereon to the date of maturity. The Series 2013A bonds, collateralized by a pledge of the gross income and revenues derived from the ownership or operation of the System Facilities bear interest at rates varying from 2.60% to 5.00% and mature serially through fiscal year 2043. The Series 2013B bonds also collateralized by a pledge of the gross income and revenues derived from the ownership or operation of the System Facilities bear interest at 1.90% and mature in 2018. Extraordinary Option Redemption at 100% for the Series 2013A and 2013B bonds may take place upon the occurrence of certain special conditions or events.
On December 22, 2011, the Board of Regents issued $28,980,000 of System Facilities Revenue Bonds Series 2011B for the purpose of constructing, furnishing and equipping a five-story, 262 bed residence hall with 180 parking spaces, constructing a chiller and boiler plant and funding capitalized interest on the Series 2011R bonds. The Series 2011B bonds shall pay interest semiannually on April 1 and October 1. At the option of the University, the Series 2011 bonds maturing April 1, 2018 and thereafter shall be subject to redemption on or after April 1, 2017 as follows:

<table>
<thead>
<tr>
<th>Redemption Dates</th>
<th>Redemption Prices</th>
</tr>
</thead>
<tbody>
<tr>
<td>April 1, 2017 - March 31, 2018</td>
<td>102%</td>
</tr>
<tr>
<td>April 1, 2018 - March 31, 2019</td>
<td>101%</td>
</tr>
<tr>
<td>April 1, 2019 - April 1, 2022</td>
<td>100%</td>
</tr>
</tbody>
</table>

Extraordinary Option Redemption at 100% may occur upon the occurrence of certain special conditions or events. The Series 2011B bonds bear interest at rates varying from 2.10% to 2.80% and mature serially through fiscal year 2021.

On August 10, 2016, the University issued $25,025,000 Series 2016C System Facilities Revenue Bonds to partially fund the Series 2011B bonds. The University will pay principal and interest through 2021 on the Series 2011B bonds. During fiscal year 2017, the University refunded the Series 2011B bonds maturing April 1, 2022 - April 1, 2042. The refunded Series 2011B bonds were placed in escrow and were removed from the University's financial statements.
On December 8, 2010, the Board of Regents approved a resolution to issue bonds providing construction proceeds for campus facility renovations and repair projects including renovations to Academic Hall, renovations and an addition to Magill Hall and the University science laboratories, and deferred maintenance projects over the next five years, and conversion of the campus power plant to natural gas installation. On December 16, 2010, the Health and Educational Facilities Authority of the State of Missouri issued $4,760,000 Educational Facilities Revenue Bond Series 2010A and $54,495,000 Taxable Educational Facilities Revenue Bonds Series 2010B (Build America Bonds). The Series 2010A bonds were paid in full at final maturity on October 1, 2014. The Series 2010B bonds shall pay interest semiannually on April 1 and October 1. The University participates in the Build America Bonds program relative to the Series 2010B bonds. Build America Bonds were created under section 1531 of Title 1 of Division B of the American Recovery and Reinvestment Act, and provide a federal subsidy of 35% of the interest paid on the bonds to the issuer. Due to sequestration, subsidy payments were reduced by 8.7% in September 2013, by 7.2% in March 2014, 7.3% in March 2015, and 6.8% in March 2016, and 6.9% in March 2017. The University anticipates a 6.9% reduction in the September 2017 subsidy payment. The order does not affect payments for future years, although the University has been informed that there could be additional sequester orders for future fiscal years through and including fiscal year 2021.

At the option of the University, the Series 2010B bonds maturing October 1, 2021 and thereafter shall be subject to redemption on or after October 1, 2020 at a redemption price of 100% of the principal amount. The Series 2010B bonds bear interest at rates varying from 4.125% to 6.875% and mature serially through fiscal year 2041. The true interest cost after the federal subsidy averages 4.316%.

The System Facilities is composed of the Housing System, the Student Union Facility (University Center), Textbook Services, the Student Recreation Center, the Outdoor Recreation Fields, and the Parking and Transit system. Revenue derived from the operation of these facilities is pledged for the retirement of the outstanding 2011B, 2013A, 2013B, 2016A, 2016B, and 2016C Series Bonds. Under the provisions of these bond resolutions, the University covenants to establish rates for the use and services of the System Facilities sufficient to fund operations, maintain reserves, and provide revenues to pay principal and interest on the bonds. Refer to Note 15 for a summary of System Facilities pledged revenue for fiscal year 2017.

Interest expense on bonded debt was $7,552,703 for 2017 net of capitalized interest of $341,019.
Scheduled fiscal year maturities of System Facilities and Educational Facilities bonds payable and related interest are as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Principal</th>
<th>Interest</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>$6,685,000</td>
<td>$7,834,800</td>
</tr>
<tr>
<td>2019</td>
<td>$6,915,000</td>
<td>$7,566,959</td>
</tr>
<tr>
<td>2020</td>
<td>$7,225,000</td>
<td>$7,248,391</td>
</tr>
<tr>
<td>2021</td>
<td>$7,520,000</td>
<td>$6,907,943</td>
</tr>
<tr>
<td>2022</td>
<td>$5,825,000</td>
<td>$6,577,091</td>
</tr>
<tr>
<td>2023-2027</td>
<td>$36,755,000</td>
<td>$29,053,097</td>
</tr>
<tr>
<td>2028-2032</td>
<td>$41,300,000</td>
<td>$21,183,919</td>
</tr>
<tr>
<td>2033-2037</td>
<td>$37,155,000</td>
<td>$12,780,553</td>
</tr>
<tr>
<td>2038-2042</td>
<td>$30,400,000</td>
<td>$4,101,477</td>
</tr>
<tr>
<td>2043-2045</td>
<td>$2,800,000</td>
<td>$180,850</td>
</tr>
</tbody>
</table>

$182,580,000 $103,435,080

9. Notes Payable

Notes payable at June 30, 2017 are summarized as follows:

<table>
<thead>
<tr>
<th></th>
<th>Balance - June 30, 2016</th>
<th>Principal</th>
<th>Principal</th>
<th>Balance - June 30, 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chartwell's-Olive's and Skylight Terrace Expansion</td>
<td>$356,073</td>
<td>$---</td>
<td>($37,715)</td>
<td>$318,358</td>
</tr>
<tr>
<td>Less: Current maturities (due within one year)</td>
<td>$356,073</td>
<td>$---</td>
<td>($37,715)</td>
<td>$318,358</td>
</tr>
</tbody>
</table>

$279,553

On July 1, 2009, the University entered into an agreement with Chartwells, the University’s contracted food service provider, for the construction of dining facilities in the new residence hall and expansion of the University Center to provide additional dining space. The University will make monthly principal payments, totaling $577,870 through fiscal year 2025. The note is noninterest bearing. Interest has been imputed using a rate of 3.625%.
Interest expense was $12,285 for 2017. Scheduled fiscal year maturities on notes payable and related interest are as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Principal</th>
<th>Interest</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>$39,105</td>
<td>$10,895</td>
</tr>
<tr>
<td>2019</td>
<td>40,546</td>
<td>9,454</td>
</tr>
<tr>
<td>2020</td>
<td>42,041</td>
<td>7,959</td>
</tr>
<tr>
<td>2021</td>
<td>43,590</td>
<td>6,410</td>
</tr>
<tr>
<td>2022</td>
<td>45,197</td>
<td>4,803</td>
</tr>
<tr>
<td>2023-2025</td>
<td>107,879</td>
<td>4,622</td>
</tr>
</tbody>
</table>

$318,358 $44,143

10. Retirement Plan - Missouri State Employees’ Retirement System

General Information about the Pension Plan

Plan description. Benefit eligible employees of the University are provided with pensions through MOSERS - a cost-sharing multiple-employer defined benefit pension plan. Chapter 104.320 of the Revised Statutes of Missouri grants the authority to establish a defined benefit plan for eligible state and other related agency employees. MOSERS issues an annual Comprehensive Annual Financial Report (CAFR), a publicly available financial report that can be obtained at www.mosers.org.

Benefits provided. MOSERS provides retirement, disability, and life insurance benefits to eligible employees. The base retirement benefits are calculated by multiplying the employee’s final average pay by a specific factor multiplied by the years of credited service. The factor is based on the specific plan in which the employee participates, which is based on the employee’s hire date. Information on the three plans administered by MOSERS (MSEP, MSEP 2000, and MSEP2011 retirement plans) and how eligibility and the benefit amount is determined for each plan may be found in the Notes to the Financial Statements of MOSERS’ CAFR starting on page 28.
Contributions. Per Chapter 104.436 of the Revised Statutes of Missouri, contribution requirements of the active employees and the participating employers are established and may be amended by the MOSERS Board. Employees in the MSEP2011 Plan are required to contribute 4% of their annual pay. The University's required contribution rate for the year ended June 30, 2017, was 16.97% of annual payroll, actuarially determined as an amount that, when combined with employee contributions, is expected to finance the costs of benefits earned by employees during the year, with an additional amount to finance any unfunded accrued liability. The contribution rate for the MOSERS plan year ended June 30, 2016 was 16.97%, which is the year of measurement for the net pension liability. Contributions to the pension plan from the University were $8,208,979 for the year ended June 30, 2017.

Pension Liabilities, Pension Expense, and Deferred Outflows of Resources and Deferred Inflows of Resources Related to Pensions

At June 30, 2017, the University reported a liability of $114,021,149 for its proportionate share of the net pension liability. The net pension liability was measured as of June 30, 2016, and the total pension liability used to calculate the net pension liability was determined by an actuarial valuation as of that date.

The University's proportion of the net pension liability was based on the University's actual share of contributions to the pension plan relative to the actual contributions of all participating employers for MOSERS plan year ended June 30, 2016. At June 30, 2016, the University's proportion was 2.4563%, an increase from its proportion measured using 2.4420% as of the June 30, 2015 measurement date.

There were no changes in benefit terms during the MOSERS plan year ended June 30, 2016, that affected the measurement of total pension liability.
For the year ended June 30, 2017, the University recognized pension expenses of $17,728,619. At June 30, 2017, the University reported deferred outflows of resources and deferred inflows of resources related to pensions from the following sources:

<table>
<thead>
<tr>
<th>Differences between expected and actual experience</th>
<th>Deferred Outflows</th>
<th>Deferred Inflows</th>
</tr>
</thead>
<tbody>
<tr>
<td>Changes of assumptions</td>
<td>$1,174,302</td>
<td>$333,128</td>
</tr>
<tr>
<td>Net difference between projected and actual earnings on pension plan investments</td>
<td>$11,871,816</td>
<td>$685,347</td>
</tr>
<tr>
<td>Changes in proportion and differences between University contributions and proportionate share of contributions</td>
<td>$18,629,902</td>
<td>—</td>
</tr>
<tr>
<td>University contributions subsequent to the measurement date of June 30, 2016</td>
<td>$1,078,063</td>
<td>—</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$40,963,062</td>
<td>$1,018,455</td>
</tr>
</tbody>
</table>

Deferred outflows of resources of $8,208,979 resulting from University contributions subsequent to the measurement date will be recognized as a reduction of the net pension liability in the year ending June 30, 2018. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to pensions will be recognized in pension expense in the University’s fiscal year following MOSERS’ fiscal year as follows:

**Amortization Schedule**

<table>
<thead>
<tr>
<th>Plan Year Ending June 30:</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>$8,421,828</td>
</tr>
<tr>
<td>2019</td>
<td>$8,368,665</td>
</tr>
<tr>
<td>2020</td>
<td>$11,686,966</td>
</tr>
<tr>
<td>2021</td>
<td>$3,258,139</td>
</tr>
<tr>
<td></td>
<td>$31,735,568</td>
</tr>
</tbody>
</table>
Actuarial assumptions. The total pension liability in the June 30, 2016 actuarial valuation, which is also the date of measurement for financial reporting purposes, was determined using the following actuarial assumptions, applied to all periods included in the measurement:

<table>
<thead>
<tr>
<th>Assumption</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inflation</td>
<td>2.5%, approximate</td>
</tr>
<tr>
<td>Salary increases</td>
<td>3.25% - 8.75% annually including inflation</td>
</tr>
<tr>
<td>Wage inflation</td>
<td>3% annually</td>
</tr>
<tr>
<td>Investment rate of return</td>
<td>7.65% per year, compounded annually, net after investment expenses and including inflation</td>
</tr>
</tbody>
</table>

Mortality rates were based on the RP-2014 Healthy Annuitant mortality table, projected to 2026 with Scale MP-2015 and scaled by 120%. The pre-retirement mortality table is the RP-2014 Employee mortality table, projected to 2026 with Scale MP-2015 and scaled by 95% for males and 90% for females.

The actuarial assumptions used in the June 30, 2016 valuation were based on the results of an actuarial experience study for the period July 1, 2010 to June 30, 2015. As a result of this actuarial experience study, the MOSERS Board made various demographic and economic assumption changes to more closely reflect actual experience. The most significant changes included lowering the assumed annual investment rate of return from 8 percent to 7.65 percent and the adoption of the above mortality tables. The changes in assumption recorded as deferred inflows and outflows of resources were due to these changes from the actuarial experience study.

The long-term expected rate of return on pension plan investments was determined using a building-block method in which best-estimates rates of expected future real rates of return (expected returns, net of pension plan investment expense and inflation) are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected inflation. Best estimates of geometric real rates of return for each major asset class included in MOSERS target asset allocation as of June 30, 2016 are summarized in the following table:
SOUTHEAST MISSOURI STATE UNIVERSITY

Notes To Financial Statements (Continued)

<table>
<thead>
<tr>
<th>Asset Class</th>
<th>Policy Allocation</th>
<th>Long-Term Expected Real Rate Of Return*</th>
<th>Weighted Average Long-Term Expected Real Rate of Return</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beta Balanced</td>
<td>80.0%</td>
<td>5.7%</td>
<td>4.6%</td>
</tr>
<tr>
<td>Illiquidus</td>
<td>20.0%</td>
<td>7.3%</td>
<td>1.5%</td>
</tr>
<tr>
<td>**</td>
<td>100.0%</td>
<td></td>
<td>6.1%</td>
</tr>
</tbody>
</table>

* Represent best estimates of geometric rates of return for each major asset class included.
** Illiquid portfolio upper limit of 27.5% of capital, no new commitments past 23%

Discount rate. The discount rate used to measure the total pension liability was 7.65%. The projection of cash flows used to determine the discount rate assumed that employee contributions will be made at the current contribution rate and that contributions from employers will be made at required rates, actuarially determined. Based on those assumptions, the pension plan's fiduciary net position was projected to be available to make all projected future benefit payments of current active and inactive employees. Therefore, the long-term expected rate of return on pension plan investments was applied to all periods of projected benefit payments to determine the total pension liability.

Sensitivity of the University's proportionate share of the net pension liability to changes in the discount rate. The following presents the University's proportionate share of the net pension liability calculated using the discount rate of 7.65%, as well as what the University's proportionate share of the net pension liability would be if it were calculated using a discount rate that is 1-percentage-point lower (6.65%) or 1-percentage-point higher (8.65%) than the current rate:

<table>
<thead>
<tr>
<th>Current Discount Rate</th>
<th>1% Decrease (6.65%)</th>
<th>1% Increase (8.65%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>University's proportionate share of the net pension liability</td>
<td>$ 150,138,638</td>
<td>$ 114,021,149</td>
</tr>
</tbody>
</table>

Pension plan fiduciary net position. Detailed information about the pension plan's fiduciary net position is available in the separately issued MOSERS financial report.

Payables to the Pension Plan

The University had payables of $852,060 to MOSERS because legally required contributions to the plan for June 2017 were not paid until July 2017.
11. Retirement Plan - College And University Retirement Plan

Beginning July 1, 2002, in accordance with Section 104.1200 through 104.1215 of the Revised Statutes of Missouri, employees hired who meet the criteria of an "education employee" participate in the College and University Retirement Plan (CURP). It is a noncontributory 401(a) defined contribution plan for education employees at regional colleges/universities in Missouri. The MOSERS has been given the responsibility by law to implement and oversee the administration of the plan. The TIAA-CREF group of companies is the third-party administrator for the CURP and manages the investment options under the plan. Contributions made by the University are self-directed by participants into their selected individual accounts. By law, the CURP contribution rate is equal to 1% less than the normal cost contribution rate of the Missouri State Employees' Plan 2000 (MSEP 2000). After participating in CURP for at least six years, a faculty member may elect to become a member of MOSERS.

The University is required to contribute to CURP at an actuarially determined rate; the rate was 5.67% and 5.89% of annual covered payroll for 2017 and 2016, respectively. The University’s contributions to CURP for the years ended June 30, 2017, 2016 and 2015 were $925,089, $928,044 and $896,102, respectively, which equaled the required contributions for those years.

12. Postemployment Healthcare Plan

*Plan Description.* The University provides a one-time opportunity for retirees to continue medical insurance coverage. Retirees after October 22, 2010 who elect to continue medical insurance are required to pay monthly premiums determined by plan type elected and Medicare eligibility. Pre-65 retirees who retired prior to October 22, 2010 who elect to continue medical insurance are required to pay monthly premiums on the basis of an implicit rate subsidy calculation. Monthly premiums for pre-October 22, 2010 participating retirees under 65 years of age are subsidized by the University at the rate of 1% for every year of active service to the University. Pre-October 22, 2010 retiree’s adjusted monthly premium cost will not go below 80% of the premium amount. Financial statements for the plan are not available.
Funding Policy. The University pays for their portion of the medical insurance premiums on a pay-as-you-go basis. No trust fund has been created for the payment of the University’s portion of the medical insurance premiums; therefore as of June 30, 2017 the University’s obligations are unfunded. For more information see the Schedule of Funding Progress in the Required Supplementary Information section.

Annual Other Post Employment Benefit (OPEB) Cost and Net OPEB Obligation. The University’s annual other postemployment benefit (OPEB) cost (expense) is calculated based on the annual required contribution of the employer (ARC), an amount actuarially determined in accordance with the parameters of GASB Statement No. 45, Accounting and Financial Reporting by Employers for Postemployment Benefits Other Than Pensions. The ARC represents a level of funding that, if paid on an ongoing basis, is projected to cover normal cost each year and amortize any unfunded actuarial liabilities (or funding excess) over a period not to exceed 30 years.

The following table shows the components of the University’s annual OPEB cost for the year, the amount actually contributed to the plan, and changes in the University’s net OPEB obligation to the plan:

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual required contribution</td>
<td>$532,760</td>
</tr>
<tr>
<td>Interest on OPEB obligation</td>
<td>70,787</td>
</tr>
<tr>
<td>Adjustment to annual required contribution</td>
<td>(105,874)</td>
</tr>
<tr>
<td>Annual OPEB cost</td>
<td>497,673</td>
</tr>
<tr>
<td>Contributions made</td>
<td>377,241</td>
</tr>
<tr>
<td>Increase in OPEB obligation</td>
<td>120,432</td>
</tr>
<tr>
<td>Net OPEB obligation - beginning of year</td>
<td>1,887,660</td>
</tr>
<tr>
<td>Net OPEB obligation - end of year</td>
<td>$2,008,092</td>
</tr>
</tbody>
</table>

The University’s annual OPEB cost, the percentage of annual OPEB cost contributed to the plan, and the net OPEB obligation for 2017 and the previous two years are as follows:

<table>
<thead>
<tr>
<th>Fiscal Year Ended</th>
<th>Annual OPEB Cost</th>
<th>Percentage Of Annual OPEB Cost Contributed</th>
<th>Net OPEB Obligation</th>
</tr>
</thead>
<tbody>
<tr>
<td>6/30/17</td>
<td>$497,673</td>
<td>64.3%</td>
<td>$2,008,092</td>
</tr>
<tr>
<td>6/30/16</td>
<td>492,928</td>
<td>64.3%</td>
<td>1,887,660</td>
</tr>
<tr>
<td>6/30/15</td>
<td>576,044</td>
<td>74.3%</td>
<td>1,711,555</td>
</tr>
</tbody>
</table>
Funded Status and Funding Progress. As of July 1, 2015, the most recent actuarial valuation date, the plan had no assets since the University does not fund the plan. The unfunded actuarial accrued liability (UAAL) for benefits was $4.59 million. The covered payroll (annual payroll of active employees covered by the plan) was $55.0 million, and the ratio of the UAAL to the covered payroll was 8.3%.

Actuarial valuations of an ongoing plan involve estimates of the value of reported amounts and assumptions about the probability of occurrence of events far into the future. Examples include assumptions about future employment, mortality, and the healthcare cost trend. Amounts determined regarding the funded status of the plan and the annual required contributions of the employer are subject to continual revision as actual results are compared with past expectations and new estimates are made about the future. The schedule of funding progress, presented as required supplementary information following the notes to the financial statements, presents multi-year trend information about whether the actuarial value of plan assets is increasing or decreasing over time relative to the actuarial accrued liabilities for benefits.

Actuarial Methods and Assumptions. Projections of benefits for financial reporting purposes are based on the substantive plan (the plan as understood by the employer and the plan members) and include the types of benefits provided at the time of each valuation and the historical pattern of sharing of benefit costs between the employer and plan members to that point. The actuarial methods and assumptions used include techniques that are designed to reduce the effects of short-term volatility in actuarial accrued liabilities and the actuarial value of assets, consistent with the long-term perspective of the calculations.

In the July 1, 2015, actuarial valuation, the entry age normal actuarial method was used. The actuarial assumptions included a 3.75% discount rate, an annual healthcare cost trend rate of 8% initially, reduced by decrements to an ultimate rate of 5% after six years, and a 3% annual increase in salaries. 40% of participants are assumed to continue under the same coverage they are currently electing for their lifetime. It is also assumed that all retirees will continue coverage for their lifetime. The UAAL is being amortized as a level dollar amount over a 30-year open period. The amortization period at July 1, 2015 was 30 years and is restarted with each valuation.
13. Contingencies And Risk Management

The University is subject to various legal proceedings and claims which arise in the ordinary course of its operations. In the opinion of the University management, the amount of ultimate liability with respect to these actions will not materially affect the overall financial position of the University.

Under the terms of federal grants, periodic audits are required and certain costs may be questioned as not being appropriate expenditures under the terms of the grants. Such audits could lead to reimbursements to the grantor agencies. It is the opinion of management that such reimbursements, if any, will not have a material effect on the University's financial position.

University employees are covered under Worker's Compensation by the State of Missouri. Claims are submitted to the State and paid by the State on behalf of the University. Total claims paid for the University employees for fiscal year 2016-2017 were $390,326.

The majority of University employees are also covered by unemployment insurance administered by the State of Missouri Division of Employment Security.

The University is exposed to various risks of loss related to torts; theft of, damage to and destruction of assets; business interruption; errors and omissions; employee injuries and illnesses; natural disasters and employee health and accident benefits. The University purchases commercial insurance and also receives coverage through the State of Missouri for these risks of loss. Settled claims have not exceeded this commercial coverage in any of the three preceding years.

The University has purchased property on occasion that requires monitoring for environmental issues that could result in liability. As of June 30, 2017, the University is not aware of any material environmental liability.
14. Net Position

Restricted - Net position is restricted when constraints placed are either externally imposed, or are imposed by law or legislation. The composition of restricted net position at June 30, 2017 was:

<table>
<thead>
<tr>
<th>Nonexpendable</th>
<th>Expendable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scholarships</td>
<td>Debt service</td>
</tr>
<tr>
<td></td>
<td>Grants and other</td>
</tr>
<tr>
<td>$ 2,158,105</td>
<td>1,697,654</td>
</tr>
<tr>
<td></td>
<td>905,078</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Restricted</td>
<td></td>
</tr>
<tr>
<td>$ 4,760,837</td>
<td></td>
</tr>
</tbody>
</table>

Unrestricted - Unrestricted net position is not subject to externally imposed stipulations; however, it may be subject to internal designations. For example, unrestricted net position may be designated for specific purposes by action of the Board of Regents or may otherwise be limited by contractual agreements with outside parties. Substantially all unrestricted net position is internally designated for academic programs and initiatives, investment in inventories and capital programs. Designated unrestricted net position was $39,918,778 at June 30, 2017. Undesignated unrestricted net position, including those of auxiliary operations, was $(53,961,403) at June 30, 2017.

Undesignated unrestricted net position at June 30, 2017 consists of the following:

Net pension liability at June 30, 2017, offset by pension-related deferred inflows and outflows $ (74,076,572)

All other operations of the University, including auxiliary operations 20,115,169

Total undesignated unrestricted net position $ (53,961,403)

University operations undesignated unrestricted net position consists of $610,315 US Government Loan Programs, $6,379,461 Auxiliary Undesignated and Unrestricted Undesignated of $13,125,093.
15. Operating Leases

The University has entered into several operating leases for equipment. These leases will expire on various dates through fiscal year 2021. Future minimum lease payments at June 30, 2017 were:

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>$ 160,871</td>
</tr>
<tr>
<td>2019</td>
<td>113,255</td>
</tr>
<tr>
<td>2020</td>
<td>33,357</td>
</tr>
<tr>
<td>2021</td>
<td>322</td>
</tr>
</tbody>
</table>

$ 327,805

16. Segment Information

A segment is an identifiable activity reported within a stand-alone entity for which one or more revenue bonds are outstanding. A segment has a specific identifiable revenue stream pledged in support of revenue bonds and has related expenses, gains and losses, assets and liabilities that are required by an external party to be accounted for separately. The University has one segment that meets the reporting requirements of GASB Statement No. 37, Basic Financial Statements - and Management’s Discussion and Analysis - for State and Local Governments: Omnibus - an amendment of GASB Statements No. 21 and No. 34. As of June 30, 2017, the University’s outstanding bond debt includes System Facilities Revenue Bonds. The System Facilities is composed of the Housing System, the Student Union facility, the Student Recreation Center, the Parking and Transit System, Textbook Services, and the Outdoor Recreation Fields. Revenue derived from the operation of these facilities is pledged for the retirement of the outstanding Series 2011B, Series 2013A & 2013B, Series 2016A, Series 2016B & Series 2016C bonds and payment of interest thereon semi-annually on April 1 and October 1.
The condensed financial information for the System Facilities Revenue Bond Fund as of June 30, 2017 is as follows:

<table>
<thead>
<tr>
<th>Condensed Statement Of Net Position</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Assets</strong></td>
</tr>
<tr>
<td><strong>Noncurrent Assets</strong></td>
</tr>
<tr>
<td>Capital assets, net of depreciation</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
</tr>
<tr>
<td><strong>Deferred Outflows Of Resources</strong></td>
</tr>
<tr>
<td><strong>Current Liabilities</strong></td>
</tr>
<tr>
<td><strong>Noncurrent Liabilities</strong></td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
</tr>
<tr>
<td><strong>Net Position</strong></td>
</tr>
<tr>
<td>Net investment in capital assets</td>
</tr>
<tr>
<td>Restricted</td>
</tr>
<tr>
<td>Unrestricted</td>
</tr>
<tr>
<td><strong>Total Net Position</strong></td>
</tr>
</tbody>
</table>


SOUTHEAST MISSOURI STATE UNIVERSITY

Notes To Financial Statements (Continued)

Condensed Statement Of Revenues, Expenses,
And Changes In Net Position

Operating Revenue
Housing contracts, net of scholarship
allowance $ 22,294,902
Textbook sales and rentals 2,611,451
Student recreation center fees 2,459,041
Parking fees and fines 1,326,331
Student union building fees 267,000
Other operating revenues 2,643,889
Total Operating Revenue 31,002,614

Operating Expenses
Personnel service 5,388,750
Contract food service 7,316,093
Utilities and maintenance 2,598,366
Book purchases 1,463,529
Depreciation 4,218,961
Other operating expenses 3,935,908
Total Operating Expenses 24,911,607

Operating Income 6,091,007

Nonoperating Revenue (Expenses)
Investment income 156,266
Interest on capital asset related debt (4,209,421)
Net Nonoperating Expenses (4,053,155)

Increase In Net Position 2,037,852

Net Position Beginning Of Year 53,423,958

Net Position End Of Year $ 55,461,810

Condensed Statement Of Cash Flows

Net cash provided by operating activities $ 8,424,040
Net cash used in capital and related
financing activities (13,978,176)
Net cash provided by investing activities 4,759,973
Net decrease in cash and cash equivalents (794,163)

Cash and cash equivalents - beginning of year 10,960,067

Cash and cash equivalents - end of year $ 10,165,904
17. Southeast Missouri University Foundation

The following disclosures pertain to the University's discretely presented component unit - the Foundation:

Investments And Investment Return
Investments at June 30 consisted of the following:

<table>
<thead>
<tr>
<th>Investment Type</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and money market funds</td>
<td>$ 1,325,496</td>
</tr>
<tr>
<td>Certificates of deposit</td>
<td>289,757</td>
</tr>
<tr>
<td>Equities</td>
<td></td>
</tr>
<tr>
<td>Domestic</td>
<td>30,144,927</td>
</tr>
<tr>
<td>Developing international</td>
<td>5,772,147</td>
</tr>
<tr>
<td>Mutual funds</td>
<td></td>
</tr>
<tr>
<td>Domestic</td>
<td>5,829,269</td>
</tr>
<tr>
<td>Developing international</td>
<td>5,889,464</td>
</tr>
<tr>
<td>Emerging market</td>
<td>9,300,938</td>
</tr>
<tr>
<td>International fixed income</td>
<td>4,114,782</td>
</tr>
<tr>
<td>Other</td>
<td>7,727,618</td>
</tr>
<tr>
<td>Corporate Bonds</td>
<td>7,436,421</td>
</tr>
<tr>
<td>U.S. Treasury securities</td>
<td>2,916,319</td>
</tr>
<tr>
<td>U.S. government obligations</td>
<td>4,819,356</td>
</tr>
<tr>
<td>Municipal securities</td>
<td>550,079</td>
</tr>
<tr>
<td>Alternative strategies</td>
<td>2,448,012</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>88,560,585</strong></td>
</tr>
<tr>
<td>Less: short-term investments</td>
<td>20,661,604</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total investment return</strong></td>
<td><strong>$ 67,998,981</strong></td>
</tr>
</tbody>
</table>

Total investment return is comprised of the following:

<table>
<thead>
<tr>
<th>Component</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest and dividends, net of fees</td>
<td>$ 958,969</td>
</tr>
<tr>
<td>Unrealized and realized investment gains (losses)</td>
<td>9,340,885</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 10,299,854</strong></td>
</tr>
</tbody>
</table>

Contributions Receivable

Contributions receivable at June 30 consists of:

<table>
<thead>
<tr>
<th>Component</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pledges receivable, due in less than one year</td>
<td>$ 628,215</td>
</tr>
<tr>
<td>Allowance for doubtful accounts</td>
<td>(15,705)</td>
</tr>
<tr>
<td></td>
<td><strong>$ 612,510</strong></td>
</tr>
</tbody>
</table>
Property And Equipment

Property and equipment at June 30 consists of:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land</td>
<td>$ 6,967,461</td>
</tr>
<tr>
<td>Buildings and improvement</td>
<td>8,254,446</td>
</tr>
<tr>
<td>Vehicles and equipment</td>
<td>273,253</td>
</tr>
<tr>
<td></td>
<td>15,495,160</td>
</tr>
<tr>
<td>Less: Accumulated depreciation</td>
<td>4,227,936</td>
</tr>
<tr>
<td></td>
<td>$ 11,267,224</td>
</tr>
</tbody>
</table>

Notes Receivable

Notes receivable at June 30 consists of:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Cape Girardeau</td>
<td>$ 3,927,020</td>
</tr>
<tr>
<td>APG Limited</td>
<td>553,704</td>
</tr>
<tr>
<td></td>
<td>4,480,724</td>
</tr>
<tr>
<td>Less: current maturities due</td>
<td></td>
</tr>
<tr>
<td>within one year</td>
<td>488,032</td>
</tr>
<tr>
<td></td>
<td>$ 3,992,692</td>
</tr>
</tbody>
</table>

On March 14, 2013, the Foundation sold 247.43 acres to the City of Cape Girardeau (the City). The City signed a 12-year, noninterest bearing promissory note for the amount of $5,520,000 to the Foundation. The City shall pay 12 annual installments of $460,000. Imputed interest amount was calculated using the long-term applicable federal rate for the month of March 2013, which was 2.66%. In April 2017, an additional $920,000 was added to the note as a result of a joint capital project between the City and the University. The City signed a new promissory note with the Foundation to fund the City’s share of the capital improvements and the Foundation will reimburse the University as funds are collected from the City.

On December 9, 2013, the Foundation sold the property located at 401 and 505 Washington Avenue to APG Limited, LLC. APG Limited signed a 10-year promissory note with an interest rate of 2.25% for the amount of $647,000 to the Foundation. APG Limited shall pay 119 payments of $3,350 and a final balloon payment of $362,378.
Aggregate annual maturities of notes receivable at June 30, 2017 are:

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>$ 488,032</td>
</tr>
<tr>
<td>2019</td>
<td>488,669</td>
</tr>
<tr>
<td>2020</td>
<td>489,321</td>
</tr>
<tr>
<td>2021</td>
<td>489,988</td>
</tr>
<tr>
<td>2022</td>
<td>490,670</td>
</tr>
<tr>
<td>Thereafter</td>
<td>2,707,024</td>
</tr>
<tr>
<td>Less: Imputed interest on loan</td>
<td>672,980</td>
</tr>
</tbody>
</table>

$ 4,480,724

Notes Payable To Bank

Notes payable to bank at June 30 consists of:

First Missouri State Bank - University Farm $ 252,073
Montgomery Bank - South Lorimier 252,073
Bank of Missouri - 4193 Bainbridge Road —
Montgomery Bank - 334 Morgan Oak 415,695
First Missouri State Bank - 315 South Lorimier 219,644
Gary W. Rust Rev Trust - 612-613 Broadway 9,275
896,787
Less: Current maturities due within one year 273,092
623,695

Aggregate annual maturities of notes payable at June 30, 2017 are:

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>$ 273,092</td>
</tr>
<tr>
<td>2019</td>
<td>623,695</td>
</tr>
</tbody>
</table>

$ 896,787
On May 17, 2005, the Foundation purchased a 254.67 acre farm which is being used as the University Demonstration Farm. To finance the purchase, the Foundation entered into a promissory note with First Missouri State Bank in the amount of $1,462,500. On May 17, 2015, a second change in terms agreement was signed. There will be 60 regular payments of $8,920 with a maturity date of May 18, 2020. In August 2016, the note was paid off early in full using proceeds from the sale of property.

On February 1, 2008, the Foundation purchased three adjacent properties on South Lorimier Street in Cape Girardeau, Missouri. To finance the purchase, the Foundation entered into a promissory note with Montgomery Bank in the amount of $340,500. After a three-month extension dated May 1, 2013, which reduced the interest from 5.85% to 3.95%, a five-year promissory note was executed on August 1, 2013. Current payments on the note are regular payments of $6,069 and one irregular last payment estimated at $236,434. The interest rate of the promissory note is 3.95% with a maturity date of August 1, 2018.

On October 8, 2008, the Foundation purchased property at 4193 Bainbridge Road, County Road 306 in Jackson, Missouri. To finance the purchase, the Foundation entered into a five-year fixed rate promissory note with Bank of Missouri in the amount of $220,000. On November 1, 2013, the loan was refinanced with a maturity date of November 1, 2028. In July 2016, the note was paid off early in full using proceeds from the sale of property.

On December 30, 2008, the Foundation purchased property at 334 Morgan Oak and additional lots nearby in Cape Girardeau, Missouri. To finance the purchase, the Foundation entered into a promissory note with Montgomery Bank in the amount of $600,000. On March 19, 2014, a change in terms agreement was signed, which changed the collateral held on this loan. Current payments on the note are regular payments of $3,794 and one lump sum last payment estimated at $385,086 due on August 31, 2018, and an interest rate of 3.95%.

On December 28, 2012, the Foundation purchased property located at 315 South Lorimier in Cape Girardeau, Missouri. To finance the purchase, the Foundation entered into a promissory note with First Missouri State Bank in the amount of $289,220 with a maturity date of December 28, 2017. Current payments on the note are regular payments of $2,136 and one lump sum last payment estimated at $206,659. The interest rate of the promissory note is 3.92%.
On September 4, 2013, the Foundation purchased property located at 612-616 Broadway in Cape Girardeau, Missouri. To finance the purchase, the Foundation entered into a promissory note with Gary W. Rust Revocable Trust u/a/d June 1, 1992, Gary W. Rust and Wendy K. Rust, Trustees, in the amount of $150,000 with a maturity date of September 30, 2017. Current payments on the note are paid quarterly in the amount of $9,375. The interest rate will be adjusted quarterly to equal the prime rate. As of June 30, 2017, the prime rate was 4.25%.

Net Assets

Temporarily Restricted Net Assets

Temporarily restricted net assets at June 30 are available for the following purposes or periods:

<table>
<thead>
<tr>
<th></th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scholarships</td>
<td>$17,078,206</td>
</tr>
<tr>
<td>Loans</td>
<td>188,136</td>
</tr>
<tr>
<td>Other</td>
<td>7,901,404</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$25,167,745</strong></td>
</tr>
</tbody>
</table>

Permanently Restricted Net Assets

Permanently restricted net assets at June 30 are restricted to:

<table>
<thead>
<tr>
<th></th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scholarships</td>
<td>$52,315,080</td>
</tr>
<tr>
<td>Other</td>
<td>2,024,743</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$54,339,823</strong></td>
</tr>
</tbody>
</table>

Net Assets Released From Restrictions

Net assets were released from donor restrictions by incurring expenses satisfying the restricted purposes or by occurrence of other events specified by donors.

<table>
<thead>
<tr>
<th></th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scholarships</td>
<td>$2,316,736</td>
</tr>
<tr>
<td>Loans</td>
<td>943</td>
</tr>
<tr>
<td>Other purpose restrictions accomplished</td>
<td>2,883,103</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$5,202,782</strong></td>
</tr>
</tbody>
</table>
Annuity Obligations

The Foundation has been the recipient of several gift annuities and charitable remainder trusts, which require future payments to the contributors or their named beneficiaries. The assets received from the donor are recorded at fair values. The Foundation has recorded a liability of $1,218,116 at June 30, 2017 which represents the present value of the future annuity obligations. The liability has been determined using a discount rate of 7%.

Operating Leases

The Foundation leases certain plant assets to the University. Minimum future rentals receivable under noncancellable operating leases at June 30, 2017 were $4,445,275, including $770,221 due within the next year.
Required Supplementary Information
SOUTHEAST MISSOURI STATE UNIVERSITY
SCHEDULES OF SELECTED PENSION INFORMATION
MISSOURI STATE EMPLOYEES’ RETIREMENT SYSTEM
June 30, 2017
(In Thousands)

Schedule Of University’s Proportionate Share Of The Net Pension Liability

<table>
<thead>
<tr>
<th>Measurement Date</th>
<th>As Of June 30:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2016</td>
</tr>
<tr>
<td>University's proponent of the net pension liability</td>
<td>2.4563%</td>
</tr>
<tr>
<td>University's proportionate share of the net pension liability</td>
<td>$114,021,149</td>
</tr>
<tr>
<td>University's covered-employee payroll</td>
<td>47,570,877</td>
</tr>
<tr>
<td>University's proportionate share of net pension liability as a percentage of its covered-employee payroll</td>
<td>239.69%</td>
</tr>
<tr>
<td>Plan fiduciary net position as a percentage of the total pension liability</td>
<td>63.60%</td>
</tr>
</tbody>
</table>

Schedule Of University’s Contributions

<table>
<thead>
<tr>
<th>Fiscal Year End</th>
<th>As Of June 30:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2017</td>
</tr>
<tr>
<td>Required contribution</td>
<td>$8,208,979</td>
</tr>
<tr>
<td>Contributions in relation to the required contribution</td>
<td>$8,208,979</td>
</tr>
<tr>
<td>University's covered-employee payroll</td>
<td>48,373,477</td>
</tr>
<tr>
<td>Contributions as a percentage of covered-employee payroll</td>
<td>16.97%</td>
</tr>
</tbody>
</table>

Notes:
Above schedules are intended to show information for 10 years. Additional years will be displayed as they become available.

Information provided is based on a measurement date and actuarial valuation as of the end of the preceding fiscal year.

Changes Of Benefit Terms Or Assumptions

There were no changes to benefit terms in the plan for June 30, 2016. Changes to assumptions for the year ended June 30, 2016 were related to changes in the mortality table, investment returns, and salary increases.
<table>
<thead>
<tr>
<th>Actuarial Valuation Date</th>
<th>Actuarial Value Of Assets (a)</th>
<th>Actuarial Accrued Liability (AAL) - Entry Age (b)</th>
<th>Unfunded AAL (UAAL) (b-a)</th>
<th>Funded Ratio (a/b)</th>
<th>Covered Payroll (c)</th>
<th>UAAL As A Percentage Of Covered Payroll ((b-a)/c)</th>
</tr>
</thead>
<tbody>
<tr>
<td>7/1/2015</td>
<td>$</td>
<td>$4,590,475</td>
<td>$4,590,475</td>
<td>0%</td>
<td>$55,438,783</td>
<td>3.28%</td>
</tr>
<tr>
<td>7/1/2013</td>
<td>—</td>
<td>$4,585,382</td>
<td>$4,585,382</td>
<td>0%</td>
<td>$56,950,964</td>
<td>3.10%</td>
</tr>
<tr>
<td>7/1/2011</td>
<td>—</td>
<td>$4,953,439</td>
<td>$4,953,439</td>
<td>0%</td>
<td>$50,594,736</td>
<td>3.80%</td>
</tr>
</tbody>
</table>
SOUTHEAST MISSOURI STATE UNIVERSITY
SINGLE AUDIT REPORT
JUNE 30, 2017
# Contents

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<th>Page</th>
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<tbody>
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<td>1 - 2</td>
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<tr>
<td>Based On An Audit Of Financial Statements Performed</td>
<td></td>
</tr>
<tr>
<td>In Accordance With Government Auditing Standards</td>
<td></td>
</tr>
</tbody>
</table>

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Independent Auditors' Report On Internal Control Over Financial Reporting And On Compliance And Other Matters Based On An Audit Of Financial Statements Performed In Accordance With Government Auditing Standards

Board of Regents
Southeast Missouri State University
Cape Girardeau, Missouri

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards issued by the Comptroller General of the United States, the financial statements of the business-type activities and discretely presented component unit of Southeast Missouri State University, as of and for the year ended June 30, 2017, and the related notes to the financial statements, which collectively comprise Southeast Missouri State University's basic financial statements, and have issued our report thereon dated November 10, 2017. We did not audit the financial statements of Southeast Missouri University Foundation, a discretely presented component unit of the University. Those financial statements were audited by other auditors whose report dated October 30, 2017 thereon has been furnished to us, and our opinion, insofar as it relates to the amounts included for Southeast Missouri University Foundation, is based on the report of the other auditors.

Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered Southeast Missouri State University's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the University's internal control. Accordingly, we do not express an opinion on the effectiveness of the University's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.
Board of Regents  
Southeast Missouri State University

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or, significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Compliance And Other Matters

As part of obtaining reasonable assurance about whether the University's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under Government Auditing Standards.

Purpose Of This Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with Government Auditing Standards in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

RulonBrown LLP

November 10, 2017
Independent Auditors' Report On
Compliance For Each Major Federal
Program; Report On Internal Control Over
Compliance; And Report On The Schedule
Of Expenditures Of Federal Awards
Required By Uniform Guidance

Board of Regents
Southeast Missouri State University
Cape Girardeau, Missouri

Report On Compliance For Each Major Federal Program

We have audited Southeast Missouri State University's (the University) compliance with the types of compliance requirements described in the OMB Compliance Supplement that could have a direct and material effect on each of its major federal programs for the year ended June 30, 2017. The University's major federal programs are identified in the summary of auditors' results section of the accompanying schedule of findings and questioned costs.

Management's Responsibility

Management is responsible for compliance with federal statutes, regulations, and the terms and conditions of its federal awards applicable to its federal programs.

Auditors' Responsibility

Our responsibility is to express an opinion on compliance for each of the University's major federal programs based on our audit of the types of compliance referred to above. We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance). Those standards and the Uniform Guidance require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about the University's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances.

We believe that our audit provides a reasonable basis for our opinion on compliance for each major federal program. However, our audit does not provide a legal determination of the University's compliance.
Opinion On Each Major Federal Program

In our opinion, the University complied, in all material respects, with the compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended June 30, 2017.

Report On Internal Control Over Compliance

Management of the University is responsible for establishing and maintaining effective internal control over compliance with the types of compliance requirements referred to above. In planning and performing our audit of compliance, we considered the University’s internal control over compliance with the types of compliance requirements that could have a direct and material effect on each major federal program to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing an opinion on compliance for each major program and to test and report on internal control over compliance in accordance with Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of the University’s internal control over compliance.

A deficiency in internal control over compliance exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. A material weakness in internal control over compliance is a deficiency, or combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. A significant deficiency in internal control over compliance is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies, and therefore, material weaknesses or significant deficiencies may exist that were not identified. We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.
The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purposes.

**Report On Schedule Of Expenditures Of Federal Awards Required By Uniform Guidance**

We have audited the financial statements of the business-type activities and discretely presented component unit of the University as of and for the year ended June 30, 2017, and the related notes to the financial statements, which collectively comprise the University's basic financial statements. We have issued our report thereon dated November 10, 2017, which contained unmodified opinions on those financial statements. We did not audit the financial statements of Southeast Missouri University Foundation, a discretely presented component unit of the University. Those financial statements were audited by other auditors whose report dated October 30, 2017 thereon has been furnished to us, and our opinion, insofar as it relates to the amounts included for Southeast Missouri University Foundation, is based on the report of the other auditors. Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the basic financial statements. The accompanying schedule of expenditures of federal awards is presented for purposes of additional analysis as required by the Uniform Guidance and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedule of expenditures of federal awards is fairly stated in all material respects in relation to the basic financial statements as a whole.

*RubinBrown LLP*

November 10, 2017
<table>
<thead>
<tr>
<th>Federal Grantor/Pass-Through Grantor</th>
<th>Program Or Cluster Title</th>
<th>Grant Number</th>
<th>Federal CFDA Number</th>
<th>Federal Expenditures</th>
<th>Expenditures To Sub-Recipients</th>
</tr>
</thead>
<tbody>
<tr>
<td>United States Department of Agriculture</td>
<td>ARS Coop 16</td>
<td>58-9024-5-003</td>
<td>10.001</td>
<td>$40,794</td>
<td>$ —</td>
</tr>
<tr>
<td>Passed through Arkansas State University</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Passed through Missouri State University</td>
<td>Swine and Dairy Production 14</td>
<td>18170-002</td>
<td>10.326</td>
<td>$27,846</td>
<td>$ —</td>
</tr>
<tr>
<td>Passed through Arkansas State University</td>
<td>Cattle Research 16</td>
<td>2015-70001-33439</td>
<td>10.326</td>
<td>$40,794</td>
<td>$ —</td>
</tr>
<tr>
<td>Passed through Missouri Department of Health and Senior Services</td>
<td>Child and Adult Care Food Program:</td>
<td>ERS4611-1821</td>
<td>10.586</td>
<td>$30,260</td>
<td>$ —</td>
</tr>
<tr>
<td>Passed through Missouri Department of Health and Senior Services</td>
<td>SAHRC Food Program</td>
<td>ERS4611-1846</td>
<td>10.586</td>
<td>$213,649</td>
<td>$ —</td>
</tr>
<tr>
<td>Passed through Missouri Department of Health and Senior Services</td>
<td>Total Child and Adult Care Food Program</td>
<td></td>
<td></td>
<td>$213,649</td>
<td>$ —</td>
</tr>
<tr>
<td>Direct</td>
<td>Rice Breeding Greenhouse 15</td>
<td></td>
<td></td>
<td>$10,769</td>
<td>$ —</td>
</tr>
<tr>
<td>Direct</td>
<td>Medicinal 16</td>
<td></td>
<td></td>
<td>$10,769</td>
<td>$ —</td>
</tr>
<tr>
<td>Direct</td>
<td>Total Rural Business Enterprises Grants</td>
<td></td>
<td></td>
<td>$214,758</td>
<td>$ —</td>
</tr>
<tr>
<td>United States Department of Agriculture</td>
<td></td>
<td></td>
<td></td>
<td>$441,243</td>
<td>$ —</td>
</tr>
<tr>
<td>United States Department of Commerce</td>
<td>EDA Technical Assist University Center Program</td>
<td>EDA 2017</td>
<td>11.308</td>
<td>$172,732</td>
<td>$ —</td>
</tr>
<tr>
<td>United States Fish and Wildlife Service</td>
<td>MDC Asian Carp Taylor 17</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Passed through Missouri Department of Conservation</td>
<td>Alligator Snapping Turtles</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Passed through Tennessee Wildlife Resources Foundation Inc.</td>
<td>Song Birds 2016</td>
<td>F16AC00266</td>
<td>15.858</td>
<td>$47,318</td>
<td>$ —</td>
</tr>
<tr>
<td>Direct</td>
<td></td>
<td></td>
<td></td>
<td>$47,318</td>
<td>$ —</td>
</tr>
<tr>
<td>United States Fish and Wildlife Services</td>
<td></td>
<td></td>
<td></td>
<td>$67,508</td>
<td>$ —</td>
</tr>
<tr>
<td>Federal Transit Administration</td>
<td>Shuttle Service 2017</td>
<td></td>
<td></td>
<td>$185,743</td>
<td>$ —</td>
</tr>
</tbody>
</table>

See the accompanying notes to schedule of expenditures of federal awards.
<table>
<thead>
<tr>
<th>Federal Grantor/Pass-Through Grantor</th>
<th>Program Or Cluster Title</th>
<th>Grant Number</th>
<th>CFDA Number</th>
<th>Federal Expenditures</th>
<th>Federal To Sub-Recipients</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>National Endowment for the Arts</strong></td>
<td>Prosecution of the Arts Program:</td>
<td>14-5100-7080</td>
<td>45.024</td>
<td>$ 1</td>
<td>$ —</td>
</tr>
<tr>
<td>Direct</td>
<td>Bridging the Arts Across Cape</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>National Endowment for the Humanities</strong></td>
<td>NEH Preservation 17</td>
<td>45.149</td>
<td></td>
<td>$ 836</td>
<td>$ —</td>
</tr>
<tr>
<td>Direct</td>
<td>Promotion of the Humanities Programs</td>
<td>1916</td>
<td>45.129</td>
<td>2,042</td>
<td>—</td>
</tr>
<tr>
<td>Passed through the Missouri Humanities Council</td>
<td>Summer Institute FY15</td>
<td>2015</td>
<td>45.129</td>
<td>2,306</td>
<td>—</td>
</tr>
<tr>
<td></td>
<td>Faulkner Hemingway Conference 17</td>
<td></td>
<td></td>
<td>4,322</td>
<td>—</td>
</tr>
<tr>
<td><strong>Total Promotion of the Humanities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$ 5,138</td>
<td>$ —</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Small Business Administration</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Passed through University of Missouri - Columbia</td>
<td>Small Business Development Center:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>SBDC 2015</td>
<td>—</td>
<td>59.097</td>
<td>$ 14,748</td>
<td>$ —</td>
</tr>
<tr>
<td></td>
<td>SBDC 2017</td>
<td>59.097</td>
<td>47,855</td>
<td>—</td>
<td></td>
</tr>
<tr>
<td><strong>Total Small Business Development Center</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$ 122,633</td>
<td>$ —</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>United States Department of Education</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Passed through University of Central Missouri</td>
<td>Midwest Meets Midwest 17</td>
<td>POL001-56520</td>
<td>64.016</td>
<td>$ 2,250</td>
<td>$ —</td>
</tr>
<tr>
<td><strong>Direct</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Student Financial Aid Cluster:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Federal Supplemental Educational Opportunity Grant Program</td>
<td>P007A133252</td>
<td>64.007</td>
<td>$ 196,035</td>
<td>$ —</td>
</tr>
<tr>
<td></td>
<td>Federal Work Study Program</td>
<td>P033A133252</td>
<td>64.033</td>
<td>$ 354,405</td>
<td>—</td>
</tr>
<tr>
<td></td>
<td>Federal Pell Grant Program</td>
<td>P055F133252</td>
<td>64.033</td>
<td>$ 13,714,516</td>
<td>—</td>
</tr>
<tr>
<td></td>
<td>Federal Direct Loan Program</td>
<td>P068K1171752</td>
<td>64.358</td>
<td>42,000,138</td>
<td>—</td>
</tr>
<tr>
<td></td>
<td>Federal Perkins Loan Program</td>
<td>84.033</td>
<td></td>
<td>$ 5,780,453</td>
<td>—</td>
</tr>
<tr>
<td></td>
<td>Teacher Education Assistance for College and Higher Education Grants</td>
<td>P370T1171752</td>
<td>84.359</td>
<td></td>
<td>$ 140,000</td>
</tr>
<tr>
<td></td>
<td>Total Student Financial Aid Cluster</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>62,285,852</td>
<td>—</td>
</tr>
</tbody>
</table>

See the accompanying notes to schedule of expenditures of federal awards.
### SOUTHEAST MISSOURI STATE UNIVERSITY

#### SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS (Continued)

For The Year Ended June 30, 2017

<table>
<thead>
<tr>
<th>Federal Grantor/Pass-Through Grantor</th>
<th>Program Or Cluster Title</th>
<th>Grant Number</th>
<th>Federal CFDA Number</th>
<th>Federal Expenditures</th>
<th>Expenditures To Sub-Recipients</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct</td>
<td>Trio Cluster:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Student Support Services 2016</td>
<td>P042A151250</td>
<td>84.042</td>
<td>$65,953</td>
<td>$</td>
</tr>
<tr>
<td></td>
<td>Student Support Services 2015</td>
<td>P042A151250</td>
<td>84.042</td>
<td>$238,000</td>
<td>$</td>
</tr>
<tr>
<td></td>
<td>Student Support Services Supplement 2016</td>
<td>P042A151250</td>
<td>84.042</td>
<td>8,917</td>
<td>$</td>
</tr>
<tr>
<td></td>
<td>Student Support Services Supplement 2017</td>
<td>P042A151250</td>
<td>84.042</td>
<td>13,950</td>
<td>$</td>
</tr>
<tr>
<td></td>
<td>McNair Post-Baccalaureate Achievement 2016</td>
<td>P217A120083</td>
<td>84.217</td>
<td>66,357</td>
<td>$</td>
</tr>
<tr>
<td></td>
<td>McNair Post-Baccalaureate Achievement 2017</td>
<td>P217A120083</td>
<td>84.217</td>
<td>168,295</td>
<td>$</td>
</tr>
<tr>
<td></td>
<td><strong>Total Trio Cluster</strong></td>
<td></td>
<td></td>
<td><strong>568,606</strong></td>
<td><strong>$</strong></td>
</tr>
<tr>
<td>Passed through Jacksonville State University</td>
<td>CORE Academy 2017</td>
<td></td>
<td>84.4113</td>
<td>60,384</td>
<td>$</td>
</tr>
<tr>
<td></td>
<td>Core 16</td>
<td></td>
<td>84.4113</td>
<td>9,471</td>
<td>$</td>
</tr>
<tr>
<td></td>
<td><strong>Total Investing In Innovation Program</strong></td>
<td></td>
<td></td>
<td><strong>69,855</strong></td>
<td>$</td>
</tr>
<tr>
<td></td>
<td><strong>Total United States Department of Education</strong></td>
<td></td>
<td></td>
<td><strong>$69,855</strong></td>
<td><strong>$</strong></td>
</tr>
<tr>
<td>Delta Regional Authority</td>
<td>Direct</td>
<td></td>
<td>90.201</td>
<td>$5,937</td>
<td>$</td>
</tr>
<tr>
<td>United States Department of Health and Human Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Passed through Southeast Missouri Agency on Aging</td>
<td>National Family Caregiver Support, Title III, Part B:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>AAA SA ElderCare 2016</td>
<td></td>
<td>83.052</td>
<td>$5,546</td>
<td>$</td>
</tr>
<tr>
<td></td>
<td>AAA SA ElderCare 2017</td>
<td></td>
<td>83.052</td>
<td>13,826</td>
<td>$</td>
</tr>
<tr>
<td></td>
<td><strong>Total Agency on Aging</strong></td>
<td></td>
<td></td>
<td><strong>18,374</strong></td>
<td>$</td>
</tr>
<tr>
<td>Passed through Missouri Department of Health and Senior Services</td>
<td>Addressing Asthma 2016</td>
<td></td>
<td>AOC1538902T</td>
<td>93.070</td>
<td>3,427</td>
</tr>
<tr>
<td></td>
<td>Addressing Asthma 2017</td>
<td></td>
<td>DH100030001</td>
<td>93.070</td>
<td>12,964</td>
</tr>
<tr>
<td></td>
<td><strong>Total Environmental Public Health and Emergency Response</strong></td>
<td></td>
<td></td>
<td><strong>16,391</strong></td>
<td>$</td>
</tr>
<tr>
<td>477 Cluster:</td>
<td>CDA Training Program:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>CDA Training 2016</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>CDA Training 2017</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Total CDA Training and 477 Cluster</strong></td>
<td></td>
<td></td>
<td><strong>$11,578</strong></td>
<td>$</td>
</tr>
</tbody>
</table>

See the accompanying notes to schedule of expenditures of federal awards.
### SOUTHEAST MISSOURI STATE UNIVERSITY

**SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS (Continued)**

**For The Year Ended June 30, 2017**

<table>
<thead>
<tr>
<th>Federal Grantor/Pass-Through Grantor</th>
<th>Program Or Cluster Title</th>
<th>Grant Number</th>
<th>Federal CFDA Number</th>
<th>Federal Expenditures</th>
<th>Expenditures To Sub-Recipients</th>
</tr>
</thead>
<tbody>
<tr>
<td>Passed through Missouri Department of Health and Senior Services</td>
<td>Fed Community Health Worker 17</td>
<td>A00170800026</td>
<td>93.045</td>
<td>$19,866</td>
<td>$—</td>
</tr>
<tr>
<td>Passed through Missouri Department of Mental Health</td>
<td>Block Grants for Prevention and Treatment of Substance Abuse:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Southeast Regional Support Center 2016</td>
<td>SDA429P1209</td>
<td>93.559</td>
<td>73</td>
<td>—</td>
<td></td>
</tr>
<tr>
<td>Southeast Regional Support Center 2017</td>
<td>SDA429P1209</td>
<td>93.559</td>
<td>100,650</td>
<td>—</td>
<td></td>
</tr>
<tr>
<td>Southeast Regional Support Center 18 Tobacco</td>
<td>SDA429P1209</td>
<td>93.559</td>
<td>70</td>
<td>—</td>
<td></td>
</tr>
<tr>
<td>Southeast Regional Support Center 17 Tobacco</td>
<td>SDA429P1209</td>
<td>93.559</td>
<td>5,100</td>
<td>—</td>
<td></td>
</tr>
<tr>
<td>Partnership for Success 2015</td>
<td>SDA429P1209</td>
<td>93.559</td>
<td>35,469</td>
<td>—</td>
<td></td>
</tr>
<tr>
<td>Partnership for Success 2017</td>
<td>SDA429P1209</td>
<td>93.559</td>
<td>101,815</td>
<td>—</td>
<td></td>
</tr>
<tr>
<td>MSHA Training 17</td>
<td>SAMS590134</td>
<td>93.959</td>
<td>4,850</td>
<td>—</td>
<td></td>
</tr>
<tr>
<td><strong>Total Block Grants for Prevention and Treatment of Substance Abuse</strong></td>
<td></td>
<td></td>
<td></td>
<td>$307,675</td>
<td>—</td>
</tr>
<tr>
<td><strong>Total United States Department of Health and Human Services</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>$394,046</strong></td>
<td>$—</td>
</tr>
<tr>
<td><strong>Total Expenditures of Federal Awards</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>$64,158,734</strong></td>
<td>$—</td>
</tr>
</tbody>
</table>

See the accompanying notes to schedule of expenditures of federal awards.
1. **Basis Of Presentation**

The accompanying Schedule of Expenditures of Federal Awards (the Schedule) presents the activity of all federal awards programs of Southeast Missouri State University (the University) for the year ended June 30, 2017. The information in this Schedule is presented in accordance with Title 2 U.S. Code of Federal Regulations Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Therefore, some amounts presented in the Schedule may differ from amounts presented in, or used in the preparation of, the financial statements.

2. **Basis Of Accounting And Relationship To The Financial Statements**

Federal financial assistance revenues from the Federal Work Study, the Federal Pell Grant Program and the Federal Supplemental Educational Opportunity Grant programs are reported in the University’s financial statements as federal grant revenues. The activity of the Federal Direct Loan Program is not included in the University’s financial statements, as the benefits of this program are awarded directly to students and not to the University.

Amounts reported in the accompanying Schedule are presented using the accrual basis of accounting, which is described in Note 2 to the University’s financial statements. Related federal financial reports are prepared on the cash basis of accounting.

3. **Loan Programs**

The following schedule represents loans advanced by the University for Federal Direct Loans and loans advanced plus loans outstanding as of the beginning of the year for Federal Perkins Loans, for the year ended June 30, 2017:

<table>
<thead>
<tr>
<th>Student Financial Aid:</th>
<th>Amount Reported</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department of Education:</td>
<td>CFDA #</td>
</tr>
<tr>
<td>Federal Direct Loans</td>
<td>84.268</td>
</tr>
<tr>
<td>Federal Perkins Loans</td>
<td>84.038</td>
</tr>
</tbody>
</table>

The above amounts are included as federal expenditures in the Schedule.
4. Indirect Costs

The Department of Health and Human Services has approved a maximum provisional indirect cost rate of 49%. The University recovers indirect costs at the maximum rate of 49% of salaries and wages including fringe benefits under federal programs that allow full indirect cost reimbursement, and recovers indirect costs at varying rates below 49% on other federal programs that do not follow full indirect cost recovery. Total indirect costs recovered under all federal programs were $198,230 for the year ended June 30, 2017.
SOUTHEAST MISSOURI STATE UNIVERSITY
SCHEDULE OF FINDINGS AND QUESTIONED COSTS
For The Year Ended June 30, 2017

Section I - Summary Of Auditors' Results

Financial Statements
Type of report the auditor issued on whether the financial statements audited were presented in accordance with generally accepted accounting principles: Unmodified Opinion

Internal control over financial reporting:
• Material weakness(es) identified? ___ yes X no
• Significant deficiency(s) identified? ___ yes X none reported
Noncompliance material to financial statements noted? ___ yes X no

Federal Awards
Internal control over major programs:
• Material weakness(es) identified? ___ yes X no
• Significant deficiency(s) identified? ___ yes X none reported
Type of auditors' report issued on compliance for major programs: Unmodified Opinion

Any audit findings disclosed that are required to be reported in accordance with section 2 CFR 200.516(a)? ___ yes X no

Identification Of Major Programs:
Student Financial Aid Cluster:
CFDA #84.007 - U.S. Department of Education - Federal Supplemental Educational Opportunity Grant Program
CFDA #84.033 - U.S. Department of Education - Federal Work Study Program
CFDA #84.063 - U.S. Department of Education - Federal Pell Grant Program
CFDA #84.268 - U.S. Department of Education - Federal Direct Loan Program
CFDA #84.038 - U.S. Department of Education - Federal Perkins Loan Program
CFDA #84.379 - U.S. Department of Education - Teacher Assistance for College and Higher Education Grants
CFDA #93.959 - U.S. Department of Health and Human Services - Block Grants for Prevention and Treatment of Substance Abuse

Dollar threshold used to distinguish between type A and type B programs: $750,000
Auditee qualified as low-risk auditee? ___ yes X no
SOUTHEAST MISSOURI STATE UNIVERSITY

SCHEDULE OF FINDINGS AND QUESTIONED COSTS (Continued)
For The Year Ended June 30, 2017

Section II - Financial Statement Findings

None Noted

Section III - Federal Award Findings And Questioned Costs

None Noted
SCHEDULE OF PRIOR AUDIT FINDINGS
For The Year Ended June 30, 2017

Finding No. 2015-001

Federal Program: Student Financial Aid Cluster - Federal Pell Grant and Federal Direct Loan Programs

CFDA No.: 84.063 and 84.268

Federal Grantor: U.S. Department of Education

Compliance Requirement: Special Tests and Provisions – Return to Title IV

Condition: Based on a review of a sample of 40 students, one instance was noted in which the reduction in Pell grant funding was not communicated to the COD system within the 45 day requirement as required by 34 CFR 668.22(j)(1). This was not a repeat finding from the prior year.

Status: During the current year, 40 out of 40 students tested were communicated to the COD system within the 45 day requirement. Thus, this finding has not been repeated in the current year.
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Statement Of Revenues, Expenses And
Changes In Net Position ....................................................... 12

Statement Of Cash Flows ........................................................... 13 - 14

Notes To Financial Statements ............................................... 15 - 34

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Schedule Of Enrollment And Fees ......................................... 36

Schedule Of Room And Board Costs - 5-Year Trend ............. 37

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Schedule Of Housing Occupancy ............................................. 39

Schedule Of University Residence Hall Capacities ............... 40
Independent Auditors’ Report

Board of Regents
Southeast Missouri State University
System Facilities
Cape Girardeau, Missouri

Report On The Financial Statements

We have audited the accompanying financial statements of the business-type activities of Southeast Missouri State University System Facilities (the System Facilities) of Southeast Missouri State University (the University), a component unit of the State of Missouri, as of and for the year ended June 30, 2017, and the related notes to the financial statements, which collectively comprise the University’s basic financial statements as listed in the table of contents.

Management’s Responsibility For The Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors’ Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors’ judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity’s preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.
Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the business-type activities of the System Facilities as of June 30, 2017, and its changes in financial position and cash flows for the year then ended, in accordance with accounting principles generally accepted in the United States of America.

Financial Reporting Entity

As discussed in Note 1, the basic financial statements of the System Facilities are intended to present the financial position, changes in financial position, and cash flows of only that portion of the University that is attributable to the System Facilities. They do not purport to, and do not, present fairly the financial position of the University as of June 30, 2017, and its changes in financial position and cash flows for the year then ended, in conformity with accounting principles generally accepted in the United States of America.

Other Matters

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the Management’s Discussion and Analysis on pages 4 through 10 be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management’s responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.
Other Information

Our audit was conducted for the purpose of forming an opinion on the System Facilities' basic financial statements. The schedules of insurance coverage, enrollment and fees, room and board costs - five-year trend, student composition - university housing system, housing occupancy and university residence hall capacities as listed in the table of contents are presented for purposes of additional analysis and are not a required part of the basic financial statements. Such information has not been subjected to the auditing procedures applied in the audit of the basic financial statements, and accordingly, we express no opinion on it.

RubinBrown LLP

November 10, 2017
This discussion and analysis of Southeast Missouri State University System Facilities’ (the System Facilities) basic financial statements provides an overview of the System Facilities’ financial performance during the year ended June 30, 2017. The Management’s Discussion and Analysis is designed to focus on current activities and resulting changes, and should be read in conjunction with the System Facilities’ basic financial statements and footnotes.

Using This Report

This report consists of a series of basic financial statements, prepared in accordance with the Governmental Accounting Standards Board (GASB) Statement No. 34, Basic Financial Statements and Management’s Discussion and Analysis for State and Local Governments, and GASB Statement No. 35, Basic Financial Statements and Management’s Discussion and Analysis - for Public Colleges and Universities. The Statement of Net Position includes the assets, liabilities, deferred inflows and outflows of resources, and net position of the System Facilities as of the end of the fiscal year. The Statement of Net Position is a point of time financial statement. It is prepared under the accrual basis of accounting, whereby assets are recognized when the service is provided and the liabilities are recognized when others provide the service, regardless of when cash is exchanged.

The Statement of Revenues, Expenses, and Changes in Net Position presents the revenues earned and expenses incurred during the year. Activities are reported as operating, nonoperating or other. The utilization of long-lived assets, referred to as Capital Assets, is reflected in the basic financial statements as depreciation, which amortizes the cost of an asset over its expected useful life.

The Statement of Cash Flows presents the System Facilities’ inflows and outflows of cash. The primary purpose of the Statement of Cash Flows is to provide information about the System Facilities’ cash receipts and payments summarized by operating, capital and related financing, noncapital financing and investing activities.
SOUTHEAST MISSOURI STATE UNIVERSITY
SYSTEM FACILITIES

Management’s Discussion And Analysis (Continued)

Financial Analysis of The System Facilities

The following table reflects the Net Position for the System Facilities as of June 30:

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Assets</strong></td>
<td>$12,307,607</td>
<td>$16,989,433</td>
</tr>
<tr>
<td><strong>Noncurrent Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restricted long-term investments</td>
<td>—</td>
<td>1,001,403</td>
</tr>
<tr>
<td>Capital assets, net of depreciation</td>
<td>175,040,529</td>
<td>172,239,777</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>187,348,136</td>
<td>190,230,613</td>
</tr>
<tr>
<td><strong>Deferred Outflows of Resources</strong></td>
<td>7,245,671</td>
<td>6,132,625</td>
</tr>
<tr>
<td><strong>Current Liabilities</strong></td>
<td>9,139,321</td>
<td>9,433,035</td>
</tr>
<tr>
<td><strong>Noncurrent Liabilities</strong></td>
<td>129,992,676</td>
<td>133,506,245</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>139,131,997</td>
<td>142,939,280</td>
</tr>
<tr>
<td><strong>Net Position</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net investment in capital assets</td>
<td>46,498,196</td>
<td>45,341,669</td>
</tr>
<tr>
<td>Restricted</td>
<td>211,691</td>
<td>1,265,621</td>
</tr>
<tr>
<td>Unrestricted</td>
<td>8,751,923</td>
<td>6,816,668</td>
</tr>
<tr>
<td><strong>Total net position</strong></td>
<td>$55,461,810</td>
<td>$53,423,358</td>
</tr>
</tbody>
</table>

Current assets consist primarily of cash and cash equivalents and inventories. Current assets totaled $12.31 million at June 30, 2017, a decrease of approximately $4.68 million from the $16.99 million total current assets at June 30, 2016. The decrease is related to the bond fund proceeds from the 2016 bond issue that were spent during fiscal year 2017 for construction of Greek housing. Total assets decreased approximately $2.88 million from $190.23 million at June 30, 2016 to $187.35 million at June 30, 2017.

Current liabilities consist primarily of accounts payable, accrued compensation, accrued interest payable and unearned income. Current liabilities totaled $9.14 million at June 30, 2017, a decrease of approximately $.29 million from the $9.43 million total current liabilities at June 30, 2016. Current liabilities also include the current portion of bonds and notes payable.

Noncurrent liabilities consist of long-term debt, which totaled $129.99 million at June 30, 2017 and $133.51 million at June 30, 2016.
Net position represents the residual interest in the System Facilities' assets and deferred outflows after liabilities are deducted.

<table>
<thead>
<tr>
<th>Net Position</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net investment in capital assets</td>
<td>$ 46,498,196</td>
<td>$ 45,341,669</td>
</tr>
<tr>
<td>Restricted - Expendable for capital projects</td>
<td>—</td>
<td>1,265,621</td>
</tr>
<tr>
<td>Unrestricted:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Designated</td>
<td>1,105,277</td>
<td>1,425,129</td>
</tr>
<tr>
<td>Undesignated</td>
<td>7,646,646</td>
<td>5,391,539</td>
</tr>
<tr>
<td>Total Unrestricted</td>
<td>8,751,923</td>
<td>6,816,668</td>
</tr>
<tr>
<td>Total net position</td>
<td>$ 55,461,810</td>
<td>$ 53,423,958</td>
</tr>
</tbody>
</table>

Following is a breakdown of net position at June 30, 2017:

Net investment in capital assets represents the System Facilities' capital assets net of accumulated depreciation and outstanding principal balances of debt attributable to the acquisition, construction or improvement of those assets. Net investment in capital assets increased approximately $1.16 million from $45.34 million at June 30, 2016 to $46.50 million at June 30, 2017. The increase is primarily due to the second phase of construction of Greek Housing.
SOUTHEAST MISSOURI STATE UNIVERSITY
SYSTEM FACILITIES

Management's Discussion And Analysis (Continued)

Although unrestricted net position is not subject to externally imposed stipulations, approximately $1.11 million and $1.43 million was internally designated for investment in inventories as of June 30, 2017 and 2016, respectively. Unrestricted-undesignated net position of the System Facilities was approximately $7.65 million at June 30, 2017, an increase of approximately $2.26 million from $5.39 million at June 30, 2016.

The following schedule reflects the condensed revenues and expenses of the System Facilities for fiscal years 2017 and 2016:

Condensed Statements Of Revenues
Expenses And Changes In Net Position
Years Ended June 30, 2017 And 2016

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Revenue</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Housing contracts, net of scholarship allowance</td>
<td>$22,294,902</td>
<td>$21,480,173</td>
</tr>
<tr>
<td>Textbook sales and rentals</td>
<td>2,011,451</td>
<td>2,007,281</td>
</tr>
<tr>
<td>Student recreation center fees</td>
<td>2,459,041</td>
<td>2,482,663</td>
</tr>
<tr>
<td>Parking fees and fines</td>
<td>1,326,331</td>
<td>1,424,372</td>
</tr>
<tr>
<td>Student union building fees</td>
<td>267,000</td>
<td>267,000</td>
</tr>
<tr>
<td>Other operating revenues</td>
<td>2,643,889</td>
<td>2,203,288</td>
</tr>
<tr>
<td><strong>Total operating revenue</strong></td>
<td>31,002,614</td>
<td>29,864,777</td>
</tr>
</tbody>
</table>

| **Operating Expenses**         |          |          |
| Personnel service              | 5,388,750 | 5,175,335 |
| Contract food service          | 7,316,093 | 6,783,413 |
| Utilities and maintenance      | 2,598,366 | 2,781,207 |
| Book purchases                 | 1,453,529 | 1,522,154 |
| Depreciation                   | 4,218,961 | 4,214,285 |
| Other operating expenses       | 3,935,908 | 4,605,660 |
| **Total operating expenses**   | 24,911,607 | 25,082,054 |

| Operating income               | 6,091,007 | 4,782,723 |

| **Nonoperating Revenue (Expenses)** |          |          |
| Investment income              | 156,266   | 136,203   |
| Interest on capital asset related debt | (4,209,421) | (4,916,894) |
| **Net nonoperating expenses**  | (4,053,155) | (4,984,860) |
| Increase (decrease) in net position | 2,037,852  | (202,137) |
| Net position beginning of year | 53,423,958 | 53,626,095 |
| **Net position end of year**   | $ 55,461,810 | $ 53,423,958 |
Total revenues for fiscal years 2017 and 2016 were $31.16 million and $30.00 million, respectively. The most significant sources of revenue for the System Facilities are housing contracts, student fees, and textbook rentals. Other operating revenue remained stable from $2.64 million in fiscal year 2017 to $2.20 in fiscal year 2016, includes revenue from camps, conferences and campus coin operating sales.

Following is a graphic illustration of revenue by source for fiscal year 2017:

Operating expenses of the System Facilities totaled $24.91 million for the fiscal year ended June 30, 2017 and $25.08 million for the fiscal year ended June 30, 2016. Personal service costs and contract food service costs accounted for 51% of the total operating expenses in fiscal year 2017 and 48% of the total operating expenses in fiscal year 2016.
Following is a graphic illustration of operating expenses by source for the period ended June 30, 2017:

![Pie chart showing operating expenses by source](image)

**Capital Assets**

At June 30, 2017 and 2016, the System Facilities' investment in capital assets totaled $175.04 million and $172.24 million, respectively, as follows:

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Buildings and improvements</td>
<td>$ 202,945,360</td>
<td>$ 193,013,941</td>
</tr>
<tr>
<td>Land</td>
<td>476,467</td>
<td>476,467</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>13,356,048</td>
<td>12,815,156</td>
</tr>
<tr>
<td>Construction in progress</td>
<td>4,686,224</td>
<td>8,138,822</td>
</tr>
<tr>
<td>Less: Accumulated depreciation</td>
<td>(46,423,570)</td>
<td>(42,204,609)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 175,040,529</strong></td>
<td><strong>$ 172,239,777</strong></td>
</tr>
</tbody>
</table>

The estimated cost to complete construction in progress at June 30, 2017 is $1.96 million which consists of new student housing construction and upgrades of existing student housing. These projects are being funded by bond proceeds and University funds.

At June 30, 2016, the University estimated that costs to complete construction projects in progress at $8.9 million, which included new student housing construction, dining facility renovations and intramural fields artificial turf. These projects are funded by bond proceeds and University funds.
Management's Discussion And Analysis (Continued)

Additional information on Capital Assets can be found in Note 5 of the financial statements.

Bonds And Notes Payable

The System Facilities had outstanding bonds of approximately $135.03 million and $137.58 million at June 30, 2017 and 2016, respectively.

The System Facilities also has a note payable to the University’s contracted food service provider of approximately $318,000 and $356,000 at June 30, 2017 and 2016, respectively.

Additional information on Bonds and Notes Payable can be found in Notes 7 and 8 of the financial statements.
SOUTHEAST MISSOURI STATE UNIVERSITY
SYSTEM FACILITIES

STATEMENT OF NET POSITION
June 30, 2017

<table>
<thead>
<tr>
<th>Assets</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$ 7,244,002</td>
</tr>
<tr>
<td>Restricted cash and cash equivalents</td>
<td>2,921,902</td>
</tr>
<tr>
<td>Restricted short-term investments</td>
<td>993,308</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>34,493</td>
</tr>
<tr>
<td>Accrued interest receivable</td>
<td>2,565</td>
</tr>
<tr>
<td>Inventories</td>
<td>1,105,277</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td>12,307,607</td>
</tr>
<tr>
<td><strong>Noncurrent Assets</strong></td>
<td></td>
</tr>
<tr>
<td>Capital assets - non-depreciable</td>
<td>5,162,691</td>
</tr>
<tr>
<td>Capital assets, net - depreciable</td>
<td>169,877,838</td>
</tr>
<tr>
<td><strong>Total Noncurrent Assets</strong></td>
<td>175,040,529</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>187,348,136</td>
</tr>
<tr>
<td><strong>Deferred Outflows Of Resources</strong></td>
<td></td>
</tr>
<tr>
<td>Deferred amounts on refunding of bonds payable</td>
<td>7,245,371</td>
</tr>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Current Liabilities</strong></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>1,444,558</td>
</tr>
<tr>
<td>Accrued interest payable</td>
<td>1,142,829</td>
</tr>
<tr>
<td>Accrued compensation</td>
<td>390,327</td>
</tr>
<tr>
<td>Unearned income</td>
<td>802,502</td>
</tr>
<tr>
<td>Notes payable</td>
<td>38,105</td>
</tr>
<tr>
<td>Bonds payable</td>
<td>5,320,000</td>
</tr>
<tr>
<td><strong>Total Current Liabilities</strong></td>
<td>9,159,321</td>
</tr>
<tr>
<td><strong>Noncurrent Liabilities</strong></td>
<td></td>
</tr>
<tr>
<td>Notes payable</td>
<td>279,253</td>
</tr>
<tr>
<td>Bonds payable</td>
<td>129,713,423</td>
</tr>
<tr>
<td><strong>Total Noncurrent Liabilities</strong></td>
<td>129,992,676</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>139,131,977</td>
</tr>
<tr>
<td><strong>Net Position</strong></td>
<td></td>
</tr>
<tr>
<td>Net investment in capital assets</td>
<td>46,498,196</td>
</tr>
<tr>
<td>Restricted for:</td>
<td></td>
</tr>
<tr>
<td>Expendable for debt service</td>
<td>211,391</td>
</tr>
<tr>
<td>Unrestricted</td>
<td>8,751,923</td>
</tr>
<tr>
<td><strong>Total Net Position</strong></td>
<td>$ 55,461,810</td>
</tr>
</tbody>
</table>

See the accompanying notes to financial statements.
SOUTHEAST MISSOURI STATE UNIVERSITY
SYSTEM FACILITIES

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN NET POSITION
For The Year Ended June 30, 2017

<table>
<thead>
<tr>
<th>Operating Revenues</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing contracts (net of scholarship allowance of $1,631,758)</td>
<td>$ 22,294,902</td>
</tr>
<tr>
<td>Student recreation center fees</td>
<td>2,459,941</td>
</tr>
<tr>
<td>Student union building fees</td>
<td>267,500</td>
</tr>
<tr>
<td>Student parking fees</td>
<td>823,216</td>
</tr>
<tr>
<td>Other fees</td>
<td>1,394,371</td>
</tr>
<tr>
<td>Textbook rental</td>
<td>1,636,369</td>
</tr>
<tr>
<td>Textbook sales</td>
<td>374,582</td>
</tr>
<tr>
<td>Coin operating sales</td>
<td>85,059</td>
</tr>
<tr>
<td>Fines/parking tickets</td>
<td>503,115</td>
</tr>
<tr>
<td>Rental income</td>
<td>407,348</td>
</tr>
<tr>
<td>Other operating revenues</td>
<td>756,206</td>
</tr>
<tr>
<td><strong>Total Operating Revenues</strong></td>
<td><strong>31,002,314</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operating Expenses</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel service</td>
<td>5,388,750</td>
</tr>
<tr>
<td>Contract food service</td>
<td>7,316,090</td>
</tr>
<tr>
<td>Utilities and maintenance</td>
<td>2,598,386</td>
</tr>
<tr>
<td>Book purchases</td>
<td>1,453,529</td>
</tr>
<tr>
<td>Coin operating expenses</td>
<td>109,937</td>
</tr>
<tr>
<td>Depreciation</td>
<td>4,218,961</td>
</tr>
<tr>
<td>Other operating expenses</td>
<td>3,825,971</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td><strong>24,914,607</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operating Income</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>6,091,007</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Nonoperating Revenues (Expenses)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment income</td>
<td>156,266</td>
</tr>
<tr>
<td>Interest on capital asset-related debt</td>
<td>(4,209,421)</td>
</tr>
<tr>
<td><strong>Total Nonoperating Expenses, Net</strong></td>
<td>(4,053,155)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Change In Net Position</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2,037,852</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Net Position - Beginning Of Year</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>53,423,958</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Net Position - End Of Year</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$ 55,461,810</td>
</tr>
</tbody>
</table>

See the accompanying notes to financial statements.
# SOUTHEAST MISSOURI STATE UNIVERSITY SYSTEM FACILITIES
## STATEMENT OF CASH FLOWS
For The Year Ended June 30, 2017

<table>
<thead>
<tr>
<th>Cash Flows From Operating Activities</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Student and housing fees</td>
<td>$ 25,876,444</td>
</tr>
<tr>
<td>Other receipts</td>
<td>5,123,962</td>
</tr>
<tr>
<td>Payments to vendors and suppliers</td>
<td>(17,210,406)</td>
</tr>
<tr>
<td>Payments to employees</td>
<td>(5,365,960)</td>
</tr>
<tr>
<td><strong>Net Cash Provided By Operating Activities</strong></td>
<td><strong>8,424,040</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cash Flows From Capital And Related Financing Activities</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Proceeds from capital debt</td>
<td>25,025,300</td>
</tr>
<tr>
<td>Payment of bond issuance costs</td>
<td>360,507</td>
</tr>
<tr>
<td>Purchases of capital assets and payments to contractors</td>
<td>(5,618,268)</td>
</tr>
<tr>
<td>Principal paid on capital debt</td>
<td>(27,972,715)</td>
</tr>
<tr>
<td>Interest paid on capital debt</td>
<td>(5,772,700)</td>
</tr>
<tr>
<td><strong>Net Cash Used In Capital And Related Financing Activities</strong></td>
<td><strong>(13,978,176)</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cash Flows From Investing Activities</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Proceeds from sales and maturities of investments</td>
<td>5,598,920</td>
</tr>
<tr>
<td>Interest on investments</td>
<td>161,321</td>
</tr>
<tr>
<td>Purchases of investments</td>
<td>(999,368)</td>
</tr>
<tr>
<td><strong>Net Cash Provided By Investing Activities</strong></td>
<td><strong>4,759,873</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Net Decrease In Cash And Cash Equivalents</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(794,163)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cash And Cash Equivalents - Beginning Of Year</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>10,960,067</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cash And Cash Equivalents - End Of Year</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$ 10,165,904</td>
</tr>
</tbody>
</table>

**Supplemental Disclosure Of Cash Flow Information**

Noncash transactions:
- Capital asset purchases included in accounts payable $ 1,343,222

See the accompanying notes to financial statements.
Reconciliation Of Operating Income To
Net Cash Provided By Operating Activities

Operating income $ 6,091,307

Adjustments to reconcile operating income to
net cash provided by operating activities:

Depreciation expense 4,218,361

Changes in assets and liabilities:

Receivables, net (34,493)
Inventories 319,352
Accounts payable and accrued liabilities (2,226,362)
Unearned revenue 32,285
Accrued compensated absences and
post-employment benefits 22,790

Net Cash Provided By Operating Activities $ 8,424,040
SOUTHEAST MISSOURI STATE UNIVERSITY
SYSTEM FACILITIES
NOTES TO FINANCIAL STATEMENTS
June 30, 2017

1. Organization

The basic financial statements include the accounts of Southeast Missouri State University (the University) established by the terms of the bond resolutions for the System Facilities Revenue Bond Series 2011B dated December 22, 2011, the System Facilities Revenue Bond Series 2013A and 2013B dated February 28, 2013, the System Facilities Revenue Bonds and Taxable System Facilities Revenue Bonds 2016A and 2016B dated February 26, 2016, and the System Facilities Revenue Bonds 2016C dated August 10, 2016. The basic financial statements reflect only the assets, liabilities, net position, and revenues and expenses of the System Facilities.

The System Facilities is composed of the Housing System, the Student Union facility (University Center), the Student Recreation Center, the Outdoor Recreation Fields and the Parking and Transit System. The Housing System is composed of all residence halls and related dining facilities, including Dearmont Quadrangle, Myers Hall, Cheney Hall, Group Housing, the Towers High Rise Housing, Vandiver Hall, Merick Hall, Henderson Hall, LaFerla Hall, Dobbins River Campus Center and Greek Housing. The University Center includes the operations of textbook rental. Revenue derived from the operation of these facilities is pledged for the retirement of the outstanding Series 2011B, Series 2013A and 2013B, and Series 2016A, 2016B, and 2016C bonds and payment of interest thereon semi-annually on April 1 and October 1.

2. Basis Of Accounting And Presentation And Summary Of Significant Accounting Policies:

Basis Of Accounting And Presentation

The basic financial statements of the System Facilities have been prepared using the economic resource measurement focus and the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America for publicly owned colleges and universities and is presented in accordance with the reporting model as prescribed in Governmental Accounting Standards Board (GASB) Statement No. 34, Basic Financial Statements and Management’s Discussion and Analysis for State and Local Governments, and GASB Statement No. 35, Basic Financial Statements - Management’s Discussion and Analysis for Public Colleges and Universities. The System Facilities follows the “business-type” activities requirements of GASB Statement No. 34.
Summary Of Significant Accounting Policies

Cash And Cash Equivalents
These assets represent all highly liquid investments purchased with an original maturity of three months or less to be cash equivalents. Cash and cash equivalents and restricted cash and cash equivalents are combined on the statement of cash flows and represent cash and repurchase agreements.

Investments
Investments are stated at fair value. Under the terms of the bond resolution, available funds in any of the accounts established pursuant to the terms of the bond resolutions may be invested in any lawful investment as described in the bond resolutions.

Inventories
Inventories consist of textbooks available for student rental. Textbook inventories are recorded at the lower of cost (using the first-in, first-out method) or market (net realizable value).

Capital Assets
Physical properties are recorded at cost or, when donated, at acquisition value at date of gift. All financially significant building and infrastructure additions and improvements are capitalized if the life of the capital asset is extended. Depreciation is computed using the straight-line method, with a full-year expense in the year after acquisition and partial depreciation through the month of disposition. Capital assets are depreciated over the estimated useful lives as follows:

<table>
<thead>
<tr>
<th>Capital Assets</th>
<th>Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building and improvements</td>
<td>10 to 50</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>10 to 50</td>
</tr>
</tbody>
</table>

When capital assets are retired or otherwise disposed of, the cost and related accumulated depreciation are removed from the accounts.
Compensated Absences

System Facilities employees earn vacation benefits based, in part, on length of service. Vacation pay is fully vested when earned. Upon separation from service, employees are paid accumulated vacation pay based upon the nature of separation (death, retirement or termination). Certain limitations have been placed on the hours of vacation that employees may accumulate and carry over for payment at termination, retirement or death. Unused hours exceeding these limitations are forfeited.

Net Position

Resources are required to be classified for accounting and reporting purposes into the following three net position categories:

- **Net investment in capital assets**: Capital assets, net of accumulated depreciation and outstanding principal balances of debt attributable to the acquisition, construction or improvement of those assets.

- **Restricted**:
  
  *Nonexpendable* - Net position subject to externally imposed stipulations that the System Facilities maintain them permanently.

  *Expendable* - Net position whose use by the System Facilities is subject to externally imposed stipulations that will be fulfilled by actions of the System Facilities pursuant to those stipulations or that expire by the passage of time.

- **Unrestricted**: Net position that is not subject to externally imposed stipulations. Unrestricted net position may be designated for specific purposes by action of management or the Board of Regents or may otherwise be limited by contractual agreements with outside parties. A portion of unrestricted net position is designated for investment in inventories.

The University first applies restricted net position when an expense or outlay is incurred for purposes for which both restricted and unrestricted net position are available.
Eliminations, Discounts And Allowances

In preparing the basic financial statements, the System Facilities eliminates inter-fund assets and liabilities that would otherwise be reflected twice in the statement of net position. Similarly, revenues and expenses related to internal service activities are also eliminated from the statement of revenues, expenses, and changes in net position. Student tuition and fee revenues are reported net of scholarship discounts and allowances in the statement of revenues, expenses, and changes in net position.

Operating And Nonoperating Revenues

The System Facilities' policy for defining operating activities as reported on the statement of revenues, expenses, and changes in net position are those that generally result from exchange transactions such as payments received for providing services and payments made for services or goods received. Operating revenues include various auxiliary services, such as housing and various general fees. Nearly all of the System Facilities' expenses are from exchange transactions. Certain revenue streams relied upon for operations are recorded as nonoperating revenues, as defined by GASB Statement No. 34. Nonoperating revenues include revenues from activities that have the characteristics of nonexchange transactions such as investment income.

Unearned Income

Unearned income consists primarily of summer school general fees and housing deposits not earned during the current year.

Deferred Outflows And Inflows Of Resources

In addition to assets, the statement of net position includes a separate section for deferred outflows of resources. This separate financial statement element represents a consumption of net position that applies to a future period or periods and so will not be recognized as an outflow of resources until that time. At June 30, 2017, the University's deferred outflows of resources related to System Facilities consist of deferred amounts on refunding of bonds payable, which results from the difference between the reacquisition price of refunded debt and its carrying value. This amount is deferred and amortized over the remaining life of the old debt or the life of the new debt, whichever is shorter.
In addition to liabilities, the statement of net position may report a separate section for deferred inflows of resources. Deferred inflows of resources consist of the acquisition of net position that is applicable to a future reporting period or periods and so will not be recognized as an inflow of resources until then.

**Bond Premiums And Discounts**

Premiums and bond discounts on bonds payable are amortized over the life of the bond based on a method that approximates the effective interest rate method. For the year ended June 30, 2017, amortization related to bond premiums and bond discounts was $539,531 and $19,264, respectively.

**Amortization**

The deferred amount on refunding is amortized as interest on capital related debt using the bonds outstanding method.

**Estimates And Assumptions**

The preparation of the basic financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect amounts reported in the basic financial statements and the accompanying notes. Actual results could differ from those estimates.

3. **Deposits**

*Custodial credit risk.* Custodial credit risk is the risk that in the event of a bank failure, a government’s deposits may not be returned to it. The University’s deposit policy for custodial credit risk requires compliance with the provisions of state law.

State law requires collateralization of all deposits with federal depository insurance; bonds and other obligations of the U.S. Treasury, U.S. Agencies or instrumentalities of the state of Missouri; bonds of any city, county, school district or special road district of the state of Missouri; bonds of any state; or a surety bond having an aggregate value at least equal to the amount of the deposits.
At June 30, 2017, none of the System Facilities' bank balances held by the current depository, a United States financial institution having a branch in the state of Missouri, was exposed to custodial credit risk. All of these deposits were fully collateralized as of June 30, 2017.

**Foreign Currency Risk.** The risk related to adverse effects on the fair value of a deposit from changes in exchange rates. At June 30, 2017, the System Facilities had no exposure to foreign currency risk as the University had no deposits held by international banks.

### 4. Investments

The System Facilities may invest in United States Treasury Securities, United States Agency Securities, repurchase agreements, collateralized public deposits (certificates of deposit), and banker's acceptances.

At June 30, 2017, the System Facilities had the following investments and maturities:

<table>
<thead>
<tr>
<th>Investment Type</th>
<th>Credit Rating</th>
<th>Fair Value</th>
<th>Investment Maturities (In Years)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>&lt; 1 Year</td>
</tr>
<tr>
<td>U.S. Treasury Obligations</td>
<td>*</td>
<td>$749,565</td>
<td>$749,565</td>
</tr>
<tr>
<td>U.S. Agency Obligations</td>
<td>*</td>
<td>$249,803</td>
<td>$249,803</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$999,368</td>
<td>$999,368</td>
</tr>
</tbody>
</table>

* U.S. Treasury and Agency Obligations are rated AAA by Moody's Investor Services and AA+ by Standard and Poor's Corporation.

**Interest Rate Risk.** Interest rate risk is the risk that changes in interest rates will adversely affect the fair value of an investment. As a means of ensuring the safety of principal invested, the System Facilities' investment policy is to diversify investments so as to minimize the potential loss on individual securities. The maturities are structured to meet cash flow needs of the System Facilities, thereby avoiding the need to sell securities in the open market prior to maturity. Callable securities are restricted to securities callable at par only.
Credit Risk. Credit risk is the risk that the issuer or other counterparty to an investment will not fulfill its obligations. System Facilities’ investments are limited to U.S. Treasury Obligations and Agency Obligations, which have minimal credit risk.

Custodial Credit Risk. Custodial credit risk is the risk that, in the event of the failure of the counterparty, the System Facilities will not be able to recover the value of its investment or collateral securities that are in the possession of an outside party. The System Facilities had no investments exposed to custodial credit risk at June 30, 2017.

Concentration of Credit Risk. Concentration of credit risk is the risk of loss attributed to the magnitude of a government investment in a single issuer. According to the System Facilities’ investment policy, investments shall be diversified to minimize the risk of loss resulting from over concentration of assets in specific maturity, specific issuer, or specific class of securities. The types of investments that can be held in the System Facilities’ portfolio include U.S. Treasury and Agency Obligations.

The System Facilities’ investments in U.S. Agency and Treasury Obligations consist of Fannie Mae and Federal Home Loan Bank securities. Each of these agencies represents more than 5% of the System Facilities’ total investments.

Foreign Currency Risk. This risk relates to adverse effects on the fair value of an investment from changes in exchange rates. At June 30, 2017, the System Facilities had no exposure to foreign currency risk as there were no foreign investments in the System Facilities’ portfolio.

Summary Of Fair Values
The fair value of deposits and investments is as follows:

<table>
<thead>
<tr>
<th>Deposits</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash in bank</td>
<td>$ 10,165,904</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Investments</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S. Treasury Obligations</td>
<td>749,565</td>
</tr>
<tr>
<td>U.S. Agency Obligations</td>
<td>249,803</td>
</tr>
<tr>
<td></td>
<td>999,368</td>
</tr>
<tr>
<td></td>
<td>$ 11,165,272</td>
</tr>
</tbody>
</table>
Included in the following statement of net position captions:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$ 7,244,002</td>
</tr>
<tr>
<td>Cash and cash equivalents - restricted</td>
<td>$ 2,921,902</td>
</tr>
<tr>
<td>Restricted short-term investments</td>
<td>$ 999,368</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 11,165,272</strong></td>
</tr>
</tbody>
</table>

The System Facilities categorizes its fair value measurements within the fair value hierarchy established by generally accepted accounting principles. The hierarchy is based on the valuation inputs used to measure the value of the asset. Level 1 inputs are quoted prices in active markets for identical assets. Level 2 inputs are significant other observable inputs. Level 3 inputs are significant unobservable inputs.

The University investment custodians generally use a multi-dimensional relational model when determining the value of fixed income securities. Inputs to their pricing models are based on observable market inputs in active markets. The inputs to the pricing models are typically benchmark yields, reported trades, broker-dealer quotes, issuer spreads and benchmark securities, among others.

The University has the following recurring fair value measurements as of June 30, 2017:

- U.S. Treasury Obligations of $749,565 valued using a matrix pricing model (Level 2 inputs).
- Government Agency Obligations of $249,803 valued using a matrix pricing model (Level 2 inputs).

**Investment Income**

Investment income for the year ended June 30, 2017 is $156,266 and consists of $154,917 of interest and dividend income and a $1,349 net increase in the fair value of investments.
5. Capital Assets

Capital asset activity for the year ended June 30, 2017 was as follows:

<table>
<thead>
<tr>
<th></th>
<th>Balance -</th>
<th>Additions</th>
<th>Retirements</th>
<th>Balance -</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>June 30,</td>
<td></td>
<td></td>
<td>June 30,</td>
</tr>
<tr>
<td></td>
<td>2016</td>
<td>2017</td>
<td></td>
<td>2017</td>
</tr>
<tr>
<td>Capital assets, not being depreciated:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Land</td>
<td>$476,467</td>
<td>—</td>
<td>—</td>
<td>$476,467</td>
</tr>
<tr>
<td>Construction in progress</td>
<td>8,138,822</td>
<td>6,478,821</td>
<td>(9,931,419)</td>
<td>4,666,221</td>
</tr>
<tr>
<td>Total capital assets not being depreciated</td>
<td>8,615,289</td>
<td>6,478,821</td>
<td>(9,931,419)</td>
<td>5,162,091</td>
</tr>
<tr>
<td>Capital assets, being depreciated:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Buildings and improvements</td>
<td>193,013,941</td>
<td>9,931,419</td>
<td>—</td>
<td>202,945,360</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>12,815,166</td>
<td>540,802</td>
<td>—</td>
<td>13,356,049</td>
</tr>
<tr>
<td>Total capital assets being depreciated</td>
<td>205,829,097</td>
<td>10,472,311</td>
<td>—</td>
<td>216,301,409</td>
</tr>
<tr>
<td>Less accumulated depreciation for:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Buildings and improvements</td>
<td>(40,414,592)</td>
<td>(3,963,000)</td>
<td>—</td>
<td>(44,377,592)</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>(1,760,617)</td>
<td>(255,961)</td>
<td>—</td>
<td>(2,016,578)</td>
</tr>
<tr>
<td>Total accumulated depreciation</td>
<td>(42,175,209)</td>
<td>(4,218,961)</td>
<td>—</td>
<td>(46,396,561)</td>
</tr>
<tr>
<td>Total capital assets being depreciated, net</td>
<td>163,653,888</td>
<td>6,253,350</td>
<td>—</td>
<td>169,907,233</td>
</tr>
<tr>
<td>Capital assets, net</td>
<td>$172,239,777</td>
<td>$12,732,171</td>
<td>(9,931,419)</td>
<td>$175,040,529</td>
</tr>
</tbody>
</table>

The estimated cost to complete construction in progress at June 30, 2017 is $1.96 million which consists primarily of new student housing construction and upgrades of existing student housing. These projects are being funded by bond proceeds and University funds.

6. Accounts Payable

The composition of accounts payable at June 30, 2017 is summarized as follows:

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital projects</td>
<td>$908,999</td>
</tr>
<tr>
<td>Retainage - capital projects</td>
<td>436,223</td>
</tr>
<tr>
<td>Residence life operations</td>
<td>45,008</td>
</tr>
<tr>
<td>Other auxiliary operations</td>
<td>56,328</td>
</tr>
</tbody>
</table>

$1,444,558
SOUTHEAST MISSOURI STATE UNIVERSITY
SYSTEM FACILITIES

Notes To Financial Statements (Continued)

7. Bonds Payable

<table>
<thead>
<tr>
<th></th>
<th>Amount Outstanding</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>June 30, 2016</td>
</tr>
<tr>
<td></td>
<td>Principal Additions</td>
</tr>
<tr>
<td>System Facilities Revenues Bonds Series 2011B</td>
<td>$ 27,030,000   $</td>
</tr>
<tr>
<td>System Facilities Revenues Bonds Series 2013A</td>
<td>75,010,000</td>
</tr>
<tr>
<td>System Facilities Revenues Bonds Series 2013B</td>
<td>965,000</td>
</tr>
<tr>
<td>System Facilities Revenues Bonds Series 2016A</td>
<td>21,710,000</td>
</tr>
<tr>
<td>System Facilities Revenues Bonds Series 2016B</td>
<td>8,920,000</td>
</tr>
<tr>
<td>System Facilities Revenues Bonds Series 2016C</td>
<td>25,025,000</td>
</tr>
<tr>
<td></td>
<td>Principal Payments</td>
</tr>
<tr>
<td></td>
<td>June 30, 2017</td>
</tr>
<tr>
<td>System Facilities Revenues Bonds Series 2011B</td>
<td>$ 24,310,000  $</td>
</tr>
<tr>
<td>System Facilities Revenues Bonds Series 2013A</td>
<td>1,915,000</td>
</tr>
<tr>
<td>System Facilities Revenues Bonds Series 2013B</td>
<td>555,000</td>
</tr>
<tr>
<td>System Facilities Revenues Bonds Series 2016A</td>
<td>1,255,000</td>
</tr>
<tr>
<td>System Facilities Revenues Bonds Series 2016B</td>
<td></td>
</tr>
<tr>
<td>System Facilities Revenues Bonds Series 2016C</td>
<td></td>
</tr>
</tbody>
</table>

Less: Current maturities (due within one year) 5,320,000
Add: Premium on bond payable 4,363,875
Less: Discount on bond payable 55,452

$ 129,713,423

Series 2016 Bonds

On August 10, 2016 the Board of Regents issued $25,025,000 of System Facilities Revenue Bonds Series 2016C for the purpose of partially refunding Series 2011B System Facilities Revenue bonds. The partial refunding decreased the University's total debt service payments by $3,068,337 and results in an economic gain (difference between the present value of the old and new debt service payments) of $2,723,714.

During 2016, the advance refunding of the Series 2011B bonds resulted in a difference between the reacquisition price and the net carrying amount of the old debt of $1,767,433. This difference, reported in the accompanying basic financial statements as a deferred outflow of resources, is being charged to operations through 2042 using the bonds outstanding method.
The Series 2016C bonds shall pay interest semiannually on April 1 and October 1. At the option of the University, the Series 2016C bonds maturing April 1, 2025 and thereafter may be called to redemption and payment prior to maturity on or after April 1, 2024 in lots of $5,000 at a redemption price of 100% of the principal amount together with accrued interest thereon to the date of maturity. The Series 2016C bonds maturing April 1, 2037, April 1, 2039 and April 1, 2042 are subject to mandatory redemption and payment prior to maturity at the principal amount thereof plus accrued interest thereon the date of redemption, without premium, in accordance with the following schedule:

<table>
<thead>
<tr>
<th>Series 2016C Bonds Maturing April 1, 2037</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2036-2037</td>
<td>$2,840,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Series 2016C Bonds Maturing April 1, 2039</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2038-2039</td>
<td>$3,005,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Series 2016C Bonds Maturing April 1, 2042</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2040-2042</td>
<td>$4,850,000</td>
</tr>
</tbody>
</table>

The 2016C bonds, collateralized by a pledge of the gross income and revenues derived from the ownership or operation of the Systems Facilities bear interest at rates varying from 2% to 3% and mature serially through fiscal year 2042.

On February 26, 2016, the Board of Regents issued $21,710,000 of System Facilities Revenue Bonds Series 2016A and $8,920,000 of Taxable System Facilities Revenue Bonds Series 2016B for the purpose of refunding of $23,555,000 System Facilities Revenue bonds Series 2011 and constructing, furnishing, and equipping a facility for Greek student housing and certain other expansions, renovations and improvements to System Facilities. The advanced refunding decreased the University’s total debt service payments by $2,830,120 and results in an economic gain (difference between the present value of the old and new debt service payments) of $2,808,956.
During 2016, the advance refunding of the Series 2011 bonds resulted in a
difference between the reacquisition price and the net carrying amount of the old
debt of $609,621. This difference, reported in the accompanying basic financial
statements as a deferred outflow of resources, is being charged to operations
through 2032 using the bonds outstanding method.

The Series 2016A and 2016B bonds shall pay interest semiannually on April 1
and October 1. At the option of the University, the Series 2016A bonds maturing
April 1, 2026 and thereafter may be called to redemption prior to maturity on or
after April 1, 2025 in lots of $5,000 at a redemption price of 100% of the principal
amount together with accrued interest thereon to the date of maturity. The
Series 2016B bonds maturing April 1, 2027 and thereafter, at the option of the
University may be called to redemption prior to maturity on or after April 1, 2026
in lots of $5,000 at a redemption price of 100% of the principal amount together
with accrued interest thereon to the date of maturity. The Series 2016B bonds
maturing April 1, 2031, April 1, 2036, and April 1, 2045 are subject to mandatory
redemption prior to maturity at the principal amount thereof plus accrued
interest thereon to the date of redemption, without premium, in accordance with
the following schedule:

<table>
<thead>
<tr>
<th>Series 2016B Bonds Maturing April 1, 2031</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Years</td>
<td></td>
</tr>
<tr>
<td>2027-2031</td>
<td>$1,350,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Series 2016B Bonds Maturing April 1, 2036</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Years</td>
<td></td>
</tr>
<tr>
<td>2032-2036</td>
<td>$1,625,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Series 2016B Bonds Maturing April 1, 2045</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Years</td>
<td></td>
</tr>
<tr>
<td>2037-2045</td>
<td>$3,935,000</td>
</tr>
</tbody>
</table>

The Series 2016A bonds, collateralized by a pledge of the gross income and
revenues derived from the ownership or operation of the System Facilities bear
interest at rates varying from 3% to 5% and mature serially through fiscal year
2032. The Series 2016B bonds also collateralized by a pledge of the gross income
and revenues derived from the ownership or operation of the System Facilities
bear interest at rates varying from 1.33% to 4.37% and mature serially through
2045.
Series 2013 Bonds

On February 28, 2013, the Board of Regents issued $82,555,000 of System Facilities Revenue Bonds Series 2013A and $2,050,000 of Taxable System Facilities Revenue Bonds Series 2013B for the purpose of constructing and furnishing a facility for student housing and related education and performance activities in the River Campus area of the University campus; and for the purpose of advance refunding of $7,805,000 System Facilities Revenue bonds Series 2006A and $51,615,000 System Facilities Revenue Bonds Series 2008. The advance refunding decreased the University's total debt service payments by $9,712,950 and results in an economic gain (difference between the present value of the old and new debt service payments) of $3,188,038.

During 2013, the advance refunding of the Series 2006A and Series 2008 bonds resulted in a difference between the reacquisition price and the net carrying amount of the old debt of $380,948 and $7,162,605, respectively. These differences, reported in the accompanying basic financial statements as a deferred outflow of resources, are being charged to operations through 2021 using the bonds outstanding method.

The Series 2013A and 2013B bonds shall pay interest semiannually on April 1 and October 1. At the option of the University, the Series 2013A bonds maturing April 1, 2021 and thereafter shall be subject to redemption on or after April 1, 2020 at a redemption price of 100% of the principal amount together with accrued interest thereon to the date of maturity. The Series 2013A bonds are collateralized by a pledge of the gross income and revenues derived from the ownership or operation of the System Facilities, bear interest at rates varying from 2.6% to 5% and mature serially through fiscal year 2043. The Series 2013B bonds also collateralized by a pledge of the gross income and revenues derived from the ownership or operation of the System Facilities bear interest at 1.9%, and mature in 2018. Extraordinary Option Redemption at 100% for the Series 2013A and 2013B bonds may take place upon the occurrence of certain special conditions or events.
SOUTHEAST MISSOURI STATE UNIVERSITY
SYSTEM FACILITIES

Notes To Financial Statements (Continued)

Series 2011B Bonds

On December 22, 2011, the Board of Regents issued $28,980,000 of System Facilities Revenue Bonds Series 2011B for the purpose of constructing, furnishing and equipping a five-story, 262-bed residence hall with 180 parking spaces, constructing a chiller and boiler plant and funding capitalized interest on the Series 2011B bonds. The Series 2011B bonds shall pay interest semiannually on April 1 and October 1. At the option of the University, the Series 2011B bonds maturing April 1, 2018 and thereafter shall be subject to redemption on or after April 1, 2017 as follows:

<table>
<thead>
<tr>
<th>Redemption Dates</th>
<th>Redemption Prices</th>
</tr>
</thead>
<tbody>
<tr>
<td>April 1, 2017-March 31, 2018</td>
<td>102%</td>
</tr>
<tr>
<td>April 1, 2018-March 31, 2019</td>
<td>101%</td>
</tr>
<tr>
<td>April 1, 2019-April 1, 2042</td>
<td>100%</td>
</tr>
</tbody>
</table>

Extraordinary Option Redemption at 100% may occur upon the occurrence of certain special conditions or events. The Series 2011B bonds bear interest at rates varying from 2.1% to 2.8% and mature serially through fiscal year 2021.

On August 10, 2016, the University issued $25,025,000 Series 2016C System Facilities Revenue Bonds to partially refund the Series 2011B bonds. The University will pay principal and interest through 2021 on the Series 2011B bonds. During fiscal year 2017, the University advance refunded the Series 2011B bonds maturing on April 1, 2022 through April 1, 2042. The refunded Series 2011B bonds were placed in escrow and were removed from the University’s financial statements.
Interest expense was $4,197,136 net of capitalized interest of $341,019 for 2017. Scheduled fiscal year maturities of System Facilities bonds payable and related interest expense are as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Principal</th>
<th>Interest</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>$5,320,000</td>
<td>$4,570,512</td>
</tr>
<tr>
<td>2019</td>
<td>5,615,000</td>
<td>4,363,199</td>
</tr>
<tr>
<td>2020</td>
<td>5,780,000</td>
<td>4,118,131</td>
</tr>
<tr>
<td>2021</td>
<td>6,030,000</td>
<td>3,847,921</td>
</tr>
<tr>
<td>2022</td>
<td>4,285,000</td>
<td>3,598,531</td>
</tr>
<tr>
<td>2023-2027</td>
<td>28,145,000</td>
<td>15,588,289</td>
</tr>
<tr>
<td>2028-2032</td>
<td>30,825,000</td>
<td>10,676,735</td>
</tr>
<tr>
<td>2033-2037</td>
<td>24,210,000</td>
<td>6,178,894</td>
</tr>
<tr>
<td>2038-2042</td>
<td>17,815,000</td>
<td>2,324,118</td>
</tr>
<tr>
<td>2043-2045</td>
<td>2,800,000</td>
<td>180,850</td>
</tr>
<tr>
<td></td>
<td>$130,725,000</td>
<td>$55,442,180</td>
</tr>
</tbody>
</table>

The Series 2011B, Series 2013A and 2013B, Series 2016A, 2016B, and 2016C Bonds are collateralized by the net income and revenues derived from the operation and/or ownership of the System Facilities. Under the provisions of the bond resolutions, the University covenants to operate and maintain the System Facilities and to establish and collect rates, fees and charges for the use and services furnished by or through the System Facilities to fund operations, pay principal and interest and establish the required reserves.

The bond resolution for the Series 2011B, Series 2013A, 2013B, 2016A, 2016B, and 2016C requires that all System Facilities revenues will be deposited as received into the System Facilities. Amounts are then to be transferred to and expended as follows:

**First**, accumulated in an amount sufficient to pay the current expenses, as defined in the bond resolution, of the System Facilities.

**Second**, transferred to the Bond Account, on or before each March 25 and September 25, in an amount sufficient to meet the principal and interest due on the next interest payment date.

**Third**, transferred to the Debt Service Reserve Account in amounts as may be necessary to maintain a debt service reserve in the amount of the Debt Service Reserve Requirement.
Fourth, to maintain a separate System Repair and Replacement Account to deposit sums as may be required to maintain a balance at the Repair and Replacement requirement.

Fifth, after the foregoing deposits, the System Facilities may use the balance of excess funds in the System Revenue Account for specific purposes defined in the bond resolution including transfer to unrestricted University funds.

8. Notes Payable

Notes payable at June 30, 2017 are summarized as follows:

<table>
<thead>
<tr>
<th>Chartwell's-Olive's and Skylight Terrace Expansion</th>
<th>Balance June 30, 2016</th>
<th>Principal Additions</th>
<th>Principal Payments</th>
<th>Balance June 30, 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$ 356,073</td>
<td>$ —</td>
<td>$ (37,715)</td>
<td>$ 318,358</td>
</tr>
<tr>
<td>Less: Current maturities (due within one year)</td>
<td></td>
<td></td>
<td></td>
<td>39,105</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$ 279,253</td>
</tr>
</tbody>
</table>

On July 1, 2009, the University entered into an agreement with Chartwells, the University's contracted food service provider, for the construction of dining facilities in the new residence hall and expansion of the University Center to provide additional dining space. The University will make monthly principal payments totaling $577,870 through fiscal year 2025.

Interest expense was $12,285 for 2017. Scheduled fiscal year maturities on notes payable and related interest are as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Principal</th>
<th>Interest</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>$ 39,105</td>
<td>$ 10,895</td>
</tr>
<tr>
<td>2019</td>
<td>40,546</td>
<td>9,454</td>
</tr>
<tr>
<td>2020</td>
<td>42,041</td>
<td>7,959</td>
</tr>
<tr>
<td>2021</td>
<td>43,590</td>
<td>6,410</td>
</tr>
<tr>
<td>2022</td>
<td>45,197</td>
<td>4,803</td>
</tr>
<tr>
<td>2023-2026</td>
<td>107,879</td>
<td>4,622</td>
</tr>
</tbody>
</table>

$ 318,358  $ 44,143
9. Retirement Plan

Substantially all full-time System Facilities employees are participants in the statewide Missouri State Employees’ Retirement System (MOSERS).

*Plan description.* Benefit eligible employees of the University are provided with pensions through MOSERS - a cost-sharing multiple-employer defined benefit pension plan. Chapter 104.320 of the Revised Statutes of Missouri grants the authority to establish a defined benefit plan for eligible state and other related agency employees. MOSERS issues an annual Comprehensive Annual Financial Report (CAFR), a publicly available financial report that can be obtained at www.mosers.org.

*Benefits provided.* MOSERS provides retirement, disability, and life insurance benefits to eligible employees. The base retirement benefits are calculated by multiplying the employee's final average pay by a specific factor multiplied by the years of credited service. The factor is based on the specific plan in which the employee participates, which is based on the employee's hire date. Information on the three plans administered by MOSERS (MSEP, MSEP 2000, and MSEP2011 retirement plans) and how eligibility and the benefit amount is determined for each plan may be found in the Notes to the Financial Statements of MOSERS' CAFR starting on page 30.

*Contributions.* Per Chapter 104.436 of the Revised Statutes of Missouri, contribution requirements of the active employees and the participating employers are established and may be amended by the MOSERS Board. Employees in the MSEP2011 Plan are required to contribute 4% of their annual pay. The University's required contribution rate for the year ended June 30, 2017, was 16.97% of annual payroll, actuarially determined as an amount that, when combined with employee contributions, is expected to finance the costs of benefits earned by employees during the year, with an additional amount to finance any unfunded accrued liability. The contribution rate for the MOSERS plan year ended June 30, 2016 was 16.97%, which is the year of measurement for the net pension liability. The contributions to the pension plan from the University were $8,208,979 for the year ended June 30, 2017.

*Pension Liabilities.* At June 30, 2017, the University reported a liability of $114,021,149 for its proportionate share of the net pension liability. The net pension liability was measured as of June 30, 2016, and the total pension liability used to calculate the net pension liability was determined by an actuarial valuation as of that date.
The University’s proportion of the net pension liability was based on the University’s actual share of contributions to the pension plan relative to the actual contributions of all participating employers for MOSERS plan year ended June 30, 2016. At June 30, 2016, the University’s proportion was 2.4563%, an increase from its proportion measured using 2.442% as of the June 30, 2015 measurement date.

The System Facilities does not report a net pension liability as this is a liability of the University as a whole, not of the System Facilities entity, as established by the terms of the bond resolution. For more information, see the separately issued financial statements of Southeast Missouri State University as of June 30, 2017.

10. **Postemployment Healthcare**

The University provides a one-time opportunity for retirees to continue medical insurance coverage. Retirees after October 22, 2010 who elect to continue medical insurance are required to pay monthly premiums determined by plan type elected and Medicare eligibility. Pre-65 retirees who retired prior to October 22, 2010 who elect to continue medical insurance are required to pay monthly premiums on the basis of an implicit rate subsidy calculation. Monthly premiums for pre October 22, 2010 participating retirees under 65 years of age are subsidized by the University at the rate of 1% for every year of active service to the University. Pre October 22, 2010 retiree’s adjusted monthly premium cost will not go below 80% of the premium amount. Financial statements for the plan are not available.

The University pays for their portion of the medical insurance premiums on a pay-as-you-go basis. No trust fund has been created for the payment of the University’s portion of the medical insurance premiums; therefore, as of June 30, 2017 the University’s obligations are unfunded.

The System Facilities does not report a postemployment benefit obligation as this is a liability of the University as a whole, not of the System Facilities entity, as established by the terms of the bond resolution. For more information, see the separately issued financial statements of Southeast Missouri State University as of June 30, 2017.
11. Contingencies And Risk Management

The System Facilities is subject to various legal proceedings and claims which arise in the ordinary course of its operations. In the opinion of the University management, the amount of ultimate liability with respect to these actions will not materially affect the overall financial position of the System Facilities.

Under the terms of federal grants, periodic audits are required and certain costs may be questioned as not being appropriate expenditures under the terms of the grants. Such audits could lead to reimbursements to the grantor agencies. It is the opinion of management that such reimbursements, if any, will not have a material effect on the System Facilities' financial position.

System Facilities employees are covered under Worker's Compensation by the State of Missouri. Claims are submitted to the State and paid by the State on behalf of the University. Total claims paid for the University employees for fiscal year 2016-2017 were $390,326.

The majority of System Facilities employees are also covered by unemployment insurance administered by the State of Missouri Division of Employment Security.

The System Facilities is exposed to various risks of loss related to torts; theft of, damage to, and destruction of assets; business interruption; errors and omissions; employee injuries and illnesses; natural disasters and employee health and accident benefits. The University purchases commercial insurance and also receives coverage through the State of Missouri for these risks of loss. Settled claims have not exceeded this commercial coverage in any of the three preceding years.

The System Facilities has purchased property on occasion that requires monitoring for environmental issues that could result in liability. As of June 30, 2017, the System Facilities is not aware of any environmental liability.
12. **Net Position**

**Restricted** - In accordance with GASB Statement No. 34, net position is restricted when constraints placed are either externally imposed, or are imposed by law or legislation. Restricted net position - expendable for capital projects was $953,761 and restricted net position - expendable for debt service was $211,691 at June 30, 2017.

**Unrestricted** - Unrestricted net position, as defined in GASB Statement No. 34, are not subject to externally imposed stipulations; however, they are subject to internal designations. For example, unrestricted net position may be designated for specific purposes by action of the Board of Regents or may otherwise be limited by contractual agreements with outside parties. A portion of unrestricted net position is internally designated for investment in inventories. Designated unrestricted net position was $1,105,277 at June 30, 2017. Undesignated unrestricted net position was $5,967,002 at June 30, 2017.
### SOUTHEAST MISSOURI STATE UNIVERSITY SYSTEM FACILITIES

#### SCHEDULE OF INSURANCE COVERAGE (UNAUDITED)

**June 30, 2017**

<table>
<thead>
<tr>
<th>Coverage And Insurer</th>
<th>Policy Expiration Date</th>
<th>Amount Of Coverage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire and extended coverage (building, contents and loss of income) Marsh USA</td>
<td>6/30/2017</td>
<td>$ 957,410,540</td>
</tr>
</tbody>
</table>

Subsequent to June 30, 2017, the University contracted with Marsh USA to provide insurance through June 30, 2018 with $957,669,322 in coverage provided. The University also has statutory liability protection through the State of Missouri's Legal Expense Fund.
SOUTHEAST MISSOURI STATE UNIVERSITY
SYSTEM FACILITIES

SCHEDULE OF ENROLLMENT AND FEES (UNAUDITED)
June 30, 2017

<table>
<thead>
<tr>
<th>Enrollment - Full-Time Equivalent (FTE)</th>
<th>Fall Semester 2016</th>
<th>Spring Semester 2017</th>
<th>Summer Semester 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students on campus and off campus</td>
<td>9,174</td>
<td>8,383</td>
<td>2,811</td>
</tr>
<tr>
<td>Student Union Fee (per FTE student)</td>
<td>$ 15.00</td>
<td>$ 15.00</td>
<td>$ 7.50</td>
</tr>
<tr>
<td>Parking and Transportation Fee (per FTE student)</td>
<td>$ 5.00</td>
<td>$ 5.00</td>
<td>$ 2.50</td>
</tr>
<tr>
<td>Student Recreation Center Fee</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Per credit hour</td>
<td>$ 9.80</td>
<td>$ 9.80</td>
<td>$ 9.80</td>
</tr>
<tr>
<td>Per FTE student*</td>
<td>$ 147.00</td>
<td>$ 147.00</td>
<td>$ 58.80</td>
</tr>
</tbody>
</table>

* Average fee based on 15 credit hours of enrollment during the Fall and Spring semesters and 6 credit hours during the summer session.

Room And Board Rates (Annual):*

<table>
<thead>
<tr>
<th>Room And Board Rates (Annual):**</th>
<th>Fall Semester 2016/Spring Semester 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vandiver Hall</td>
<td>$ 8,150 - $9,210</td>
</tr>
<tr>
<td>Towers Complex - West/North</td>
<td>$ 8,150 - $9,210</td>
</tr>
<tr>
<td>Towers Complex - East/South</td>
<td>$ 6,650 - $7,710</td>
</tr>
<tr>
<td>Group Housing</td>
<td>$ 7,150 - $8,210</td>
</tr>
<tr>
<td>Myers Hall</td>
<td>$ 8,050 - $9,080</td>
</tr>
<tr>
<td>Cheney Hall</td>
<td>__ ***</td>
</tr>
<tr>
<td>Dearmont Quadrangle</td>
<td>$ 7,650 - $8,710</td>
</tr>
<tr>
<td>Merick Hall</td>
<td>$ 8,400 - $9,460</td>
</tr>
<tr>
<td>Henderson Hall</td>
<td>$ 8,150 - $9,210</td>
</tr>
<tr>
<td>LaFerla Hall</td>
<td>$ 8,400 - $9,460</td>
</tr>
<tr>
<td>Dobbins River Campus Center</td>
<td>$ 8,400 - $9,460</td>
</tr>
</tbody>
</table>

* Converted to private rooms
** Based primarily on double-occupancy. Ranges attributable primarily to meal plan options available to students
*** Offline for Academic Year 16-17

Additional Charges Associated With Residential Living (Annual):

<table>
<thead>
<tr>
<th>Service Fee</th>
<th>$ 60</th>
</tr>
</thead>
<tbody>
<tr>
<td>ResNet - Technology Fee</td>
<td></td>
</tr>
<tr>
<td>RHA Fee</td>
<td>30</td>
</tr>
<tr>
<td>Cable TV</td>
<td>60</td>
</tr>
</tbody>
</table>

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## SOUTHEAST MISSOURI STATE UNIVERSITY SYSTEM FACILITIES

**SCHEDULE OF ROOM AND BOARD COSTS - FIVE-YEAR TREND**  
(UNAUDITED)  
*June 30, 2017*

<table>
<thead>
<tr>
<th>Facility</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vandiver Hall</td>
<td>$7,780 - $8,540</td>
<td>$7,970 - $8,780</td>
<td>$8,050 - $8,890</td>
<td>$8,050 - $9,080</td>
<td>$8,150 - $9,210</td>
</tr>
<tr>
<td>Towers Complex - West/North</td>
<td>$7,780 - $8,540</td>
<td>$7,970 - $8,780</td>
<td>$8,050 - $8,890</td>
<td>$8,050 - $9,080</td>
<td>$8,150 - $9,210</td>
</tr>
<tr>
<td>Towers Complex - East/South</td>
<td>$6,010 - $6,790</td>
<td>$6,220 - $7,030</td>
<td>$6,330 - $7,140</td>
<td>$6,330 - $7,380</td>
<td>$6,650 - $7,710</td>
</tr>
<tr>
<td>Group Housing</td>
<td>$6,860 - $7,640</td>
<td>$6,970 - $7,780</td>
<td>$7,050 - $7,890</td>
<td>$7,050 - $8,080</td>
<td>$7,150 - $8,210</td>
</tr>
<tr>
<td>Myers Hall</td>
<td>$7,660 - $8,440</td>
<td>$7,970 - $8,780</td>
<td>$8,050 - $8,890</td>
<td>$8,050 - $9,080</td>
<td>$8,150 - $9,210</td>
</tr>
<tr>
<td>Cheney Hall</td>
<td>$6,160 - $6,940</td>
<td>$6,220 - $7,030</td>
<td>$6,330 - $7,140</td>
<td>$6,330 - $7,380</td>
<td>n/a</td>
</tr>
<tr>
<td>Dearmont Quadrangle</td>
<td>$5,710 - $6,490</td>
<td>$6,870 - $8,680</td>
<td>$7,300 - $8,140</td>
<td>$7,500 - $8,530</td>
<td>$7,650 - $8,710</td>
</tr>
<tr>
<td>Merick Hall</td>
<td>$7,760 - $8,540</td>
<td>$7,970 - $8,780</td>
<td>$8,300 - $9,140</td>
<td>$8,300 - $9,330</td>
<td>$8,400 - $9,460</td>
</tr>
<tr>
<td>Henderson Hall</td>
<td>$7,760 - $8,540</td>
<td>$7,970 - $8,780</td>
<td>$8,050 - $8,890</td>
<td>$8,050 - $9,080</td>
<td>$8,150 - $9,210</td>
</tr>
<tr>
<td>LaFerla Hall</td>
<td>N/A</td>
<td>$7,970 - $8,780</td>
<td>$8,300 - $9,140</td>
<td>$8,300 - $9,330</td>
<td>$8,400 - $9,460</td>
</tr>
<tr>
<td>Dobbins River Campus Center</td>
<td>N/A</td>
<td>N/A</td>
<td>$8,300 - $9,140</td>
<td>$8,300 - $9,330</td>
<td>$8,400 - $9,460</td>
</tr>
</tbody>
</table>

(1) Converted to private rooms in Fall 2014  
(2) Offline for 2015-2016. Students with Cheney contracts housed in other dorms at Cheney rates.  
(3) Offline for 2016-2017
<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Freshmen</th>
<th>Sophomores</th>
<th>Juniors</th>
<th>Seniors</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>1,612</td>
<td>779</td>
<td>341</td>
<td>197</td>
<td>14</td>
<td>2,943</td>
</tr>
<tr>
<td>2014</td>
<td>1,547</td>
<td>744</td>
<td>375</td>
<td>204</td>
<td>14</td>
<td>2,884</td>
</tr>
<tr>
<td>2015</td>
<td>1,582</td>
<td>764</td>
<td>371</td>
<td>234</td>
<td>20</td>
<td>2,971</td>
</tr>
<tr>
<td>2016</td>
<td>1,499</td>
<td>769</td>
<td>358</td>
<td>252</td>
<td>11</td>
<td>2,889</td>
</tr>
<tr>
<td>2017</td>
<td>1,591</td>
<td>725</td>
<td>371</td>
<td>236</td>
<td>12</td>
<td>2,935</td>
</tr>
</tbody>
</table>
## SOUTHEAST MISSOURI STATE UNIVERSITY
### SYSTEM FACILITIES
#### SCHEDULE OF HOUSING OCCUPANCY (UNAUDITED)
June 30, 2017

<table>
<thead>
<tr>
<th>Housing System Facility</th>
<th>Housing Capacity</th>
<th>Average Occupancy (#)</th>
<th>Simple Average Occupancy (%)</th>
<th>Effective Average Occupancy (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vandiver Hall</td>
<td>293</td>
<td>261</td>
<td>89.1%</td>
<td>31.8%</td>
</tr>
<tr>
<td>Towers Complex</td>
<td>1,279</td>
<td>1,208</td>
<td>94.4%</td>
<td>55.5%</td>
</tr>
<tr>
<td>Group Housing</td>
<td>333</td>
<td>322</td>
<td>99.5%</td>
<td>100.2%</td>
</tr>
<tr>
<td>Myers Hall</td>
<td>196</td>
<td>165</td>
<td>84.2%</td>
<td>55.3%</td>
</tr>
<tr>
<td>Cheney Hall*</td>
<td>—</td>
<td>—</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Dearmont Quadrangle</td>
<td>201</td>
<td>149</td>
<td>74.1%</td>
<td>54.8%</td>
</tr>
<tr>
<td>Merick Hall</td>
<td>297</td>
<td>267</td>
<td>89.9%</td>
<td>52.1%</td>
</tr>
<tr>
<td>Henderson Hall</td>
<td>76</td>
<td>58</td>
<td>76.3%</td>
<td>55.0%</td>
</tr>
<tr>
<td>LaFerla Hall</td>
<td>254</td>
<td>226</td>
<td>89.0%</td>
<td>51.0%</td>
</tr>
<tr>
<td>Dobbins River Campus Center</td>
<td>180</td>
<td>147</td>
<td>81.7%</td>
<td>33.8%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3,109</strong></td>
<td><strong>2,803</strong></td>
<td><strong>90.2%</strong></td>
<td><strong>32.0%</strong></td>
</tr>
</tbody>
</table>

(1) The average number of available beds.
(2) The average number of occupied beds.
(3) Column (2) divided by column (1)
(4) Column (3) adjusted for private-room contracts purchased, i.e., double-occupancy rooms converted to single-occupancy.

* Cheney was closed for repairs for Academic year 2016-2017.
<table>
<thead>
<tr>
<th>Housing System Facility</th>
<th>Housing Capacity</th>
<th>Dining Facilities</th>
<th>Year Constructed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vandiver Hall</td>
<td>293</td>
<td>No</td>
<td>2002</td>
</tr>
<tr>
<td>Towers Complex</td>
<td>1,279</td>
<td>Yes</td>
<td>1967</td>
</tr>
<tr>
<td>Group/Greek Housing</td>
<td>333</td>
<td>No</td>
<td>1963</td>
</tr>
<tr>
<td>Myers Hall</td>
<td>196</td>
<td>No</td>
<td>1948</td>
</tr>
<tr>
<td>Cheney Hall</td>
<td>n/a</td>
<td>No</td>
<td>1939 (3)</td>
</tr>
<tr>
<td>Dearmont Quadrangle</td>
<td>201</td>
<td>No</td>
<td>1958 (2)</td>
</tr>
<tr>
<td>Merick Hall</td>
<td>297</td>
<td>Yes</td>
<td>2009</td>
</tr>
<tr>
<td>Henderson Hall</td>
<td>76</td>
<td>No</td>
<td>Not Available (1)</td>
</tr>
<tr>
<td>LaPerla Hall</td>
<td>254</td>
<td>No</td>
<td>2013</td>
</tr>
<tr>
<td>Dobbins River Campus Center</td>
<td>180</td>
<td>Yes</td>
<td>2014</td>
</tr>
</tbody>
</table>

3,109

(1) The University acquired and renovated Henderson Hall in 2007
(2) Converted to private rooms in Fall 2014
(3) Offline for repairs for academic year 16-17
BOARD OF REGENTS
MOTION CONSIDERATION FORM
December 15, 2017
Open Session

I. Motion to be Considered:

Approve the attached revised policy statement for Section 02-16, Investments, of the Business Policy and Procedures effective December 2017.

II. Background:

As a political subdivision of the state of Missouri, the University’s investment policy must follow the state’s model investment policy maintained by the state Treasurer’s office. The proposed revised University policy reflects recent changes in the state’s model policy.

The policy statement for Section 02-16, Investments (Attachment 1), applies to investment of all operating funds of Southeast Missouri State University and has been revised to exclude non-operating funds such as endowments and proceeds from bond issues. The policy has also been updated to reflect the following security type limitations:

1. No more than 25% of the entire portfolio may be invested in banker’s acceptances.
2. No more than 25% of the entire portfolio may be invested in commercial paper.

The revised policy statement would be effective for investment activity beginning in December 2017. The Vice President for Finance & Administration is responsible for maintaining operating procedures associated with this policy.

Recommended By:

Student Government
Faculty Senate
Administrative Council
VP, Finance & Admin.
VP, University Advancement

Chairperson
Dean
Academic Council
Provost

President

Board Action on:
Motion By:
Second By:
Vote: Yeas: _____ Nays: _____
Postpone:
Amend:
Disapprove:
Approve:
Secretary:
GENERAL STATEMENT OF POLICY

This policy applies to the investment of all operating funds of Southeast Missouri State University. Authority to manage the investment program is granted to the Treasurer, hereinafter referred to as Vice President for Finance and Administration. Responsibility for the operation of the investment program is hereby delegated to the Vice President for Finance and Administration, who shall act in accordance with the established written procedures and internal controls for the operation of the investment program consistent with this investment policy. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the Vice President for Finance and Administration. The Vice President for Finance and Administration shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials.

Pooling of Funds

Except for cash in certain restricted and agency funds, Southeast Missouri State University will consolidate cash balances from all funds to maximize earnings. Investment income will be allocated to the various funds based on their respective participation and in accordance with generally accepted accounting principles.

General Investment Objectives

The primary objective, in priority order, of investment activities shall be safety, liquidity and yield.

1. **Safety** – Investments shall be undertaken in such a manner so as to ensure the safety of the principal by attempting to minimize credit and interest rate risk. Safety of the principal can be achieved by:
   
   - Only investing with reputable financial institutions, brokers and dealers.
   - Diversifying the investments so as to minimize the potential loss on individual securities.
   - Structuring the investments so that securities mature to meet cash requirements for ongoing operations, thereby avoiding the need to sell securities on the open market prior to maturity.
   - Investing operating funds primarily in shorter-term securities.

2. **Liquidity** – The investments shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. Since all possible cash demands cannot be anticipated, the investments should
consist largely of securities with active secondary or resale markets. Funds may also be placed in bank deposits or repurchase agreements that offer same-day liquidity for short-term funds.

3. **Yield** – The funds shall be invested with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of secondary importance compared to the safety and liquidity objectives described above. The core of investments is limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed. Securities shall not be sold prior to maturity with the following exceptions:

- A security with a declining credit may be sold early to minimize loss.
- A security swap would improve the quality, yield or duration of the investment.
- Liquidity needs of the institution require that the investment be sold.

**Standards of Care**

1. **Prudence** – All University officers and employees involved in the investment process shall act responsibly as custodians of the public trust. The standard of prudence to be applied is the “prudent investor” rule, which states, “Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.”

Vice President for Finance and Administration acting in accordance with written procedures and this investment policy and exercising due diligence shall be relieved of personal liability for an individual security’s credit risk or market price changes, provided deviations from expectations are reported in a timely fashion to the President and the liquidity and the sale of securities are carried out in accordance with the terms of this policy.

2. **Ethics and Conflicts of Interest** – Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. Employees and investment officials shall disclose any material interests in financial institutions in which they conduct business. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio. Employees and officials shall refrain from undertaking personal investment transactions with the same individual with which business is conducted on behalf of Southeast Missouri State University.
Safeguards & Controls

1. **Internal Controls** – The Vice President for Finance and Administration is responsible for establishing and maintaining an internal control structure that will be reviewed annually with Southeast Missouri State University’s independent auditor. The internal control structure shall be designed to ensure that the assets of Southeast Missouri State University are protected from loss, theft or misuse and to provide reasonable assurance that these objectives are met. The concept of reasonable assurance recognized that (1) the cost of control should not exceed the benefits likely to be derived and (2) the valuation of costs and benefits require estimates and judgments by management.

The internal controls shall address the following points:
- Control of collusion.
- Separation of transaction authority from accounting and record keeping.
- Custodial safekeeping.
- Avoidance of physical delivery securities.
- Clear delegation of authority to subordinate staff members.
- Written confirmation of transactions for investments and wire transfers.
- Development of a wire transfers agreement with the lead bank and third-party custodian.

2. **Delivery vs. Payment** – All trades where applicable will be executed by delivery vs. payment (DVP) to ensure that securities are deposited in eligible financial institutions prior to the release of funds. All securities shall be perfected in the name or for the account of Southeast Missouri State University and shall be held by a third-party custodian as evidenced by safekeeping receipts.

3. **External Management of Funds** – Investment through external programs, facilities and professionals operating in a manner consistent with this policy will constitute compliance.

**Authorized Investments**

1. **Investment Types** – In accordance with and subject to restrictions imposed by current statutes, the following list represents the entire range of investments that Southeast Missouri State University will consider and which shall be authorized for the investments of funds by Southeast Missouri State University.
A. Governmental and Agency Debt—those securities issued by and or guaranteed by the Federal Government or an Agency or Instrumentality of the Federal Government:

1. **United States Treasury Securities** – Obligations of the United States government for which the full faith and credit of the United States are pledged for the payment of principal interest.

2. **United States Agency Securities** – Obligations issued or guaranteed by any agency of the United States Government as described below.
   
   a. U.S. Govt. Agency Coupon and Zero Coupon Securities - Bullet coupon bonds with no embedded options with maturities of five (5) years or less.
   
   b. U.S. Govt. Agency Discount Notes - Purchased at a discount with maximum maturities of one (1) year.
   
   c. U.S. Govt. Agency Callable Securities - Restricted to securities callable at par only with final maturities of five (5) years or less.
   
   d. U.S. Govt. Agency Step-Up Securities - The coupon rate is fixed for an initial term. At coupon date, the coupon rate rises to a new, higher fixed term. Restricted to securities with final maturities of five (5) years or less.
   
   e. U.S. Govt. Agency Floating Rate Securities - The coupon rate floats off one index restricted to coupons with no interim caps that reset at least quarterly with a final maturity of five (5) years or less.
   
   f. U.S. Govt. Mortgage Backed Securities - Restricted to securities with final maturities of five (5) years or less.

B. Fixed Income Investments secured by the FDIC Insurance and/or Collateral:

1. **Repurchase Agreements** – Contractual agreements between Southeast Missouri State University and commercial banks or primary government securities dealers. The purchaser in a repurchase agreement (repo) enters into a contractual agreement to purchase Treasury and government agency securities while simultaneously agreeing to resell the securities at predetermined dates and prices.

2. **Collateralized Public Deposits (Certificates of Deposit)** – Instruments issued by financial institutions that state that specified sums have been deposited for specified periods of time and at specified rates of interest. The certificates of deposit are required to be backed by acceptable collateral securities as dictated by State statute.
C. Other Fixed Income Debt Issued by Commercial Enterprises:

1. Banker's Acceptance – Bills of exchange or time drafts drawn on and accepted by a commercial bank, otherwise known as bankers' acceptances. Southeast Missouri State University may invest in bankers' acceptances issued by domestic commercial banks possessing the highest rating by Moody's Investor Services, Inc. or Standard and Poor's Corporation. Purchases of banker’s acceptances may not exceed 180 days to maturity. No more than 5% of the total market value of the portfolio may be invested in the banker's acceptances of any one issuer.

2. Commercial Paper – Southeast Missouri State University may invest in commercial paper which has received the highest rating by Moody's Investor Services, Inc. or Standard and Poor's Corporation. Eligible paper is further limited to issuing corporations that have total assets in excess of five hundred million dollars ($500,000,000). Purchases of commercial paper may not exceed 180 days to maturity. No more than 5% of the total market value of the portfolio may be invested in the commercial paper of any one issuer.

2. Investment Restrictions and Prohibited Transactions – To provide for the safety and liquidity of Southeast Missouri State University's funds, the investment portfolio will be subject to the following restrictions in addition to those listed elsewhere in this policy:

A. Borrowing for investment purposes ("Leverage") is prohibited.

B. Instruments known as Structured Notes (e.g. inverse floaters, leveraged floaters, and equity-linked securities) are not permitted. Investment in any instrument, which is commonly considered a "derivative" investment (e.g., options, futures, swaps, caps, floors, and collars), is prohibited.

C. Contracting to sell securities not yet acquired in order to purchase other securities for purposes of speculating on developments or trends in the market is prohibited.

3. Collateralization – Collateralization will be required on two types of investments: certificates of deposit and repurchase agreements. In order to anticipate market changes and provide a level of security for all funds, the market value (including accrued interest) of the collateral should be at least 100%.

For certificates of deposit, the market value of collateral must be at least 100% or greater of the amount of certificates of deposits plus demand deposits with the depository, less the amount, if any, which is insured by the Federal Deposit Corporation, or the National Credit Unions Share Insurance Fund.

All securities, which serve as collateral against the deposits of a depository institution must be safe-kept at a non-affiliated custodial facility. Depository institutions pledging collateral against deposits must, in
conjunction with the custodial agent, furnish the necessary custodial receipts within five business days from the settlement date.

Southeast Missouri State University shall have a depositary contract and pledge agreement with each safekeeping bank that will comply with the Financial Institutions, Reform, Recovery, and Enforcement Act of 1989 (FIRREA). This will ensure that Southeast Missouri State University’s security interest in collateral pledge to secure deposits is enforceable against the receiver of a failed financial institution.

4. Repurchase Agreements – The securities for which repurchase agreements will be transacted will be limited to Treasury and government agency securities that are eligible to be delivered via the Federal Reserve's Fed wire book entry system. Securities will be delivered to Southeast Missouri State University’s designated Custodial Agent. Funds and securities will be transferred on a delivery vs. payment basis.

Investment Parameters

1. Diversification – The investments shall be diversified to minimize the risk of loss resulting from over concentration of assets in specific maturity, specific issuer, or specific class of securities. Investments shall be diversified, subject to the following maximum allocations per security type:

   - U.S. treasuries and securities having principal and/or interest guaranteed by the U.S. government......................no limit
   - Collateralized time and demand deposits ..............................................no limit
   - U.S. Government agencies, and government sponsored enterprises ..............................................................no more than 70%
   - Collateralization repurchase agreements ..............................................no more than 50%
   - U. S. Government agency callable securities.................................no more than 50%
   - Banker’s Acceptances..........................................................no more than 25%
   - Commercial Paper...............................................................no more than 25%

2. Maximum Maturities - To the extent possible, Southeast Missouri State University shall attempt to match its investments with anticipated cash flow requirements. Investments in bankers' acceptances and commercial paper shall mature and become payable not more than one hundred eighty days (180) from the date of purchases. Investments in repurchase agreements shall mature and become payable not more than ninety days (90) from the date of purchase. All other investments shall mature and become payable not more than five (5) years from the date of purchase.
Because of inherent difficulties in accurately forecasting cash flow requirements, a portion of the portfolio should be continuously invested in readily available funds such as in bank deposits or overnight repurchase agreements to ensure that appropriate liquidity is maintained to meet ongoing obligations.

**Reporting**

1. **Methods** - The Controller’s Office shall report monthly to the Vice President for Finance and Administration on the present status of the investment portfolio. The information provided will include a listing of individual securities held by maturity date, yields and percentage of the total portfolio each type of investment represents.

   realized securities gains and losses, weighted average maturities and yields, and the market valuation of the investment portfolio.

   The financial statements presented to the governing body of Southeast Missouri State University annually shall include a management summary that provides an analysis of the current investment portfolio of the University. The report will include the following:

   - Summary of securities held at the end of the reporting period by investment type and maturity date.
   - Realized and unrealized gains or losses resulting from appreciation or depreciation by listing the cost and market value of securities over one-year duration (in accordance with Government Accounting Standards Board (GASB) 31 requirements).
   - Risk analysis of the portfolio (credit risk, interest rate risk, etc.).
   - Fair value measurement of deposits and investments.

2. **Performance Standards** – The investment portfolio will be managed in accordance with the parameters specified within this policy. The portfolio should obtain a market average rate of return during a market/economic environment of stable interest rates. A series of appropriate benchmarks may be established against which portfolio performance shall be compared on a regular basis.

3. **Marking to Market** – The market value of the portfolio shall be calculated at least quarterly and a statement of the market value of the portfolio shall be issued at least annually to the governing body of Southeast Missouri State University. This will ensure that review of the investment portfolio, in terms of value and price volatility, has been performed.
Policy Considerations

Exemption - Any investment currently held that does not meet the guidelines of this policy shall be exempt from the requirements of this policy. At maturity or liquidation, such monies shall be reinvested only as provided by this policy.

The Vice President for Finance & Administration shall be responsible for issuing and maintaining operating procedures to implement this policy.
I. Motion to be Considered:

Approve the conferring of degrees upon the candidates for Summer 2017 and Fall 2017. Graduation pending final verification of their completion of degree requirements.

II. Background:

Pursuant to 174.160.1 RSMo, the Board of Regents is empowered to confer upon students, by diploma under the common seal, such degrees as are usually granted by the University.

Consistent with past approval of conferring of degrees for Summer and Fall graduates, the University does not hold a commencement in the summer. Therefore, a request to approve summer graduates is included contingent on confirmation and verification of their completion of degree requirements.

The breakdown for Summer and Fall graduates is as follows:

- Total degrees granted: 807
  - Undergraduate: 620
  - Masters: 173
  - Specialist: 14
- Jane Stephens Honors Program: 5
- Cum Laude: 82
- Magna Cum Laude: 36
- Summa Cum Laude: 20
- 4.0 Graduates: 6
Southeast Missouri State University
Office of the Registrar
Candidates for Graduation
December 16, 2017

Harrison College of Business

BACHELOR OF SCIENCE
Emmer J. Callow
Ayden M. Carey
Jerard L. Davidson II
Loren B. Poppe
Xinyi Liu
Taylor L. Meyer
Ellen M. Meystedt
Shavyata Parajuli
Rachel M. Pease
Stephanie L. Rheinheimer
Kagota Thanithirglo Suharna
Trisha R. Whitehead

BACHELOR OF SCIENCE IN BUSINESS ADMINISTRATION
Abdulhamit S. Aloraini
John D. Angeli
Ifat Arai
Robert W. Ausbom III
Cecilia R. Bell
Lauren E. Bleckman
Katie M. Bloom
Cindy K. Bond
Melody J. Bradley
Allen C. Cavaness
Clay A. Chandler
Hanhuas Chang
Emily K. Clark
Anthony M. Cooper
Sam W. Davis
Samantha D. Davis
Jean A. Dickey
Mengsi Dong
Ashlon M. Dorris
Joshua B. Dunivan
Justin A. Finn
Michael K. Ford
Abby Frenzel
Michael W. Fritsche
Zheyu Gao
Charles W. Gardner
Rider R. Hoff
Ryan K. Gillespie
Tyler M. Hsm
Kelsea L. Hart
Ahmed A. Hasan
Kevin Hoehg
Grant A. Hoff
Timothy Jackson
Weijiang
Dora J. Johnson-Adams
Elizabeth L. Jones
Martin K. Jones
Ian P. Kinsey
Clayton A. Krenns
Madeline Krumrey
Cody D. Lashey
Alex R. Lasser

Jason A. Ledure
Lu Li
Mante Li
Tao Li
Yao Li
Kayla M. Lilly
Shilong Liu
Dustin W. Lum
Victoria S. Marler
Alexus K. Marshall
Colten D. Mayberry
Nicholas S. McManus
Reese L. Mechanics
Tae M. Minch
Nicolas B. Mullen
John P. O’Keefe
Gabe J. Phillips
Bryce Pingle
Lindsay N. Porzelt
Andrew W. Probst
Aisha Rajput
Shuang Rao
Shannon C. Revelle
Brandon M. Rhodes
Michael C. Riley Jr
Elijah R. Roberts
Claire E. Simonds
Alex R. Snyder

Mengsi Song
Nicole E. Steele
Skyler R. Steele
Christine E. Stefanski
Xiao Sun
Anil Tamang
Masashi Tatsbe
Courtney L. Thompson
Haleigh N. Thompson
Daryl G. Wade II
Sierra N. Walker
Hao Wang
Tyler E. Warner
Damon Washington
Ashley N. Webb
Angela M. Weibelrecht
Corey G. Williams
Xiao Yan
Xuemiu Yin
Tianfan Zhang
Mengke Zhu

MAJOR OF SCIENCE
Scott A. Armstrong
Darius Beck
Ashly M. Cox
Timothy R. Mettler
Edmond L. Nance
Shannon L. Ratcliff
Bobbie J. Ridenhour
Jessica M. Taubel
Rebecca A. Van Tol
Jingshi Yao

College of Education

BACHELOR OF SCIENCE IN EDUCATION
Mollie E. Bachmann
Victoria A. Baker
Rachel A. Barrett
Kyleigh R. Branch
Kelsey C. Branson
Marcie A. Brown
Liza L. Buerck
Bethany L. Christian
Abigail R. Eisenhart
Brianne A. Fischer
Lauren Fischer
Samantha N. Follis
Courtney N. Friedman
Marivela M. Garret
Ashley M. Getter
Heather D. Gianessi
Emily G. Gutzler
Kaylie A. Hadler
Kelsey R. Hoffmann
Abigail M. Hopin
Sydney L. Kraland
Jenniffer E. Madlinger
Amanda C. Mansfield
Mikayla C. Marler
Nathaniel P. Martin
Allison N. Mauk
Casey J. McClanahan
Laura L. Mitchell
Brooke A. Monier
Brigette A. Morgan
Megan A. Myers
Jessica L. Neubig
Joshua R. Nelson
Hillery M. Ogleby
Addison Oglesby
Gabrielle A. Rhubarb
Jessica Rickerts
Kennedy E. Roderick
Tyrone R. Roush
Katarina A. Rotta
Danielle N. Terzo
Madison M. Thorpe
Abby S. Tinlin
Amanda M. Ulrich
Tom L. Wagner
Manoel M. Wals
Shelby L. Woods

MAJOR OF ARTS
Samantha D. Beck
Cheryl L. Berkbigler
Shari K. Campbell
Emily R. Carr
David J. Coughran
Sarah E. Cundiff
Gabriel L. Demott
Lauren C. Dvorak
Eva M. Edwards
Ivra N. Ervin
Kevin G. Francis
Joshua W. Fulton
Katlin G. Gortner
Sarah P. Goodwin
Jason C. Grifan
Torrie L. Helms
Brooke N. Hensley
Madison L. Jameson
Julie A. Johnson
Lawrence M. Johnson
Kyle Keihl
Kelsey Kertz
Katlin L. Kitchell
Tatum J. Kitchen

Tyler J. Knight
Brooke Knighton
Lindsay N. Krull
Cassidy A. Lacavi
Daniel C. Lauder
Yini Li
James M. Logan
Brandon M. Rhodes
Michael C. Riley Jr
Elijah R. Roberts
Claire E. Simonds
Alex R. Snyder

Masters

Shanshan Wang
Wanning Wang
Sydney T. Warren
Jessica M. Weisel
Eric S. Wilkie
Heather S. Williams
Dennis A. Wilson
Tiffany R. Wolk

SPECIALIST IN EDUCATION
John R. Bequette
Tracy L. Hagerty
Layla L. Hayes
Stefanie A. Herzog
Shannon L. Tofteland
Ben B. Johnson
Tobi A. Layton
Doyne W. Nors
Adams L. Porell
Denise M. Speight
Lori A. Vaeth
Angie P. Viox
Nathan W. Wills
Jennifer M. Woods
### College of Health & Human Services

**ASSOCIATE OF ARTS**
- IN CHILD CARE
- AND GUIDANCE
  - Guan, Chunlin
  - Allison M. Henkelman
  - Sara E. Stewart
  - Erin E. Vargas
  - Menghui Zhou

**BACHELOR OF SCIENCE**
- Manana M. Aliyama
- Jon M. Arconold
- Kirsten E. Bainter
- Matt D. Barnes
- Christina M. Bartels
- Scott D. Baxter
- Paul Bell
- Kristi Booth
- Cole A. Briddle
- Tylor M. Brock
- Natasha N. Brockel
- Hallie M. Brown
- Shane J. Brown
- James Brownberger
- Lillian G. Bull
- Kyler C. Cope
- Savannah M. Carpenter
- Landon J. Cook
- Austin W. Dial
- Lalken A. Dotson
- Haley M. DuBois
- Spencer J. Dudley
- Timothy E. Eaton
- Page R. Faircloth
- Brooke M. Flesch
- Ashley Fleg
- Caroline F. Fowler
  - Betty J. Fuller
  - Ginny S. Gardner
  - Rachel N. Gilbert
  - Matthew A. Glozier
  - Susmita Girung
  - Nicole M. Hiadko
  - Aja M. Hall
  - Erin M. Habstreet
  - Allison M. Henkelman
  - Kaitlyn A. Herbert
  - Gage M. Holmes
  - Hannah E. Jacon
  - Molly M. Johns
  - Justice C. Johnson
  - Mara M. Johnston
  - Peyton A. Jones
  - Dan Kallberg
  - Peter K. Kudla
  - Byron J. LaHay
  - Terry L. Long
  - Lucy A. Loveless
  - Jordan M. Luck
  - Katherine M. MacEnulty
  - Daan Magill
  - Brett E. Main
  - Angela C. Mann
  - Justin D. Mark
  - Jacob D. Marlow
  - Matthew D. Milhouse
  - Tammy M. Moore
  - Andrew T. Neal
  - Jillian E. Newald
  - John P. O'Keefe
  - Brooke M. Picou
  - Walker R. Pilcher
  - Daniel W. Plunkett
  - David W. Freiss

**BACHELOR OF SCIENCE IN ATHLETIC TRAINING**
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- Zachary D. Brown
- Tyler A. Craig
- Matthew R. Turner
- Brooke A. Valleroy
- Lawrence D. Williams

**BACHELOR OF SCIENCE IN EDUCATION**
- Steven C. Molitor
- Paden E. Wachtler
- Adam W. Winkler

**BACHELOR OF SCIENCE IN FAMILY AND CONSUMER SCIENCES EDUCATION**
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- Michaela E. Townsend
- Mackenzie L. Williams

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- Elizabeth V. Belt
- Collin T. Bentley
- Ashley M. Brendel
- Holly M. Burns
- Tammy G. Easley
- Michelle L. Elder
- Amanda M. Gell
- Galanie A. Galati
- Molly E. Goelhe
- Brittany N. Griffith
- Cynthia N. Hoffman
- Julie A. Holder
- Nicole M. Hoog
- Ashley Humphrey
- Deborah S. Israel
- Kayla R. Jameson
- Renee L. Klinda
- Brittany M. Kolve
- Victoria A. LaChance
- Emily Laramore

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- Henry C. Duedel
- Jasmine M. Ertha
- Haley N. Green
- Timothy W. Greenway
- Holly M. Marka
- Matthew S. McCune
- Kyle J. Mete
- Hannah M. Mensheimer
- Joseph W. Niswonger
- Casey L. Paterson
- Robin Peavler
- Dalton R. Phillips
- Alexander M. Protzel
- Raymond K. Ruminer
- Tony T. Rushing
- Erika A. Ruth
- Brodick M. Twigg
- Julia M. Varney
- Devan A. Ward
- Audrey White

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- Matthew S. Basler
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- Jennifer Bowling
- Haley D. Brack
- Bryna C. Bradley
- Kyle J. Brown
- Terrence J. Brown
- Khyra M. Buchanan
- Rachael E. Burroughs
- Tiffany A. Burton
- Dusin J. Burton
- Christopher D. Caiffrey
- Sara C. Cesmey
- Connor W. Choice
- Dane M. Colbert
- Candice Coleman
- Madison C. Cox
- Jean M. Colbertson
- Natalie Davis
- Zachary A. Eggemeyer
- Megan Escue
- Jenna M. Friedman

**BACHELOR OF LIBERAL Arts**
- Katelyn L. Fritz
- Richard E. Fulton
- Moses Gater
- Margaret J. Giesler
- Matthew J. Glaes
- Daniel M. Gluck
- Ryan J. Grigalis
- Taiki Hattori
- Nathan D. Herron
- Kenneth A. Hoffman Ii
- Lisa M. Huckepp
- Jamila J. Hughes
- Thomas K. Jackson
- Kandi Jaco-McCaig
- Kelsey M. James
- Reed A. Jensen
- Cassidy L. Johnson
- Taylor Kelley
- Katelyn S. Kimack
- Jacob R. Kruge
- Logan D. Larson
- Llloyd W. Lafluit Time
- Jamie M. Leming
- Ross W. Lohnmeyer
- Mitchell C. Lovelace
- Shalbriel A. Mack

**BACHELOR OF MUSIC**
- Dennis A. Avery
- Andrew J. Bailey

**MASTER OF ARTS**
- Claire E. Goodson
- Leah D. Waisnauer

**MASTER OF SCIENCE**
- Christina M. Clark
- Matthew L. Cossman
- James M. Jodon
- James Sander N. Kaliang
- Karl Keckhenneth
- Josh Labadie
- Bhumi D. Scni

**Jemeka M. Thatch**
- Claudia R. Thompson
- Gloria A. Todd
- Whitney L. Vandeventer
- Christopher K. Varsa
- Adam J. Vogelpohl
- Gretha E. Warren
- Joll A. Williams
- Linda A. Williams
- Mathies R. Williams
- Robert D. Walls
- Kevin W. Wiesmiller
- Zachary E. Woods

**BACHELOR OF FINE ARTS**
- Scott W. Barnett
- Mason A. Brown
- Qinan Han
- Emily A. Hoores
- Janessa R. Jenkins
- Zakerihae V. Sams
- Kimberly V. Volkmann
- Alyassa M. Wolf
Derek R. Morrison
Kendall B. Stagg
BACHELOR OF MUSIC EDUCATION
Demi A. Avery
Ailen Moss III
Nora I. Purdy
BACHELOR OF SCIENCE
Joshua T. Baublitz
Ashley M. Bequette
Rashed M. Bin Kulaib
Melissa M. Brittn
Sarah N. Burdick
Devante Chapman
Kyle R. Christensen
Christopher A. Clemson
Mackenzie L. Cullen
Nhenna E. Ekememie
Mackenzie L. Enderle
Caleb M. Fjone
Taylor B. Fianke
Vincent J. Friedricks
Lauren J. Gibbs
Sydney S. Green
Ashley N. Iattn
Kristopher R. Harlow
Grant M. Hinton
Matthew L. Hope
Zachary Howard
Marketa R. Huggans
Jana L. Ivory
Molly M. Johns
Joseph R. Kirkeis
Jordie E. Krumm
Marissa A. Lamey
Lannon W. Leinauer
Bridgett K. Lingelbach
Morgan L. Lovins
Dulce B. Maldonado Munoz
Chad M. Mandemach
Alyssa L. Martin
Kelly J. McCormack
Chad T. Meredith
Alex M. Meury
Chelsi N. Montgomery
Fred C. Naeter
Sarah E. Patrick
Jamie Patterson
James C. Poore
Nicholas J. Quargenti
Mia I. Quintero
Lynne S. Renaud
Kayla L. Rivers
Laia R. Roach
Nicholas C. Saia
Monica J. Sanford
Stephan I. Schott
Casey L. Seabagua
Rachel E. Sechelrit
Jessica M. Shirrell
Dylan R. Splean
Brett S. Strebel
Michio Suganuma
Sabrina C. Tucker
Bailey A. Turnbloom
Heather Vance
Julianne A. Wallinger
Sonny J. Warren
Elizabeth M. Wild
Joquin E. Wilfong
Camisha S. Williams
Nysa N. Young
BACHELOR OF SCIENCE IN EDUCATION
Katelyn D. Baker
Megan N. Hermann
Anthony S. Lee
Molly A. McConnell
Taylor M. Scott

ASSOCIATE OF APPLIED SCIENCE IN COMPUTER TECHNOLOGY
Tracie A. Gardner
Michael G. Haas
Jacob P. Riley
BACHELOR OF ARTS
Allison R. Bowen
Jacqueline M. Rapp
BACHELOR OF SCIENCE
Tawanya A. Abdulaziz
Mohsin Ali M Ali Jabran
Saleh Fahad S. Alalboudi
Omar A. Alanazi
Taylor S. Alexander
Lewis Alliger
Tareq Almalih
Abdulmajed S. Alotaibi
Abdullah M. Alshehhi
Shadi H. Alsobhi
Faisal A. Alyahya
Tyler M. Arpin
Destiny E. Ayers
Will Baker
Christopher A. Barnes
Garrnett D. Bays
Julie A. Belmar
Jonathan W. Berbling
Anna M. Beussink
Kaia M. Bohner
Clinton R. Boswell
Ryan Brock
Hailey A. Caliss
Ashley R. Cobb
William S. Dasher
MacKenzie M. Davis
Anisha Dadwadi
Kalhari J. Denawakage
Brett M. Dinberry
Pascom K. Domagni
Matthew H. Dowd
Ethan M. Dunham
Sierra D. Earmhart
Andrew R. Eggers
Zachary S. Ericson
Jasmine M. Ertho
Stephen E. Eswein
Joshua L. Fairchild
Tyler F. Fickas
Vincent B. Foeste
Naif M. Ghari
Emily E. Glister
Kate R. Glassetter
Annika J. Goodson
Trenton M. Gremaud
Nathan D. Grobe
Skyler A. Hanks
Rachel A. Hayes
Beth A. Heise
Dylan J. Heldman
Justin W. Henderson
Paul D. Hughes II
Josse A. Hert
James M. Jansen
Ziwei Jiang
Braonne N. Johnson
Di'Shae M. Johnson
Kenyonja M. Johnson
Gary L. Keene III
Thet P. Khant
Amanda Kiszczak
Mary E. Kleppel
Lakpa T. Lama
Nicholas P. Lambling
Shannon R. Laute
Ryan B. Lepcki
Bingyui Li
Yu Liu
George Livemme IV
Puspa Raj Luitel
Christopher A. Main
Melissa L. Main
Joseph L. Marks
Marc D. Maton
Logan L. Mattingly
Baylee N. McLaughlin
Adam J. Miller
Steven Minner II
Julie-Arn E. Moore
Tyler W. Morris
Wal W. Mynt
Ceton J. Nervo
Joeoch W. Niwong
Seth H. Otto V
A. A. Hansani M. Pathakumadhra
Indrawere J. Polak Minoaamplitigwe
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Mona K. Alshamri
Fritzi L. Anderson
Matt Bryant
Courtney J. Castelli
Mary R. Christy
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Carrie Lynn A. aylor
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Andrew R. Baker
Marcello A. Caola
Ryan J. Droge
Arthur L. Goodin II
David A. Kinsey
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Speralan C. Tumbleson
Yong Zhu

College of Science, Technology & Agriculture

ASSOCIATE OF APPLIED SCIENCE IN COMPUTER TECHNOLOGY
Tracie A. Gardner
Michael G. Haas
Jacob P. Riley
BACHELOR OF ARTS
Allison R. Bowen
Jacqueline M. Rapp
BACHELOR OF SCIENCE
Tawanya A. Abdulaziz
Mohsin Ali M Ali Jabran
Saleh Fahad S. Alalboudi
Omar A. Alanazi
Taylor S. Alexander
Lewis Alliger
Tareq Almalih
Abdulmajed S. Alotaibi
Abdullah M. Alshehhi
Shadi H. Alsobhi
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Will Baker
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Garrnett D. Bays
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Jonathan W. Berbling
Anna M. Beussink
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Ryan Brock
Hailey A. Caliss
Ashley R. Cobb
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Anisha Dadwadi
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Brett M. Dinberry
Pascom K. Domagni
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Sierra D. Earmhart
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Vincent B. Foeste
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Kate R. Glassetter
Annika J. Goodson
Trenton M. Gremaud
Nathan D. Grobe
Skyler A. Hanks
Rachel A. Hayes
Beth A. Heise
Dylan J. Heldman
Justin W. Henderson
Paul D. Hughes II
Josse A. Hert
James M. Jansen
Ziwei Jiang
Braonne N. Johnson
Di'Shae M. Johnson
Kenyonja M. Johnson
Gary L. Keene III
Thet P. Khant
Amanda Kiszczak
Mary E. Kleppel
Lakpa T. Lama
Nicholas P. Lambling
Shannon R. Laute
Ryan B. Lepcki
Bingyui Li
Yu Liu
George Livemme IV
Puspa Raj Luitel
Christopher A. Main
Melissa L. Main
Joseph L. Marks
Marc D. Maton
Logan L. Mattingly
Baylee N. McLaughlin
Adam J. Miller
Steven Minner II
Julie-Arn E. Moore
Tyler W. Morris
Wal W. Mynt
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*4.00 Grade Point Average
Southeast Missouri State University
Office of the Registrar
Candidates for Certificates^ 
December 16, 2017

College of Education
Eva M. Edwards
Bailey L. Kraiemann *
Jennifer E. Madlinger
Michael E. Morgan
Signe R. Novak
Gabrielle A. Rhubarb
Heather A. Roe-Evans
Denise M. Shepard *
Kyle R. Stroder

College of Liberal Arts
Rachel A. Barrett

^Candidates for certificates do not participate in commencement.
With Honors in Associate's Degree

Michael C. Haas

Allison M. Henkelman

Jacob P. Riley

Cum Laude

Tafawny A. Abdulaziz  Miranda K. Foshoe  Jason A. Ledeure
Faisal A. Alyahya  Caroline F. Fowler  Jennifer E. Madlinger
Jon M. Arconati  Courtney N. Friedman  Angela C. Mann
Mollie E. Bachmann  Ryan K. Gillespie  Casey J. McClamahand
Kirsten E. Bainter  Kayla A. Hadler  Molly A. McConnell
Elizabeth V. Belt  Ern M. Harbstreet  Anna T. Messbarger
Collin T. Bentley  Krisley R. Harlow  Taylor L. Meyer
Ashley M. Bequette  Rachel A. Hayes  Matthew D. Milhouse
Anna M. Beussink  Allison M. Henkelman  Hannah N. Misenheimer
Ashley M. Brendel  Kevin Hoering  Brooke A. Montier
Marcie A. Brown  Cynthia N. Hoffman  Michael E. Morgan
Mason A. Brown  Kenneth O. Hoffman II  Kirsten A. Naas
Belhany L. Christian  Julie A. Holder  Whitnie E. Petzoldt
MacKenzie M. Davis  Nicole M. Hoog  David Pittman
Natalie Davis  Zechary Howard  Kimberly N. Portwood
Austin W. Dial  Paul D. Hughes II  Alexander M. Protzel
Jeana J. Dickey  Hannah E. Jaco  Shuang Rao
Megan Escue  Dana Kailbrier  Anissa Y. Resul
Joshua L. Fairchild  Ian P. Kinsley  Brandon M. Rhodes
Vincent B. Froala  Victoria A. LaChance  Lela R. Rosch
Loren B. Foppe  Cedy D. Lashley  Cole W. Ross

Magna Cum Laude

Demi A. Avery  Abigail R. Eisenhart  Mikayla C. Marier  Hilary M. Ogle
Victoria A. Baker  Justin A. Finn  Allison N. Mauk  James C. Poore
Will Baker  Ashley M. Gettinger  Chancery L. McCoy  Kayla L. Rivers
Scott W. Barnett  Emily E. Giesler  Kelly J. McCormack  Kennedy E. Roderick
Bryce C. Bradley  Abigail M. Hopen  Baylee N. McLaughlin  Casey L. Seabaugh
Lillian G. Bull  Jamie L. Kern  Morgan R. Middleton  Erin T. Smothers
Hailey A. Cellis  Mary E. Kheppeli  Allen Moss III  Courtney L. Thompson
Matthew H. Dowd  Marissa A. Lamay  Andrew T. Neal  Abby S. Tinnin
Tammy G. Easley  Yaqian Liu  Jessica L. Neis  MacKenzie L. Williams

Summa Cum Laude

Elsa J. Althof  Bailey L. Kreleman  Claire L. Olmsted  Rebekah A. Smith
Maha M. Alyami  Madeline Krumrey  Sarah E. Patrick  Kayla D. Uhles
Rachel A. Barrett  Dulce B. Maldonado Munoz  Rachael E. Petzoldt  Brianna M. Voelker
Matthew J. Glaus  Joseph L. Marks  Gabrielle A. Rhubarb  Sonny J. Warren
Beth A. Heise  John P. O'Keefe  Katarina A. Rotta

* Denotes Honorable Mention
I. Motion to be Considered:

Approve the proposed revision for Academic Program Review within Chapter 1, Section G6 of the Faculty Handbook.

II. Background:

On October 4, 2017 the Faculty Senate approved Faculty Senate Bill 17-A-18. The bill retains a cyclical review of all academic programs. The following documents are attached to this motion:

Attachment 1: Policy redline denoting changes from existing language
Attachment 2: Policy in final form to be included in the Faculty Handbook

Changes in the language of the policy include:
- Renaming the Faculty Advisory Committee for Academic Program Review as the Academic Program Review Committee
- Providing the University President with the ability to initiate an Extraordinary Program Review in response to state-level factors, financial constraints, or other major institutional considerations

Attachments 3 and 4 indicate the corresponding procedures and are provided for information purposes.
FACULTY SENATE

SOUTHEAST MISSOURI STATE UNIVERSITY

FACULTY SENATE BILL 17-A-18

Approved by the Faculty Senate
October 4, 2017

BRIEF SUMMARY: This bill revises and renames the policy for the Faculty Advisory Committee for Academic Program Review, and moves the amended policy and its companion procedure to a separate subsection of the faculty handbook.

REVISING POLICY FOR “FACULTY ADVISORY COMMITTEE FOR ACADEMIC PROGRAM REVIEW”

BE IT RESOLVED THAT: subject to the passage and approval of bills 17-A-8 and 17-A-9 revising the current content of Chapter 1, Section G-5 of the Faculty Handbook, both this bill and its companion bill revising a corresponding “procedures” section of the “Faculty Advisory Committee for Academic Program Review” portion of Subsection 5Y will be amended by replacing the existing policy content with the content below, and then moved to a new subsection of the handbook: Chapter 1, Section G, Subsection 6.

Faculty-Advisory-Committee-for-Academic-Program-Review

Faculty Senate Bill 11-A-4 begins here

Review Committees

While the primary responsibility for course and curricular development and review rests with the department, the collegial process in the University ensures open discussion of and dialogue about instructional related questions. Beyond the department, there are six review committees that may be involved in one or more aspects of the review process:

Faculty-Advisory-Committee-for-Academic-Program-Review

Policy

All programs will be reviewed by the Faculty-Advisory-Committee-for-Academic-Program Review Committee through a regular (cyclical) Program Review, procedure involving a review of each program at least every five years. The overall purpose of program reviews is to assess each unit’s program quality, effectiveness, and continued viability; to stimulate program
planning and improvement; to continue to fulfill our mission to the students, communities, and people that we serve; and to encourage the unit's development in strategic directions that reflect the University's priorities. The fundamental principle in program review is the use of multiple measures to assess programs.

When necessary due to major financial constraints or other major institutional or state-level factors, the president, after consulting with the provost and the Faculty Senate, may recommend to the Board of Regents that the University must suspend the Regular (cyclical) Program Review process and initiate an Extraordinary Program Review. Under such extraordinary conditions, after considering the president's recommendation, the Board of Regents may direct the University to complete an Extraordinary Review of programs with specific instructions and timelines. Guidelines for the data required in program review reports should be developed by the Office of the Provost with input from the Faculty Senate or its designated body.

If a program is discontinued, the University will make every reasonable effort to assist affected juniors, seniors, and graduate students in the completion of their program degree program.

*Approved by Faculty Senate Bill 10-A-16 December 1, 2010, Reviewed by President December 2, 2010, Approved by Board of Regents December 8, 2010*

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FACULTY SENATE

SOUTHEAST MISSOURI STATE UNIVERSITY

FACULTY SENATE BILL 17-A-18

Approved by the Faculty Senate
October 4, 2016

BRIEF SUMMARY: This bill revises and renames the policy for the Faculty Advisory Committee for Academic Program Review, and moves the amended policy and its companion procedure to a separate subsection of the faculty handbook.

REVISING POLICY FOR “FACULTY ADVISORY COMMITTEE FOR ACADEMIC PROGRAM REVIEW”

BE IT RESOLVED THAT: subject to the passage and approval of bills 17-A-8 and 17-A-9 revising the current content of Chapter 1, Section G-5 of the Faculty Handbook, both this bill and its companion bill revising a corresponding “procedures” section of the “Faculty Advisory Committee for Academic Program Review” portion of Subsection 5Y will be amended by replacing the existing policy content with the content below, and then moved to a new subsection of the handbook: Chapter 1, Section G, Subsection 6.

Academic Program Review

1 Policy

2 All programs will be reviewed by the Academic Program Review Committee through a cyclical procedure at least every five years. The overall purpose of program review is to assess each unit's program quality, effectiveness, and continued viability; to stimulate program planning and improvement; to continue to fulfill our mission to the students, communities, and people that we serve; and to encourage the unit's development in strategic directions that reflect the University's priorities. The fundamental principle in program review is the use of multiple measures to assess programs.

3 When necessary due to major financial constraints or other major institutional or state-level factors, the president, after consulting with the provost and the Faculty Senate, may initiate an Extraordinary Program Review with specific instructions and timelines. Guidelines for the data required in program review reports should be developed by the Office of the Provost with input from the Faculty Senate or its designated body.
If a program is discontinued, the University will make every reasonable effort to assist affected students in the completion of their degree program.

Approved by Faculty Senate Bill 10-A-16 December 1, 2010, Reviewed by President December 2, 2010, Approved by Board of Regents December 8, 2010

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Attachment 3

FACULTY SENATE SOUTHEAST MISSOURI STATE UNIVERSITY

FACULTY SENATE BILL 17-A-19

Approved by the Faculty Senate
October 4, 2017

BRIEF SUMMARY: This bill revises and renames the procedures for the Faculty Advisory Committee for Academic Program Review, and moves the amended procedures and its companion policy to a new subsection of the faculty handbook.

REVISIGN PROCEDURES FOR “FACULTY ADVISORY COMMITTEE FOR ACADEMIC PROGRAM REVIEW”

BE IT RESOLVED THAT: subject to the passage and approval of bills 17-A-8 and 17-A-9 revising the current content of Chapter 1, Section G-5 of the Faculty Handbook, both this bill and its companion bill revising a corresponding “policy” section of the “Faculty Advisory Committee for Academic Program Review” portion of Subsection 5Y will be amended by replacing the existing policy content with the content below, and then moved to a new subsection of the handbook: Chapter 1, Section G, Subsection 6.

Procedures

Determination of Program Review: There are three methods of program selection and initiation of review:

1. Cyclically reviewed once every five-year cycle in which each program is given a particular year for review to occur.

2. Noncyclically reviewed may be initiated by the provost based on the needs of academic affairs or by a recommendation from the Academic Program Review Committee.
   a. If the Academic Program Review Committee recommends that a program be reviewed in a year other than in the program’s regular cycle, the provost will review the committee’s recommendation and supporting materials and determine whether to approve the noncyclical review.
   b. The provost will announce, by the end of the semester prior to the semester in which the review will occur, the programs to undergo a noncyclical review and any variation from the standard review criteria and timeline.
3. An Extraordinary Program Review may be initiated by the president as described in the Policy Section for the Academic Program Review Committee.

**Membership on the Academic Program Review Committee:**

The faculty of each department will nominate a tenured faculty member who will then stand for a college-wide election, administered by the college dean. The names of the two faculty members garnering the most votes from each college will be forwarded to the provost, who, in consultation with the president, will appoint one of them as committee member. Non-rotating members will include a representative from the Office of the Provost, the chair of the Faculty Senate, the chair-elect of the Faculty Senate, the moderator of the Chairperson’s Forum, and the dean of Graduate Studies. An additional college dean. The committee will be chaired by the representative of the Office of the Provost. Appointment terms will be staggered for continuity.

**Election timeframe and term limits:** Regular elections for an open position on the Academic Program Review Committee normally will take place in the first full week of April. Those faculty will serve a three-year term, with a maximum of two consecutive terms.

**Procedure for Regular (cyclical) Program Review**

1. If a program submits to either an initial accreditation or reaffirmation of accreditation, the University will attempt to use materials from the accreditation procedure for the internal program review process. The program review process will vary depending on whether the program is classified as accredited or non-accredited. Guidelines to be used by each classification are provided on the provost’s website [insert hyperlink http://www.smo.edu/provost/faculty_info/form-downloads.html], and will be reevaluated at least every five years.

2. Standard institutional data required for the self-study will be made available by Institutional Research by March 15 for reviews scheduled in the subsequent academic year.

3. A department self-study, following guidelines provided on the provost’s website, is due to the appropriate college dean no later than September 1 of the academic year when the review is scheduled.

4. An external reviewer will be selected and used for non-accredited programs using the selection process, guidelines, and report format provided on the provost’s website. Arrangements should be made so the external reviewer’s final report is submitted to the dean no later than October 1.
5. Accredited programs will submit the most recent comprehensive report used for a successful initial accreditation or reaccreditation.

6. The college dean reviews the department's self-study along with the external reviewer's report or the most recent reaccreditation report, and submits these materials along with their analysis and recommendation to the provost by November 15. The provost will forward these materials to the Academic Program Review Committee.

7. The Academic Program Review Committee conducts a detailed analysis of the self-study and all other documentation and submits a detailed report with analysis and recommendations to the provost by March 1. Before submitting their final report, the Academic Program Review Committee will schedule a meeting with all department faculty to clarify and discuss issues of concern. Possible committee recommendations may include:
   a. maintaining the program,
   b. eliminating the program,
   c. eliminating the program but keeping the University Studies and service courses,
   d. merging similar programs,
   e. partnering or collaborating with other institutions to offer the program,
   f. planning future programs,
   g. activities or initiatives for the program to undertake.

8. The provost reviews the self-study, dean's recommendation, external reviewer or accreditation report, and the Academic Program Review Committee report, and provides a recommendation to the president.

9. If a program will be eliminated as a result of the program review process, the Faculty Senate, the University community as a whole, and the faculty in the program are informed by the provost about the decision by June 30. Procedures related to program elimination can be found in Chapter 5C of the Faculty Handbook: Process for Academic Restructuring. [Insert hyperlink: http://www.semo.edu/facultysenate/handbook/5c.html]

10. The provost also informs affected students in the program being discontinued. These students are advised of provisions made to continue offering these courses for a limited period of time.

### Attachment 3

**Date and Version:** 10/2/2017, Version 3e (Redline)
**Handbook Section:** Chapter 1, Section G, Subsection SY
**Proposed Change:** Revising Procedure for Faculty Advisory Committee for Academic Program Review
**Source of Bill:** Faculty Senate Academic Affairs Committee and the Office of the Provost

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to compare programs' performance to nationally normed data, using national datasets such as the University of Delaware dataset or other appropriate and comparable datasets.

- To look at the last three-year trends for most of these parameters.
- To rank all academic programs based on how they perform with these criteria.
- To conduct statistical analysis, which may include but is not limited to: generating ranks, comparative ranks, sum of ranks, and mean rank for the performance of each program against each criteria dataset.

3 weeks prior to the beginning of Fall or Spring semester: The provost sends the datasets to the departments. The provost will also send an email to full-time faculty, notifying them of the availability and online location of the datasets, as well as the deadline for their response.

By Week 10 of the semester: The University-level Faculty Advisory Committee for Academic Program Review conducts a detailed analysis of the program and all responses generated by the review, and submits a recommendation to the provost, along with all previous recommendations. The Committee will conduct a more thorough analysis, including a more in-depth analysis of methods for increasing programmatic quality and budgetary efficiency, study datasets to identify areas for improved financial and programmatic strength, request additional data or new analysis of existing data if it adds clarity to the task, and consider creative alternative means for offering programming. Among other possible criteria, the Committee may consider the economic and programmatic impact of:

- Enhancing or eliminating majors.
- Eliminating majors, but keeping the university studies courses in a major.
- Merging similar majors, such as the various education majors offered in various colleges.
- Eliminating elective courses.
- Partnering or collaborating with other institutions to offer programming.
- Possible course redesign.
- Use of technology.
- Planning for future programs.

The Committee's recommendation for the next review.

By Week 12 of the semester: The provost reviews the original datasets and considers recommendations from the department, the department chair, the dean, and the Faculty Advisory Committee for Academic Program Review. If necessary, the provost consults with University legal counsel to seek advice on potential courses of action. If the provost deems it necessary, all previous recommendations will go to Academic Council as an informational item for discussion only. After considering all recommendations, the provost makes a recommendation to the president.

By Week 14 of the semester: As appropriate, the president reviews the data, considers recommendations, secures additional clarification and data, and makes an independent recommendation to the Board of Regents.
The Board of Regents takes action on any recommendation by the president.

If the elimination of the program has an impact on the number of faculty remaining in the department, the University follows the "Procedure for All Faculty Terminated by Program, College, or School Discontinuance Within Academic Restructuring" outlined in the Faculty Handbook.

so that juniors and seniors enrolled in the program will have an opportunity to graduate from that program. Freshmen and sophomores in the program are advised to move into other related programs at Southeast Missouri State University.

Procedure for Extraordinary Program Review

Under the special circumstances of an Extraordinary Review, the president and provost will consult with deans, chairpersons, the Faculty Senate, and the Faculty Advisory Committee for Academic Program Review to establish a special review procedure that is appropriate for the special circumstances that have resulted in the Extraordinary Review and that conforms to the instructions from the Board of Regents.
The Office of the Provost will provide to deans, chairpersons, and the Faculty Advisory Committee for Academic Program Review the data necessary to evaluate each program under the specific conditions of the Extraordinary Review.
BRIEF SUMMARY: This bill revises and renames the procedures for the Faculty Advisory Committee for Academic Program Review, and moves the amended procedures and its companion policy to a new subsection of the faculty handbook.

REVISING PROCEDURES FOR “FACULTY ADVISORY COMMITTEE FOR ACADEMIC PROGRAM REVIEW”

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   a. If the Academic Program Review Committee recommends that a program be reviewed in a year other than in the program’s regular cycle, the provost will review the committee’s recommendation and supporting materials and determine whether to approve the nongenormal review.
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**Procedure for Regular (cyclical) Program Review**

1. If a program submits to either an initial accreditation or reaffirmation of accreditation, the University will attempt to use materials from the accreditation procedure for the internal program review process. The program review process will vary depending on whether the program is classified as accredited or non-accredited. Guidelines to be used by each classification are provided on the provost’s website [insert hyperlink http://www.semo.edu/provost/faculty_info/form-downloads.html], and will be reevaluated at least every five years.

2. Standard institutional data required for the self-study will be made available by Institutional Research by March 15 for reviews scheduled in the subsequent academic year.

3. A department self-study, following guidelines provided on the provost’s website, is due to the appropriate college dean no later than September 1 of the academic year when the review is scheduled.

4. An external reviewer will be selected and used for non-accredited programs using the selection process, guidelines, and report format provided on the provost’s website. Arrangements should be made so the external reviewer’s final report is submitted to the dean no later than October 1.

5. Accredited programs will submit the most recent comprehensive report used for a successful initial accreditation or reaccreditation.

6. The college dean reviews the department’s self-study along with the external reviewer’s report or the most recent accreditation report, and submits these materials along with their
analysis and recommendation to the provost by November 15. The provost will forward
these materials to the Academic Program Review Committee.
7. The Academic Program Review Committee conducts a detailed analysis of the self-study
and all other documentation and submits a detailed report with analysis and
recommendations to the provost by March 1. Before submitting their final report, the
Academic Program Review Committee will schedule a meeting with all department
faculty to clarify and discuss issues of concern. Possible committee recommendations
may include:
   a. maintaining the program,
   b. eliminating the program,
   c. eliminating the program but keeping the University Studies and service courses,
   d. merging similar programs,
   e. partnering or collaborating with other institutions to offer the program,
   f. planning future programs,
   g. activities or initiatives for the program to undertake.
8. The provost reviews the self-study, dean’s recommendation, external reviewer or
accreditation report, and the Academic Program Review Committee report, and provides
a recommendation to the president.
9. If a program will be eliminated as a result of the program review process, the Faculty
Senate, the University community as a whole, and the faculty in the program are
informed by the provost about the decision by June 30. Procedures related to program
elimination can be found in Chapter 5C of the Faculty Handbook: Process for Academic
Restructuring. [Insert hyperlink: http://www.semo.edu/facultysenate/handbook/5c.html]
10. The provost also informs affected students in the program being discontinued. These
students are advised of provisions made to continue offering these courses for a limited
period of time.

Approved by Faculty Senate Bill 11-A-3 March 23, 2011, Reviewed by President May 3, 2011,
15 Day Review March 29 - April 27, 2011

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<td>9/20/2017</td>
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<tr>
<td>Second Senate Meeting</td>
<td>10/4/2017</td>
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<td>Faculty Senate Vote</td>
<td>10/4/2017</td>
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BOARD OF REGENTS
MOTION CONSIDERATION FORM
December 15, 2017
Open Session

I. Motion to be Considered:

Recommend approval of the following changes to Academic Programs:

- Consideration of Approval of Academic Restructure - Dissolve the Department of Modern Languages, Anthropology and Geography and merge it into two existing departments thereby creating the Department of History and Anthropology and the Department of Communication Studies and Modern Languages

II. Background:

- Consideration of Approval of Academic Restructure - Dissolve the Department of Modern Languages, Anthropology and Geography and merge it into two existing departments thereby creating the Department of History and Anthropology and the Department of Communication Studies and Modern Languages

Consistent with the Academic Affairs reorganization line in the FY18 budget review spreadsheet, the College of Liberal Arts requests the dissolution of the current Department of Modern Languages, Anthropology, and Geography, and the creation of the Department of History and Anthropology along with the Department of Communication Studies and Modern Languages. In essence, this major academic restructuring is taking three academic departments and reconfiguring them into two departments.

Justifications for this request include the ability to create budgetary savings without the loss of instructional positions or academic programs. This reorganization is projected to

Recommended By:
Student Government
Faculty Senate
Administrative Council
VP, Finance & Admin.
VP, University Advancement

Chairperson
Dean
Academic Council
Provost
President

Board Action on:
Motion By:
Second By:
Vote:Yeas:Nays:
reduce approximately $61,000 in administrative costs along with positioning academic programs in related areas to imagine and innovate new courses, options, and programs ultimately benefitting students.

This merger will not negatively affect the student experience. The number of faculty lines will remain the same and current degree programs will persist. The primary difference involves a change in administrative oversight for these new units. Rather than the current three Department Chair and Administrative Assistant positions, there will be two Chairs and Administrative Assistants. Human Resources has developed a process for selection of the Chairs and Administrative Assistants for the newly configured units.

This proposal followed the stated Faculty Handbook process for major academic restructuring and unanimously was endorsed at the department and college levels, as well as by the University Studies Council, Graduate Council, Academic Council, the Provost, and President.
November 22, 2017

Frank Barrios, Dean
College of Liberal Arts
Southeast Missouri State University
Cape Girardeau, MO 63701

Dear Dean Barrios,

I considered the major academic restructuring proposal you submitted and concur with the recommendation from Provost Karl Kunkel to dissolve the Department of Modern Languages, Anthropology, and Geography and create the Department of History and Anthropology along with the Department of Communication Studies and Modern Languages. I also agree with the Provost that the newly configured department should be titled, “History and Anthropology” and not “History, Anthropology, and Geography” as stated in the proposal since Southeast Missouri State does not offer either a major or minor program in geography.

This academic department reconfiguration will be presented to the Board of Regents at the December 15, 2017, meeting for their consideration and approval.

Sincerely,

[Signature]

Dr. Carlos Vargas
President

c: Dr. Karl R. Kunkel, Provost
Dr. Toni Alexander, Chair, Department of Modern Language, Anthropology, and Geography; Interim Chair, Department of History
Dr. Glenn Williams, Chair, Department of Communication Studies
Date: November 18, 2017

To: Dr. Carlos Vargas, President

From: Dr. Karl Kunkel, Provost

MEMORANDUM

Topic: Recommendation for Proposed Reconfiguration of Academic Departments in the College of Liberal Arts

I considered and examined submitted materials from various groups and individuals concerning the proposal to dissolve the current Department of Modern Languages, Anthropology, and Geography, and merge the Anthropology and Geography faculty, courses, and programs with the History Department while merging the Modern Languages faculty, courses, and programs with the current Department of Communication Studies. Based on this examination I recommend approving this reconfiguration.

Academic reorganization of departments and colleges is a central aspect of finding necessary cost reductions to meet the current significant budget challenges at the University and the proposed reconfiguration is estimated by the Budget Office to bring around $61,000 in savings. More important, realigning these units as proposed creates the potential for conversations among faculty to create new courses, options, and possibly even future programs ultimately benefitting students. Two examples are development of opportunities in Spanish for Health Professions (health communications and Spanish faculty) and linkages between archeology and historical preservation.

The only aspect of the proposal I do not support is including geography in the new department name. There currently is no major or minor program offered at Southeast in geography, the closest being a multidisciplinary Geographic Information Systems minor and the new Geographic Information Science major program, neither of which are centered in this department. Thus, I propose naming the newly configured department “History and Anthropology” because of the current existing graduate and undergraduate history programs and the anthropology option in the Bachelor of Arts-Global Cultures and Languages comprehensive degree.

In summary, I recommend support for the proposal to reconfigure the departments taking three current units in the College of Liberal Arts and creating two new departments along with modifying the proposed department name for one of the units. The result will be the Department of Communication Studies and Modern Language along with the Department of History and Anthropology that includes geography faculty and courses offered at Southeast Missouri State.

Please contact me if you need additional information.
ACADEMIC RESTRUCTURING PROPOSAL
COLLEGE OF LIBERAL ARTS
INITIATED BY: FRANK BARRIOS, DEAN, COLA
ACADEMIC UNITS INVOLVED: Department of History, Department of Modern Languages, Anthropology & Geography, Department of Communication Studies

Statement of Purpose:

It is proposed that the College of Liberal Arts undertake a reorganization of several of its departments to become effective July 1, 2018. It is proposed that the current Department of Modern Languages, Anthropology, and Geography be eliminated and that current faculty members in anthropology and geography be reassigned to the Department of History to form a new Department of History, Anthropology, and Geography. Faculty members teaching modern languages would be reassigned to the Department of Communication Studies to form a Department of Communication Studies and Modern Languages. It is further proposed that the current chair of the Department of Modern Languages, Anthropology, and Geography be appointed to chair the new Department of History, Anthropology, and Geography. Upon completion of this reorganization, the College of Liberal Arts would go from ten academic departments to nine.

Rationale:

The most obvious and immediate reason for this proposal is financial. The University in general, and academic affairs in particular, face a serious deficit over the next several years as a result of the ongoing decline in state appropriations combined with increasing annual operating costs. As a result of this, there is an expectation of academic restructuring in Academic Affairs built into the three year budget proposal put forward by the Budget Review Committee last spring. This proposal would serve as COLA’s contribution to this effort.

An overview of the COLA academic departments indicates that this is the most appropriate direction that the college can take in this direction. With the resignation of Dr. Wayne Bowen, chair of the Department of History in May, 2017, an opportunity was created for a reorganization to take place that would result in savings over the next three years without the loss of instructional positions. This would be accomplished by having the current Modern Languages, Anthropology, and Geography department chair (Dr. Toni Alexander) become the interim chair of the Department of History during the 2017-2018 academic year and then assume the leadership of a combined department effective Fall 2018.

The Department of Modern Languages, Anthropology, and Geography currently consists of ten full time faculty members, three in anthropology, two in geography, four in modern languages, and one shared position with History. In addition, there are three other part-time language instructors. The Department of History currently includes thirteen full-time faculty and the Department of Communication Studies will consist of ten full-time faculty members effective Fall 2017. The proposed reorganization would result in a Department of History, Anthropology, and Geography with nineteen faculty and a Department of Communication Studies and Modern Languages with fourteen full-time faculty. The table below summarizes this information. Please note that this does not take into account future resignations, retirements, promotions or possible new faculty; it lists current faculty and their present status.
**Board of Regents**  
_Motion Consideration Form (Major Academic Restructuring)_  
_December 13, 2017_  
_Page 6 of 24_

**Current Structure**

<table>
<thead>
<tr>
<th>Communication Studies</th>
<th>History</th>
<th>Mod. Lang., Anthro. &amp; Geography</th>
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</thead>
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<tr>
<td>Full Professors (1)</td>
<td>Full Professors (5)</td>
<td>Full Professors (3)</td>
</tr>
<tr>
<td>Associate Professors (1)</td>
<td>Associate Professors (2)</td>
<td>Associate Professors (1)</td>
</tr>
<tr>
<td>Assistant Professors (3)</td>
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<tr>
<td>Total</td>
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**Proposed Reorganization**

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<tr>
<th>Comm. Studies &amp; Mod. Languages</th>
<th>History, Anthropology &amp; Geography</th>
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</thead>
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</tr>
<tr>
<td>Associate Professors (1)</td>
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<td>FT Instructors (6)</td>
<td>FT Instructors (6)</td>
</tr>
<tr>
<td>Total</td>
<td>14</td>
</tr>
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</table>

Although financial considerations are an important reason for carrying out this reorganization, it should be emphasized that this can be carried out without compromising academic quality or having a negative impact on students. No faculty positions would be lost, no current department chair would be demoted, and no current programs or courses being offered would be eliminated as a result of this proposal. It is anticipated that there would be no loss of operating budgets or student labor or equipment funds, as it is proposed that these would be taken from the Modern Languages budget and divided proportionately between the two remaining departments. The only reduction resulting from this proposal would be one administrative assistant position, which would likely be addressed through attrition or reassignment elsewhere in the University.

Moreover, the proposed realignment makes increased sense pedagogically over the current arrangement. First, it combines disciplines usually considered to be social sciences (History, Anthropology, Geography) into one department, while placing modern languages (French, Spanish, German, Chinese, Japanese)-which can be legitimately considered a form of verbal communication- in the same department with Communication Studies, which seeks to improve communication in the English language. This proposed reorganization also offers some advantages over the current arrangement. These include:

- The BA in Social Science program offered by the Department of History, has experienced enrollment growth since its inception to the point that a new RNTT line was approved to serve these students. Under the proposed reorganization, the OS 200, 300, and 400 courses currently being taught exclusively by historians could also be taught by anthropologists and geographers, creating a comprehensive interdisciplinary experience for students.

- Historically, the Modern Languages and especially Communication Studies departments have experienced difficulties in staffing tenure and promotion committees, due to the
relative scarcity of tenured faculty, requiring them to use outside faculty for this purpose. Under this reorganization, the combined department would have a sufficient number of tenured faculty to adequately staff its tenure and promotion committee.

- In recent years, the Department of Modern Languages, Anthropology, and Geography has experienced enrollment declines in its language offerings but increases in its anthropology and geography courses. Communication Studies, on the other hand, has grown to the point that an additional line was provided to them for the 2017-2018 academic year. By virtue of the structure of the current University Studies program, there has historically been direct competition for students between modern languages and communication studies courses-to the detriment of modern languages enrollments. Combining these disciplines into one department eliminates this competition, as all credit hours generated in this area would be credited to the same academic unit. Modern languages courses and programs will benefit from being combined with a growing Communication Studies Department, while Communication Studies will be strengthened by the addition of faculty and financial resources to what is currently the smallest academic department in COLA.

- Adding a strong anthropology program and a small but growing geography presence to an already solid Department of History will allow this unit to provide a more diverse and comprehensive approach to social sciences under one academic roof.

This proposal is submitted in accordance with the process specified in Chapter 5 (C) of the Faculty Handbook which cites Faculty Senate Bills 10-A-15 and 11-A-2 and is linked to below:

http://www.semo.edu/facultysenate/handbook/5c.html
PERSONNEL CONSIDERATIONS:

As indicated previously, no faculty lines would be lost. One administrative assistant position would be eliminated or reassigned. Below are the current and proposed faculty and staff assignments:

<table>
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<tr>
<th>FY 2018</th>
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<tr>
<td>Communication Studies</td>
<td>Communication Studies &amp; Modern Languages</td>
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<td>L. Clark (budgeted to Extended Learning)</td>
<td>L. Clark (budgeted to Extended Learning)</td>
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<td>B. Clubbs</td>
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<td>R. Compaore</td>
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<td>A. Henry</td>
<td>G. Eckart</td>
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<td>S. Kodish</td>
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<td>P. Madlock</td>
<td>N. Holley</td>
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<td>S. Spalding</td>
<td>S. Kodish</td>
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<tr>
<td>R. Whitlow-Greenwood</td>
<td>D. Lee-DiStefano</td>
</tr>
<tr>
<td>G. Williams (chair)</td>
<td>K. Louie</td>
</tr>
<tr>
<td>K. Owens (admin. assistant)</td>
<td>P. Madlock</td>
</tr>
<tr>
<td>History</td>
<td>S. Spalding</td>
</tr>
<tr>
<td>L. Acosta-Corniel</td>
<td>R. Whitlow-Greenwood</td>
</tr>
<tr>
<td>T. Alexander (interim chair)</td>
<td>G. Williams (chair)</td>
</tr>
<tr>
<td>D. Cameron</td>
<td>TBD (admin. assistant)</td>
</tr>
<tr>
<td>J. Chandler (budgeted to Extended Learning)</td>
<td>TBD (Anderson replacement)</td>
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<tr>
<td>E. Clements</td>
<td>J. Bengtson</td>
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<tr>
<td>A. Cribiez</td>
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<td>D. Curtis</td>
<td>D. Cameron</td>
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<td>J. Chandler (budgeted to Extended Learning)</td>
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<td>L. Hamblin</td>
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<tr>
<td>J. Rhodes</td>
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<td>J. McGaugh (admin. assistant)</td>
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IMPACT UPON STUDENTS

As there will be no loss of instructional positions in any of the affected departments, it is expected that the impact of this proposed reorganization on students will not be significant. All courses and programs currently being provided by all departments are expected to continue in their present form with a few exceptions noted below. Any changes will be relatively minor and will have a positive impact on students. They are noted as follows:

Communication Studies

No changes that are directly related to this reorganization are anticipated. The current BA in Communication Studies, BS in Corporate Communication, and BS in Health Communication will continue in their present form (with revisions as appropriate), as will the minors in Communication for Health Professionals, Communication for Legal Professionals, and Communication Studies.

History:

No changes are anticipated. The current BS in Historic Preservation, BA in History, BA in Social Science, and BS Ed in Social Studies will continue in their present form, as will the minors in Historic Preservation, History, and Latin American Studies.

Modern Languages:

Under the proposed reorganization, the current BA in Global Cultures and Languages with options in Anthropology, Foreign Language, and Global Studies would have to undergo some changes. Given the current enrollment increases in Anthropology, it is proposed that reviving the BA in Anthropology which previously existed may be warranted. This major would be one option offered by a new Department of History, Anthropology, and Geography. Students majoring in a foreign language would likely be enrolled in a new BA in Modern Languages with French, German, and Spanish options. This degree would be offered by the new Department of Communication Studies and Modern Languages. The current BS Ed programs in French and German would continue in their present form and be offered by the Department of Communication Studies & Modern Languages. The current Global Studies option of the Global Cultures & Languages BA would experience the most significant change. Given its requirements that draw upon courses in history, geography, and languages, it is proposed that this become an interdisciplinary major that would be jointly administered by both of the departments resulting from this reorganization. The same would be true of the Global Studies minor currently being offered. Current minors in Anthropology and Archaeology would be offered by the new Department of History, Anthropology & Geography, while current minors in French, German, and Spanish would be offered by the new Department of Communication Studies & Modern Languages.

While there is currently no major or minor in Geography, it is proposed that serious consideration be given to reviving the minor that was previously offered. Over the past three years, with the arrival of the current chair in Modern Languages, enrollments in Geography have increased steadily after a long period during which the discipline was neglected.
RESOURCE CONSIDERATIONS

Regardless of whether this proposed reorganization proceeds or not, faculty in the current Department of Modern Languages, Anthropology & Geography will require relocation from their current facilities in the Art Building due to the significant and continuing deterioration of this building. This includes the Archaeology Lab currently located in the basement of the Art Building. Due to the current locations of the Communication Studies and History departments, there is not enough space in either Academic Hall or Carnahan Hall as they are currently configured to relocate the faculty being reassigned from the Modern Languages department in space adjacent to their new department offices. Although there are no firm plans at this time, there have been informal discussions proposing that Modern Languages faculty be relocated from their current space in the Art Building to Brandt Hall when that space is vacated by the occupants temporarily located there during the renovation of Grauel Hall. Although detailed relocation plans are obviously not available at this early stage of planning, it should be noted that this proposed reorganization will create several challenges that must be addressed once it is approved. Anthropology faculty, regardless of where they are located, will require facilities that can accommodate the specialized needs of the Archaeology Lab. Anthropology faculty would ideally be located in a contiguous area because this is critical to the program’s ability to recruit and retain students, as they have been doing recently in spite of their inadequate facilities. The relative autonomy of this program would make its proximity to the history department office less critically important; on the other hand, modern language faculty will need to become integrated into their new department more fully and this will require efforts to find them space in proximity to their new department office. Careful thought must be given to their relocation in order to avoid conveying to them the impression of second class status compared to current communication studies faculty, whose current facilities are highly desirable. While the specific location of these offices remains to be determined, the number of offices that will be required to adequately house faculty is not expected to increase from current levels.

As there is not a proposal to increase or decrease the total number of faculty in these departments, it is not expected that there will be a need to increase their budgets for operations, student labor, or equipment. However, it should also be noted that it would not be realistic to decrease these resources significantly from current levels. The most equitable solution would be to apportion funds currently in the Modern Languages, Anthropology, & Geography budget to the other two departments in order to permit these departments to absorb expenses generated by the addition of several faculty members.
Response to the Academic Restructuring Proposal, initiated by Frank Barrios, Dean, COLA.

As specified, the Department of Communication Studies offers this report “endorsing or rejecting the proposal,” and “indicating the degree of support and suggestions.” (Faculty Handbook 5 C).

Our department generally endorses the proposal, although we have concerns over its implementation. For the good of all involved and the success of the programs we offer these observations/suggestions.

1) Location. Location. Location. It matters for real estate as well as academic programs. One of the goals of our president and board during Academic Hall’s refurbishment was to feature an academic program—one in which most students would take a course. As a result, nearly every alum would have a class in this iconic building which visually represents our university and deepens their connection to Southeast.

SC 105 (Oral Comm), coupled with the size of our department, made Communication Studies ideal. We invested much of our budget, for three years, to equip offices for functionality and aesthetic appeal. The look and feel of Academic Hall has positively impacted our numbers, helping us recruit and retain students as we welcome them into the space and as they experience the classrooms during instruction, Speakers’ Lab, and student organization meetings/ceremonies. They experience our offices during office hours and one-on-one advising—feeling valued as students and majors/minors, appreciative of the setting.

Modern Languages could benefit similarly, and possibilities readily exist to make it happen. For example, AC 210 (empty) and AC 214 (custodial storage) could easily be transformed into offices for faculty. The tables/chairs now stored in AC 214 could be relocated to AC 215A (a large, empty closet in the auditorium’s balcony area). For the other two offices, half of the spacious commons area near our floor’s restrooms could be utilized through simple partitioning. Faculty would then enjoy close proximity to our departmental office, classrooms, mailboxes, and printer/copier. Adjunct faculty could “hotel” (as our Comm Studies’ adjuncts do) in our small conference area (AC 208), convening office hours on a staggered schedule.

2) Numbers. Communication Studies continues on the upswing, a trend enjoyed since we became our own department. Our Corporate Communication major has led COLA in terms of growth. Our Communication Studies major has held steady and (now that we have adequate capacity) is being reworked to enhance its offerings and better establish its identity. Our Health Communication major, launched in Fall 2015, has far surpassed its enrollment goals, and recent collaborations with Spanish is fueling growth for both areas.

Our momentum, collaborations, and recruitment/retention strategy can help Modern Languages thrive. At the same time, if—despite our best efforts—Modern Languages experiences lagging numbers in classes and/or major, we would hope those numbers would not adversely affect students in Communication Studies. We are uncertain, for example, what the aggregated numbers for credit hour production would mean for faculty lines and so forth in an otherwise vibrant program.

3) Leadership. Our chairperson has worked hard to nurture and grow all areas of the department and pledges an equal commitment to Modern Languages. When it comes time to replace our chair, we need one who is likewise well versed in relational, organizational, and public communication—one who can employ and refine the communication-based recruitment and retention strategy that has helped our program thrive and can do likewise for Modern Languages, mentoring all faculty so they can assist.

In short, adding Modern Languages to Communication Studies makes sense at some level, given our similar interests and recent collaborative projects. To enable and foster success will require locating
Modern Languages faculty alongside colleagues and chairperson in Communication Studies. Operating in the same well-cultivated space will promote functionality, collegiality, and continued growth—allowing “the academic program in Academic Hall” to be what it was envisioned to be, inclusive of Modern Languages.
Academic Restructuring Proposal

Department of History

Statement of Purpose

The faculty of the Department of History unanimously supports the proposed academic restructuring that would combine the current history faculty with the anthropology and geography faculty to establish a new Department of History, Anthropology, and Geography chaired by the current chairperson of the Department of Modern Languages, Anthropology, and Geography. In order to ensure the effectiveness of the proposed unit, the history faculty makes the following recommendations: Retain the tenure-track history faculty line vacated by the departure of Dr. Wayne Bowen and the recently approved RN TT line for the B.A. in Social Science. In view of the proposed merger of faculty lines in history with those in anthropology and geography, the history faculty recommends that existing facilities be adjusted to house all faculty members of the proposed Department of History, Anthropology, and Geography in close proximity to each other. Given the need for laboratories in historic preservation and anthropology, the historians propose the maintenance of the HP Dry Lab and Secure Storage and the HP Project rooms and the relocation of the archaeology laboratory to a space near departmental classrooms and relocated faculty offices. Regarding finances, the history faculty recommends the establishment of a budget for the proposed Department of History, Anthropology, and Geography that maintains the existing budget for history with the addition of that portion of the budget of the current Department of Modern Languages, Anthropology, and Geography allocated for anthropology and geography. Finally, concerning allocation of administrative support positions, the history faculty recommends that all administrative assistants currently assigned to the three existing departments involved in the proposed academic restructuring be afforded the opportunity to apply for the two administrative assistant positions in the two proposed restructured departments.

Rationale

The recommended reorganization of departments in the College of Liberal Arts presents an opportunity to strengthen both the history and social science curricula to be offered by the proposed Department of History, Anthropology, and Geography. First, retaining the tenure-track faculty position held by Dr. Bowen would enable the department to maintain current courses and expand the curriculum beyond Europe, the United States, and Latin America to non-western regions of the world, thereby supporting the global emphasis of the University. Second, the growing number of students in the B.A. in Social Science supports the retention of the full-time RN TT faculty position for teaching the core social science courses required in the curriculum. Since the program encompasses the social sciences, the department also recommends the RN TT position be filled by a historian, an anthropologist, or a geographer.

The proposed establishment of the Department of History, Anthropology, and Geography would create the need for housing the faculty and preserving laboratory facilities for applications in both the Historic Preservation and Anthropology programs. In order to foster faculty cooperation, collaboration, and cohesiveness, offices need to be in close proximity to each other. Furthermore, important courses in the historic preservation curriculum and archaeology courses in the anthropology curriculum entail practical and laboratory activities. It is, therefore, essential for student learning that spaces be available for teaching them about the practices built upon the theoretical foundations of historic preservation and anthropology. Thus, keeping the HP Dry Lab and Secure Storage Room and HP Projects Room in their current locations, and relocating the Archaeology Wet Laboratory to a space in close proximity to the anthropology classrooms and faculty offices would enable the proposed departmental faculty to provide a critical element of their programs.

The current strains on the University’s budget and continuing academic programmatic commitments underscore the need to preserve departmental budgets. Delivering the programs and supporting the work
of the faculty of the proposed Department of History, Anthropology, and Geography clearly indicates the need for establishing an operations, student labor, and equipment budget, as well as professional development funds for the unit that maintains current funding of the history department and adds funds to support anthropology, geography and their faculty from an equitable division of the existing budget of the Department of Modern Languages, Anthropology, and Geography.

Regarding departmental staff, the history faculty emphasizes the importance of fair treatment of the three administrative assistants involved in the proposed restructuring. In keeping with standard practice for filling staff positions, each of the current administrative assistants should be expected to apply for the two administrative support positions in the two proposed restructured departments.
MODERN LANGUAGES
The Modern Languages faculty would like the Major Academic Restructuring proposal to consider:

1. The distribution of the current departmental student labor funds. Languages employs student workers for the Language Lab, which run the lab and tutor in the language. We must determine whether the lab will continue and where it will be located.
2. Study Abroad short-term and semester/yearlong exchange programs need to remain intact. This affects Global Studies faculty as well. The departmental exchanges (Spain, Ecuador, France and Germany) could each be directed by faculty members while consulting with IES. All processes should move under the control of the new department.
3. Scholarships that pertain to study abroad, clubs, and languages need to move with the language faculty to their new department.
4. The participation of language faculty in the consortium classes with other universities needs to be considered and maintained.
5. The current Global Cultures and Languages degree should continue to operate as needed for all represented areas. There are many students that double major in both the Language Option and Global Studies Option.
6. Any change of any option under the current GCL degree will affect the other options and needs to be considered and approved by the affected parties. Should an option decide to remove itself, all options should be given sufficient time to determine whether to continue or disband as a whole.
7. Communication Studies could consider appointing a language representative in the beginning to ensure a smooth transition and that language needs are communicated and addressed.

ANTHROPOLOGY
The anthropology faculty appreciate the need for the restructuring and envision few problems with the merger with History, and are particularly pleased with the prospect of “reviving the B.A. in Anthropology.” As noted in the Dean’s proposal (Section entitled “Resource Considerations”), the need for “facilities that can accommodate the needs of the Archaeology Lab” cannot be emphasized strongly enough. The treatment and care of the human skeletal remains housed in the lab are subject to both federal and state regulations, and are of concern for ethical scholarship. Faculty offices must be located in close proximity to the lab to maintain adequate supervision of the activities occurring there.

GEOGRAPHY
Members of the Geography faculty are appreciative of the positive support expressed by the administration regarding the recognition of and prospect for even greater growth for Geography at Southeast Missouri State University. The merger of Geography with History should provide an excellent platform from which the discipline can continue to gain ground and provide ever-increasing opportunities for students at Southeast to prosper from both the practical and theoretical benefits of Geography.

GLOBAL STUDIES
Concern does exist for the future of the Global Studies option of the Global Cultures and Languages, B.A. Degree. This Degree Option has proven successful with its attraction of self-motivated, successful students who are interested in the Inter-Disciplinary nature of the Degree. This Inter-Disciplinary nature therefore relies heavily on the dependence of Foreign Languages, Anthropology, History, and other programs for its success. For example, there is a heavy Foreign Language component to the degree, including Study Abroad. As a singular Department it has been relatively easy to work with the Foreign Language classes and study abroad opportunities that have been offered to-date. Although no true fear of that collaboration ending exists as the Department of Modern Languages, Anthropology and Geography split, I do foresee the need of continuing collaborations with all Foreign Language options at the University (including Chinese and Japanese in addition to Spanish, French, and German) to ensure
continued access to opportunities for Global Studies’ Students as well as ease of transferring Study Abroad credits to Southeast.
ACADEMIC RESTRUCTURING PROPOSAL

CHAIRPERSON’S RESPONSE – TONI ALEXANDER

DEPARTMENT OF MODERN LANGUAGES, ANTHROPOLOGY, AND GEOGRAPHY
(MLAG)

& DEPARTMENT OF HISTORY (HIST)

General Reflections
As the current (interim) chairperson of two of the departments impacted by the academic restructuring proposal, my intent is to represent the interests of both units; however, there will necessarily be more direct impacts upon MLAG due to the fracturing of the department operations and academic programs. My emphasis upon such concerns in no way constitutes a greater concern for the well-being of any single discipline.

The restructuring proposal is an expected consequence financial constraints; however, it should not be treated by the institution as simply a set of line-items in the budget to be deleted. The three departments involved are comprised of people, including students, faculty, and staff who are the core of the university. The goal of the restructuring process should be overall stronger academic departments and programs for the long-term – this will require an investment of time, short-term finances, and other infrastructural support across multiple administrative divisions of the institution.

Degree Programs
Academic restructuring offers an opportunity for departments to revise curricula to better meet the needs of students today. I concur with the proposal which supported the re-emergence of the BA in Anthropology and a new BA in Modern Languages. In addition, a redesigned interdisciplinary BA in Global Studies would support the ongoing development of the ACE-supported, University Internationalization Plan. While the program would ideally have an organizational committee across disciplines, the home department where advising occurs should accompany the geographers who advise the current degree option. The greater visibility of all three BA degrees would allow for stronger curricula and greater student recruitment and retention.

Equity
The current members of the MLAG should not be regarded or treated as minority “additions” to the pre-existing Departments of Communication Studies (CS) and HIST, but rather as vital contributors and members of the two new departments. New departmental policies and procedures will need to be developed and faculty/staff time should be provided to support the development of such new governance systems.

Staffing
The two remaining Administrative Assistant positions must be available for all three current staff members to apply. The staff member not selected for one of the two positions must be accommodated in a similar position elsewhere on campus.

Facilities
Appropriate and equitable facilities (classrooms, offices, labs, etc.) must be provided to all disciplines. Should the deteriorating condition of the Art Building require the relocation of the members of MLAG, simply depositing them in another dilapidated space on campus with no improvements is not acceptable
and will only serve to further damage the well-being and retention of students and faculty. Appropriate facilities for the MLAG faculty and staff must be identified and supported by the University administration while at the same time the current members of CS and HIST should not be penalized due to the needs of their new colleagues. Likewise any relocation of MLAG departmental operations must be supported with appropriate additional student labor funds to assist in packing and appropriate storage and/or disposal of records.

**Faculty Positions**
There will be three faculty vacancies between MLAG and HIST. All three of these positions will be needed by the new Department of History, Anthropology, and Geography (HAG) to ensure course availability in service of the University Studies curriculum as well as student majors and minors seeking timely degree completion. Such searches must be approved as soon as possible so as to ensure quality faculty candidate pools. **Financial Resources**

The current operations budget for MLAG should be divided along a 60/40 (AG/ML) split as suggested by the restructuring proposal; however, student labor funds should be divided with 75% accompanying modern languages in support of their language tutoring programs. Any remaining funds in the MLAG operations budget index on July 1, 2018 should be divided along a 60/40 split to the new departments in keeping with the continuing operations funds recommendation. **Study Abroad Considerations**

The chairspersons of the two new departments along with the Dean should work together to reach consensus as to how to appropriately house the study abroad exchange programs as well as apportion the funds held in the long and short-term study abroad indexes. Moreover, should Ms. McGaugh not remain as the administrative assistant in the department housing long-time study abroad exchange agreements and faculty-led short-term study abroad processes, overlap training of staff must be supported.
Holland School of Visual and Performing Arts

TO: Dr. Frank Barrios
FROM: Rhonda Weller-Stilson
DATE: 9/25/17
RE: Merger of Academic Departments in the College of Liberal Arts

The College of Liberal Arts convened the first College Council meeting on September 15, 2017. Afterwards, you introduced to the council your proposal to merge Anthropology and Geography with the Department of History, and Modern Languages with Communication Studies. In addition to your report, the Chairs of these areas presented their remarks and their faculty department comments.

After materials were introduced, you opened the meeting for discussion of the mergers. Many items were brought up, but none were in disagreement of this arrangement. The comments are below:

- Caroline Kahler noted it was very important for a clear message to be drafted and shared with students. The other Chairs and Faculty continued contributing to this topic. Rumors are trickling down to students, and some are concerned their degree will disappear. Assurance to students that they will not lose their areas of studies is a high priority.
- Dr. Dufek noted it takes much time to prepare department tenure and promotion documents. Others agreed and encouraged the University to assist with faculty caught between two departments going for tenure and promotion this year and next.
- Members commented there would be workload issues for Chairs and Administrative Assistants as they get up to speed on the requirements of their new additional disciplines. Dr. Alexander confirmed and shared her concern for foreign language travel processes being communicated to the new department.
- The group brought up that the departments need to work with IT and Web managers to get technology resolved and have materials updated.
- Overall, the Council was very complimentary to the Departments and Chairs involved with this merger.

At the conclusion of the discussion, you thanked the Council, Chairs and their faculty for supporting this idea. You stated your appreciation for the work they have put into this project, and their efforts for making this a smooth transition.

Best Regards,

Rhonda Weller-Stilson
MEMORANDUM

College of Liberal Arts
Office of the Dean
MS 4175 · MH208
pln. 573-651-2154
fx: 573-651-2321

DATE: September 25, 2017
TO: Academic Council, Graduate Council, Univ. Studies Council
FROM: Frank Barrios, Dean
RE: Academic restructuring, College of Liberal Arts

Regarding the proposal to eliminate the Department of Modern Languages, Anthropology & Geography and to reassign anthropology and geography faculty to the Department of History and modern languages faculty to the Department of Communication Studies, the Office of the Dean of the College of Liberal arts has received responses to this proposal from: 1) the Department of Modern Languages, Anthropology & Geography; 2) the Department of History; 3) the Department of Communication Studies; and 4) the COLA College Council. All of these replies have been supportive of this proposal.

As the originator of this proposal, I am, of course, also in support of it. It represents the College of Liberal Arts’ contribution to the broader institutional directive to achieve greater economy and efficiency by combining resources as appropriate. As others have indicated, however, implementation of this proposal should attend to the following:

- This reorganization should result in an equitable distribution of the resources of the department being eliminated to the resulting two departments
- Careful attention must be paid to relocating faculty from the department being eliminated to space that represents an improvement over their current substandard accommodations and at the same time makes every effort to integrate them fully into their new academic homes
- Existing Human Resources policies must be followed as prescribed in all cases that may require displacement of staff in the affected departments
- Tenure and promotion criteria currently in existence in the affected departments must be reviewed and modified as necessary in a timely manner in order to minimize disruption to faculty

In the expectation that these concerns will be addressed by all parties involved in the process, I recommend your support for this proposal.
MEMORANDUM

To: Dr. Kunkel, Provost
Cc: Dr. Barrios, College of Liberal Arts; Dr. Susan Kendrick, University Studies
From: Dr. Alden-Rivers, Associate Provost
Date: October 24, 2017
Re: Endorsement of Academic Restructuring Proposal, College of Liberal Arts, dated Fall 2017

Please consider this memorandum from the University Studies Council as our formal response to the Academic Restructuring Proposal submitted by the College of Liberal Arts in Fall 2017.

The Council reviewed and discussed the proposal on October 23, 2017. The Council is supportive of the proposal and endorses the changes therein.

The Council asked the following questions about the proposal during a consultation with Dr. Barrios. The members present at this meeting were satisfied with the responses.

1. Will all faculty still be in the same building?
   a. Will faculty be running around campus from building to building because these departments are all housed in different buildings?
2. What will be the impact on faculty lines?
3. What changes will occur in relation to committee/council representation?

Thank you for including the University Studies Council in this consultation process. If you have further questions or requests for support from this group, please let us know.

Best wishes,

Bethany Alden-Rivers
Interim Chairperson of University Studies Council
MEMORANDUM

Southeast Missouri State University
School of Graduate Studies

DATE: October 20, 2017
TO: Provost Kinkel
FROM: Chuck McAllister
RE: Restructuring in the College of Liberal Arts

Graduate Council held a regularly scheduled meeting on Thursday, October 19. The agenda included a restructuring proposal forwarded by the College of Liberal Arts involving the departments of Communication Studies, History, and Modern Languages, Anthropology, and Geography. Dean Barrios and Dr. Alexander were present to introduce the proposal and answer questions. Graduate Council found no evidence that the graduate degree and certificate programs in History would be adversely affected by the proposal and therefore has no objection to the proposed restructuring. There are presently no graduate programs offered within the current departments of Communication Studies and Modern Languages, Anthropology, and Geography.
Minutes
Academic Council
November 7, 2017

Present: Alden-Rivers, Barrios, Cwick, Dunn, Glackin, Hinkle, Hill, Kendrick, Kunkel, McAllister, McGowan, Ortiz, Rogers-Adkinson, Schmidt, Wang, Weller-Stilson, and Wiles

Guests: Brad Deken, Glen Williams

Provost Karl Kunkel called the meeting to order at 3:00 p.m.

A. MINUTES:
Motion by Hill, seconded by McGowan, to approve the distributed minutes from October 3, 2017, Academic Council meeting. Unanimously approved.

B. OLD BUSINESS:

Previously tabled item, Technical Writing & Communication Minor, not discussed; remains tabled.

C. NEW BUSINESS:

New Program - Bachelor of Applied Science in Applied Technology
Motion by McGowan, seconded by Barrios, to approve the new Bachelor of Applied Science in Applied Technology program. McGowan explained program provides potential two-year completion of BAS for students with AAS. McGowan invited Deken to provide explanation and answer questions. Discussion followed. Motion passed unanimously.

Program Changes – Master of Arts in Teaching: Mild Moderate Cross Categorical Emphasis
Master of Arts in Teaching: Early Childhood Special Education Emphasis
Motion by Hill, seconded by McGowan, to treat these two proposals as a block. Motion carried. Rogers-Adkinson advised of new DESE requirements for nine additional hours to be considered licensure programs. Discussion followed. Motion passed unanimously.

Program Change – Master of Arts in Secondary Education: Educational Technology
Motion by Rogers-Adkinson, seconded by Hill, to approve the program change to Master of Arts in Secondary Education: Educational Technology. Rogers-Adkinson invited Cwick to provide explanation. Discussion followed. Motion passed unanimously.

Program Revision – Bachelor of Arts in English
Motion by Barrios, seconded by McGowan, to approve the program revision for Bachelor of Arts in English. Kendrick explained the revision details. Discussion followed. Motion passed unanimously.

Program Revision – Bachelor of Science in Education: English
Motion by Barrios, seconded by Rogers-Adkinson, to approve the program revision for Bachelor of Science in Education: English. Rogers-Adkinson and Cwick presented details of new DESE requirements for certification. Discussion followed. Motion passed unanimously.
Program Revision – Bachelor of Science in Education: Biology
Motion by McGowan, seconded by Barrios, to approve the program revision for Bachelor of Science in Education: Biology. McGowan and Rogers-Adkinson presented details related to reduction of hours to graduation and DESE option requirements. Discussion followed. Motion passed unanimously.

Revision to Existing Minor – Social Work
Motion by Hill, seconded by Barrios, to approve the revision of the Social Work minor. Hill explained the proposed change. Discussion followed. Motion passed unanimously.

Revision to Existing Major – Corporate Communication
Motion by Barrios, seconded by Rogers-Adkinson, to approve the revision of the Corporate Communication major. Williams verified the proposed benefits related to this revision. Discussion followed. Motion passed unanimously.

Major Academic Restructure – College of Liberal Arts
Motion by Barrios, seconded by Hill, to endorse the major academic restructure proposal from the College of Liberal Arts. Barrios explained the current Department of Modern Languages, Anthropology, and Geography would be dissolved. Two new departments would be created: Department of History, Anthropology, and Geography and the Department of Communication Studies and Modern Languages. Barrios stated the proposal has gone through all affected departments, Liberal Arts College Council, University Studies Council, and Graduate Council. Discussion followed. Motion passed unanimously.

Major Academic Restructure – Provost
Motion by McGowan, seconded by Barrios, to endorse the major academic restructure proposal from the Provost. Hill explained the proposal to merge the current Department of Criminal Justice and Sociology with the Department of Social Work to create a new Department of Criminal Justice, Social Work, and Sociology. Discussion followed. An amendment to revise the effective date to July 1, 2018 was moved by Rogers-Adkinson, seconded by Ortiz. Motion passed unanimously. A vote was then taken on the amended motion. Voice vote was unclear. Vote by show of hands in favor of endorsing the reorganization: nine members endorse, five members oppose, and two members abstain.

D. INFORMATION ITEMS:
   
Revision – Criminology Minor
Hill briefly discussed the changes. Required courses are being updated to cover core issues and electives have been modified to eliminate overlap with updated core content.

Course Title Change – AD101
Wiles stated the title of AD101 will be changed from “Introduction to Microcomputer Applications” to “Introduction to Computer Applications,” with a minor change to catalog description, effective fall 2018.

Revision – Entrepreneurship Major
Wiles stated IU305 is being replaced in the major requirements with MK342.

E. DISCUSSION ITEMS/OTHER:
   
None

Kunkel adjourned the meeting at 3:50 p.m.
BOARD OF REGENTS
MOTION CONSIDERATION FORM
December 15, 2017
Open Session

I. Motion to be Considered:

Recommend approval of the following changes to Academic Programs:

- Academic Restructure – Merge the Department of Criminal Justice and Sociology with the Department of Social Work to create a new Department of Criminal Justice, Social Work and Sociology.

II. Background:

Academic Restructure - Merge the Department of Criminal Justice and Sociology with the Department of Social Work to create a new Department of Criminal Justice, Social Work and Sociology.

Consistent with the Academic Affairs reorganization line in the FY18 budget review spreadsheet, the Provost requests merging the current Department of Criminal Justice and Sociology with the current Department of Social Work to create a new Department of Criminal Justice, Social Work and Sociology. This major academic restructuring converts two academic departments into one unit.

Justifications for this request include the ability to create budgetary savings without the loss of instructional positions or academic programs while maintaining quality of the student experience and opportunities. This reorganization is projected to reduce approximately $61,000 in base-budget administrative costs along with positioning academic programs in related areas to imagine and innovate new courses, options, and programs ultimately benefitting students.

Recommended By:
Student Government
Faculty Senate
Administrative Council
VP, Finance & Admin.
VP, University Advancement

Chairperson
Dean
Academic Council
Provost
President

Board Action on:
Motion By:
Second By:
Vote: Yeas: Nays:

Postpone:
Amend:
Disapprove:
Approve:
Secretary:
This merger will not negatively affect the student experience. The number of faculty lines will remain the same, current accreditation of the Social Work program will continue and is positioned to persist, all current degree programs will continue, students shall maintain the same academic advisor, and the same potential for future graduate studies in Social Work remains. The primary difference involves a change in administrative oversight for this new unit. There will be a single Department Chair and a need for one Administrative Assistant. Currently between these units there are two Chairs and two Administrative Assistants. Human Resources has developed a process for selection of the Chair and Administrative Assistant for the newly merged unit.

This proposal followed the Faculty Handbook process for major academic restructuring. While support for the proposed restructure was not unanimous, the merger was endorsed by the Interim Dean for the College of Health and Human Services, Academic Council, the Provost, and President.
November 22, 2017

Karl Kunkel, Provost
Southeast Missouri State University
Cape Girardeau, MO 63701

Dear Provost Kunkel,

I considered the major academic restructuring proposal you submitted and concur with your recommendation to merge the departments of Criminal Justice and Sociology along with Social Work creating a new Department of Criminal Justice, Social Work, and Sociology. I also agree with you that the implementation date will be July 1, 2018, and not January 1, 2018, as stated in the original proposal.

This academic merger will be presented to the Board of Regents at the December 15, 2017, meeting for their consideration and approval.

Sincerely,

Dr. Carlos Vargas
President

cc: Dr. Hamner Hill, Interim Dean, College of Health and Human Services
Dr. Jeremy Ball, Chair, Department of Criminal Justice and Sociology
Dr. Cathy McEllderry, Chair, Department of Social Work
Date: November 18, 2017

To: Dr. Carlos Vargas, President

From: Dr. Karl Kunkel, Provost

Topic: Recommendation for Proposed Merger of the Department of Criminal Justice and Sociology with the Department of Social Work

I carefully considered and examined submitted materials from the various groups and individuals concerning the proposal to merge the departments of Criminal Justice and Sociology with Social Work. Based on this examination I recommend approving this merger.

It is clear from the responses that many of the groups and individuals have concerns and either are opposed, or at the very least uncertain, about the proposal. However, the concerns do not appear to be whether these substantive areas make sense to co-exist in an academic department, but more about perceptions on the process. While it is true the proposal was not extensively discussed with involved departments prior to submission to the major academic restructuring process, primarily due to the deadline for submission being the first week of the Fall Semester immediately proceeded by summer when many faculty are not accessible and certainly not under contract, the proposal did follow the prescribed process in the Faculty Handbook. I personally met with these departments to announce and discuss the coming proposal, then distributed the proposal to all faculty starting the clock for this major academic restructuring process during the first of week of Fall 2017. The Faculty Handbook allows 15 class days for department-level review with the possibility of requesting an extra five days with approval of the Provost, which I granted for both departments. The remainder of the process followed the steps and calendar stated in the Faculty Handbook process for major academic restructuring. I have no reason to believe proper process was not followed in this case.

Many of the concerns raised in the department-level responses, which set the tone for other bodies in the review process, do not appear based on accurate information. For example, the merger will not affect Social Work accreditation, the degree programs in either department, reduce operating funds, or bring about the loss of faculty lines. It simply changes the administrative structure of these units by combining resources and moving oversight of the current degree programs and faculty. I personally contacted the Council on Social Work Education (CSWE) and confirmed accreditation can be maintained in a combined department as long as the University guarantees appropriate autonomy and resources.

Academic reorganization of departments and colleges is a central aspect of finding necessary cost reductions in
Academic Affairs to meet the current significant budget challenges faced by the University. The proposed merger is estimated by the Budget Office to bring around $61,000 in savings. More important, aligning these units creates the potential for conversations among faculty to create new courses, options, and possibly even future programs supplementing current offerings and ultimately benefitting students. It is clear many social work agencies interface with aspects of the criminal justice system and there are paradigms in criminal justice focusing on improving larger social conditions, rehabilitation, and restorative justice, all social work related themes. Possibly a focus on social justice might emerge out of these faculty working collaboratively. Further, there are numerous examples of academic departments housing social work and criminal justice programs at similar institutions so this merger idea is not unique or without precedent. I also believe it is profound that a recent meeting of the Criminal Justice advisory board included a conversation by criminal justice professions about the need to integrate more social work principles and courses into preparation of justice professionals; this conversation was witnessed by the current HHS Interim Dean.

Academic Council voted to change the implementation date of this merger from January 1, 2018, to July 1, 2018, the beginning of FY19. I agree with this revision in order to give the departments extended time to deal with involved details and align this merger process with the implementation timeline for the current reconfiguration proposal in the College of Liberal Arts. It also is extremely likely additional major academic restructuring proposals will be considered in Spring 2018 with a target implementation of FY19, so the initiation of this new department in the current merger will occur at the same time as these likely additional reorganizations.

Given the overall contemporary budget challenges and context we currently are experiencing at the University, along with the reasons stated above, I recommend support for the merger of Criminal Justice and Sociology with Social work into a new Department of Criminal Justice, Social Work, and Sociology with an implementation date of July 1, 2018.

Please contact me if you need additional information.
MAJOR ACADEMIC RESTRUCTURING PROPOSAL

INITIATED BY: Karl Kunkel, Provost
ACADEMIC UNITS INVOLVED: Department of Criminal Justice and Sociology, Department of Social Work

Reorganization Proposal
This proposal recommends the College of Health and Human Services undertake a reorganization merging two academic departments beginning January 1, 2018, by combining the current Department of Criminal Justice and Sociology with the Department of Social Work to become the Department of Criminal Justice, Social Work, and Sociology. If the merger is approved, an internal search process, with details to be determined later, will occur for selecting the Department Chair and Administrative Assistant for the merged unit. This reorganization will bring the College of Health and Human Services from six departments (not including Aerospace Studies and Military Science) to five.

Rationale
The most immediate justification for this proposal is financial. The University in general, and Academic Affairs in particular, face a serious base budget reduction resulting from a significant nine percent decline in our state appropriation beginning in Fiscal Year 2018. In addition, the University must meet increased operating costs in MOSERS retirement contributions and employee health insurance premiums amounting to approximately $1.8 million in annual costs to continue. During Spring 2017, the Budget Review Committee recommended a plan to the President for meeting this budget reduction that subsequently was approved by the President and the Board of Regents.

Under this plan, Academic Affairs is expected to undergo academic restructuring reducing $495,500 in base budget funding for the division, with $390,000 of this amount being realized prior to the beginning of Fiscal Year 2019 (July 1, 2018). The reorganization necessary for this level of reduction includes merging academic departments in areas where combining units makes sense.

Criminal Justice and Social Work, the two degree areas in these departments, both are human service disciplines addressing betterment of the human condition and assisting individuals experiencing difficulties. In fact, criminal justice and social work agencies often interact and overlap in the realm of human service occupations.

Social Work and Criminal Justice programs co-existing in the same department-level unit is not unusual at universities, though the name of such departments varies (see Table 1).

<table>
<thead>
<tr>
<th>University</th>
<th>Department Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bowling Green State University</td>
<td>Department of Human Services</td>
</tr>
<tr>
<td>Kentucky State University</td>
<td>School of Public Administration, Social Work, and Criminal Justice</td>
</tr>
<tr>
<td>Missouri Western State University</td>
<td>Criminal Justice, Legal Studies, and Social Work</td>
</tr>
<tr>
<td>Morehouse State University</td>
<td>Sociology, Social Work, and Criminology</td>
</tr>
<tr>
<td>Pittsburg State University</td>
<td>History, Philosophy, and Social Sciences</td>
</tr>
<tr>
<td>St. Edwards University (Austin, TX)</td>
<td>Criminology, Sociology, and Social Work</td>
</tr>
</tbody>
</table>

Table 1. Sample Universities Administering Criminal Justice and Social Work Programs in the Same Department.
Examples of opportunities resulting from this academic department merger include:

- Cross-pollination of courses with themes of justice and social justice.
- Opportunities to incorporate courses of common interest and themes into both programs.
- Courses could benefit from increased enrollment and interdisciplinary influence resulting from students in one area taking courses in the other discipline.
- Potential for developing innovative combined certificates and/or degree programs (i.e. West Florida University Bachelor of Arts in Criminal Justice/Social Work dual major program, Miami University In Ohio Bachelor of Science in Criminal Justice and Social Work as well as Bachelor of Arts In Social Justice Studies).
- Currently both departments are among the smallest in HHS. An increased number of faculty provides ability to more equitably allocate service responsibilities among faculty, including staffing department committees and selecting representatives for college and university committees.

The Department of Criminal Justice and Sociology currently consists of ten full time faculty members, and the Department of Social Work has seven full-time faculty. The merged department of Criminal Justice, Social Work, and Sociology will have 17 full-time faculty, as well as a total number of majors, degree programs, and student credit hour production (SCH) on par with other departments in the College of Health and Human Services (see Table 2).

<table>
<thead>
<tr>
<th></th>
<th>F16 MAJORS</th>
<th>Degree Programs</th>
<th>F16 SCH</th>
<th>F17 Full-Time Faculty</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication Disorders</td>
<td>133</td>
<td>1 undergrad. 2 grad.</td>
<td>1,145</td>
<td>8</td>
</tr>
<tr>
<td>Health, Human Performance, and Recreation</td>
<td>643</td>
<td>7 undergrad. (6 options) 1 grad.</td>
<td>5,896</td>
<td>15</td>
</tr>
<tr>
<td>Human Environmental Studies</td>
<td>421</td>
<td>4 undergrad. (7 options) 1 grad.</td>
<td>9,273</td>
<td>20</td>
</tr>
<tr>
<td>Nursing</td>
<td>638</td>
<td>1 undergrad. 1 grad.</td>
<td>3,486</td>
<td>22</td>
</tr>
<tr>
<td>Criminal Justice, Social Work, and Sociology</td>
<td>553</td>
<td>2 undergrad (3 options) 1 grad.</td>
<td>6,057</td>
<td>17</td>
</tr>
</tbody>
</table>

Table 2. College of Health and Human Services Departments and Metrics Following Proposed Merger.

Faculty Office Location
The current location of Criminal Justice and Sociology is Brandt Music Hall, and Social Work is located in Crisp Hall. Brandt has open swing office space capable of housing the current Social Work faculty. If the decision is made to co-locate the merged department in the same building. The current department office for Criminal Justice and Sociology will be the location of the merged department office. Locating the newly merged department in the same area will be a consideration in the ongoing master planning discussions and possible renovations of Crisp and Brandt.

Impact on Students
This merger can occur without a negative impact on students and, in fact, opportunities resulting from this merger will have a positive impact. No faculty positions are lost and no current courses, options, or programs will be eliminated. The reduction resulting from this proposal is a Department Chair stipend and one administrative assistant position eligible for similar positions at the University. Converting the Department Chair to a faculty position results in two additional sections for students each semester as either additional electives or sections of high-enrollment courses. There also should be no loss of operating, student labor, or equipment budgets since current department budgets will be combined into a single set of accounts.
MEMORANDUM

TO: Dr. Karl Kunkel, Provost
FROM: Department of Social Work Faculty and Staff
SUBJECT: Response to Proposed Merger
DATE: September 22, 2017

After careful consideration, the faculty and staff of the Department of Social Work voted unanimously against the reorganization that would combine the current Department of Criminal Justice and Sociology with the Department of Social Work to become the Department of Criminal Justice, Social Work, and Sociology effective January 1, 2018. We believe this merger would not be in the best interest of our students, community or current personnel, particularly given the stated timeline for this merger. Our major concerns are outlined below.

Faculty Impact

The Department of Social Work is currently comprised of the following faculty and staff members.

<table>
<thead>
<tr>
<th>Name</th>
<th>Credential/Title</th>
<th>Gender</th>
<th>Ethnicity</th>
<th>Hire Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cathy McElderry</td>
<td>Ph.D./Associate Professor/Chair</td>
<td>Female</td>
<td>African American</td>
<td>August 1, 2015</td>
</tr>
<tr>
<td>Dana Branscn</td>
<td>Ph.D./Assistant Professor</td>
<td>Female</td>
<td>Caucasian</td>
<td>August 1, 2016</td>
</tr>
<tr>
<td>Alee Moore</td>
<td>Ph.D./RNTT/Director of Field Education</td>
<td>Female</td>
<td>African American</td>
<td>August 1, 2017</td>
</tr>
<tr>
<td>Kathie Miller</td>
<td>MSW/RNTT</td>
<td>Female</td>
<td>Caucasian</td>
<td>August 1, 2007</td>
</tr>
<tr>
<td>*Gina Paris</td>
<td>Masters/Instructor</td>
<td>Female</td>
<td>African American</td>
<td>August 1, 2016</td>
</tr>
<tr>
<td>*Judith Crocker-Billingsley</td>
<td>Ph.D.</td>
<td>Female</td>
<td>African American</td>
<td>August 1, 2017</td>
</tr>
<tr>
<td>David Githinji</td>
<td>Ph.D./RNTT</td>
<td>Male</td>
<td>Kenyan</td>
<td>August 1, 2017</td>
</tr>
<tr>
<td>Kathie Ross</td>
<td>Administrative Assistant</td>
<td>Female</td>
<td>Caucasian</td>
<td>December 1, 2016</td>
</tr>
</tbody>
</table>

*Temporary Hire
As the chart reflects, the Department of Social Work is comprised of a very diverse unit. Diversity is a major aspect of the Council on Social Work Education (CSWE) for promoting cultural competency, as well as a part of the mission of Southeast Missouri State University. In the past three (3) years the Department has been successful in recruiting an underserved population to Southeast campus and community. The Department of Social Work has been diligent in keeping with Priority II – Objective 1 of the Strategic Plan of Southeast. Southeast, like many other universities, faces challenges in recruitment of faculty of color, based on factors such as location, history, legacy, demographics and financial resources. The retention rate of underrepresented students, particularly in predominately white institutions (PWIs) is highly influenced by the presence of African American faculty. The Department of Social Work is concerned that this delicate balance will be over looked in the proposed merger. The University los: its only African American dean and the merger pits an African American female against a White male for a chair position. The current chair of the Social Work Department is the only African American female chairperson in the University system. Many faculty members and students believe that this merger does not reflect the institution’s commitment to diversity.

Since 2015, the scholarly productivity has significantly increased in the Department of Social Work. From 2011 through 2014, the Department of Social Work reported no (zero) scholarly products or creative experiences. The number of peer reviewed journal publications, professional presentations (national, state and local), as well as other creative experiences (i.e., national podcast) has steadily increased with recruitment of new faculty. This level of productivity is consistent with Priority III of the University Strategic Plan.

Staff Impact

The Department of Social Work acquired a new administrative assistant in December 2016. It is concerning that after less than one year, the new Administrative Assistant is faced with potential termination. She has demonstrated exceptional skills in her role and responsibilities as an administrative assistant to a professional unit that requires compliance not only with University standards and procedures, but those of the Department’s accrediting body. In addition to routine office management, the Administrative Assistant performs a significant number of duties that are unique to the Department of Social Work because of data requirements of the accrediting body. These duties include:

1. Work directly with the Director of Field Education to compile training manual for field instructors and practicum students.
2. Organize the training sessions for field instructors and assist with meetings.
3. Organize a graduation luncheon each semester for students; plan and organize the spring semester awards ceremony.
4. Collect, analyze and file all required information for students entering practicum.
5. Compile and post the assessment outcomes report to the Department website as required by CSWE.
6. Maintain files on students’ past and current practicum placements.
7. File all standardized course assignment reports for each student with a declared major in social work.

8. Assist the Director of Field Education with notification letters to students who are admitted to the major and to the field education experience.

9. Assist with planning, organizing and registration of a minimum of two (2) community based workshops per year.

While chairs and administrative assistants are on campus during the summer, there was no discussion of a potential merger until the formal announcement on August 23, 2017. The short notice has created a sense of confusion over the necessity and immediacy of the proposed merger. The Administrative Assistants in both departments are now placed in a situation where there is a four (4) month waiting period for staff replacement, which means that either administrative assistant could potentially be unemployed for 4-6 months or not have a job at Southeast.

Student Impact

Southeast Missouri State University is only as strong and viable as its reputation with current students and its ability to actively recruit future students. When considering restructuring the Department of Social Work with Criminal Justice and Sociology several concerns have emerged that impact our current students. Most importantly, the current guidelines as outlined in the Faculty Handbook do not include the voice of students.

Social work and criminal justice clearly have different missions and purposes. Criminal justice is defined as a generic term for the procedures by which criminal conduct is investigated, evidence gathered, arrests made, charges brought, defenses raised, trials conducted, sentences rendered and punishments carried out (Hill & Hill, 2002). Although social work and criminal justice are both social sciences, our basic approach to clients and foundational discipline premises differ significantly. Therefore, blending the two approaches would create confusion and practice difficulties for students, while in the university setting and in their future careers. Social workers have too great a responsibility to clients and communities to have their scope of practice blurred with another discipline’s philosophy. In addition, the current social work faculty does not have practice experience in criminal justice or a research agenda that includes criminology.

We believe the blending of the two departments could result in the loss of faculty and permanent loss of faculty lines. Subsequently, the Department of Social Work would not be able to offer as many courses to students, thereby creating a situation in which core classes could only be offered during certain semesters. Student graduation rates would be significantly impacted by this arrangement. The loss of faculty would further result in reduced opportunities for academic advising. Currently, all social work students meet one on one with their academic advisor for class schedules, review of portfolio assignments, practicum placement interests, and other personal and career issues. The time to meet with students in this manner would dramatically ecrease if further social work faculty lines are cut (one faculty line cut AY 2016).
Remaining faculty members would have considerable increases in their advising loads. Increased demands and time constraints would strangle the opportunity for these faculty-student relationships.

The social media posts (Appendix A) indicate how students have become displeased with the proposed future landscape of the Department of Social Work. The proposed merger has created a negative cascade from students to family members, peers, and other spheres of influence such as their high school alma maters. Other arenas that could be negatively affected are practicum placements, feeder schools and transfer students. Furthermore, a merger between the Department of Social Work and the Department of Criminal Justice and Sociology has the potential to delay any immediate plans for a Master of Social Work (MSW) degree at Southeast Missouri State University. It is impossible to move forward while actively regressing. The long-term cost and negative fallout from a merger far outweighs the small savings of $55,000 it would potentially generate toward a deficit of $6 million.

There have been considerable changes in social work faculty and leadership since May 2016. Students have struggled with the changes. The Department is finally settling into a faculty composition that is conducive to the mission of the University and an asset to the student body. Students will only benefit from the autonomy and stability of a stand-alone program with dedicated faculty and staff who are vested in the Department of Social Work. At this stage in the progression of the Department of Social Work, it would be more beneficial to focus on a MSW program to accommodate bachelor level students and community practitioners who are interested in an advanced degree. Moving in this direction would quickly overcome the minimal savings proposed by the merger, benefit students, the surrounding community, and enhance the image of Southeast Missouri State University.

Community Impact

The Social Work Department at Southeast Missouri State University enjoys significant support from the Southeast Missouri community due to a long-standing partnership in providing educational opportunities for students and service to various constituencies. Because the Social Work Department has chosen a block field placement approach to field education for students, the community serves as the “clinic” or “laboratory” for student integration of course material with actual practice experiences. To facilitate this learning experience, students spend 448 hours in one agency under the supervision of a professional social worker as they complete their final semester before graduation. Without these agency partners and professional practitioners, the Social Work Department would not be able to meet the educational needs of the social work students. These agencies and professional practitioners voluntarily participate in this experience because they feel a connection to the Social Work Department and to the social work profession. They represent at least 38 placement possibilities in at least 11 counties in the rural Southeast Missouri area. Historically, their input in the decision-making process related to the Social Work Department has been encouraged and valued. Field instructors are required to attend training each year and they are encouraged to provide feedback to the Department at the end of each semester they work with a student. The proposed merger does
not allow for adequate input and feedback to occur since there are so many "unknowns" at the present time. If any of these community stakeholders were to withdraw their support from the Social Work Department at Southeast, student learning opportunities would be severely hindered.

During the past three (3) semesters (Spring 2016, Fall 2016, Spring 2017), 43 persons have graduated with a Bachelor of Science in Social Work Degree from Southeast Missouri State University. For 31 graduates whose graduation plans were known at the time of graduation, 5 were accepted to graduate schools and 26 employed by social service agencies in the Southeast Missouri region. These professional social workers are not only involved in direct service delivery; they also serve in many volunteer capacities in the community and they regularly network with other professionals to address community needs. The Social Work Department has a tremendous impact on the delivery of social services in this area of the State. The Southeast Missouri community depends on these professionals for meeting community needs.

With this in mind, there is a tremendous need for the Social Work Department at Southeast Missouri State University to maintain a solid identity and reputation in order to meet the educational needs of students and the social service needs of the community. Becoming a program within a department after nearly 30 years of being a Social Work Department is a regressive action which serves to obscure the identity of the Department and its connection to the profession of social work. All other Council on Social Work Education (CSWE) accredited bachelor’s level programs in the area are either noted as schools of social work (Southern Illinois University at Carbondale, University of Missouri – St. Louis, Saint Louis University, Missouri State University) or a department of social work (Arkansas State University). Additional information on the structure of CSWE accredited baccalaureate programs in Missouri is attached (Appendix B).

Losing the status of Social Work Department could easily tarnish Southeast’s identity/image as the first choice for social work education in Southeast Missouri. Fewer students enrolling as social work majors at Southeast could necessitate further cuts in programs/curriculum which would have a devastating effect on the social service community of Southeast Missouri. Further concerns include: 1) competition for employment between criminal justice and social work majors for a more “blurry” distinction between them in the community; and 2) once a regressive step is taken; it becomes much easier to take more steps that negatively impact a department.

Recommendations

1. Stop the proposed merger until a complete study of non-viable majors has been completed to ensure that programs that are meeting state guidelines are not sacrificed for short term gains.

2. Revise the current merger process through the faculty senate to ensure transparency and to include relevant voices in the decision-making process.

3. Embark upon a capital fundraising campaign to solicit unrestricted giving to insulate viable programs from a slash and cut approach to budgetary problems.
4. Strengthen recruitment efforts, particularly for underrepresented populations.
5. Maximize revenue streams by promoting federal and state grants and service contracts.
6. Initiate candidacy for a MSW program with an emphasis on advanced standing that students who graduate from an accredited BSW program (with a GPA of 3.0 generally) could complete in 2-3 semesters.

Attachments: Appendix A − Students Facebook posts
Appendix B − Missouri CSWE Accredited BSW Programs Administrative Structure
Appendix C − Social Work Advisory Board Letter

cc: Dr. Hamner Hill, Interim Dean
References

"We would like to come out of this budget situation a stronger institution, a more efficient organization, with better opportunities for students and better degree programs," Provost Karl Kunkel said.

http://www.southeastarrow.com/story/2440726.html

Proposed restructuring affects five academic departments

Due to recent budget cuts, Southeast's provost Karl Kunkel has been tasked with reorganizing the academic affairs division of the university and has proposed the...

SOUTHEASTARROW.COM

Brandon Kohrmann: Oh yeah let's save 20k by culling admin assistants and combining departments when all admins make 100,000+ a year. Slopping putting your paychecks first and do what's right for SENO. Stop frankensteinining departments together and reduce administrator pay. Isn't your job to protect the quality of SENO? Or is it to protect the highest paid members of the college?

Seems pretty unfair to me.

Like · Reply · 4 · September 6 at 11:42am

Steve Backer: Should institutional leaders not be paid comparable to leaders at similar institutions? If not, don't be mad when the University recruits lower quality leaders.
Appendix A

Karla Alvey Amber Dawn Summer
Like · Reply · September 6 at 11:51am

Dan Leigh We have the will to do water features....
We have the will to waste money on rebranding and logos and....
We have the will to serve our top donors and administration not the students.......
We have the will to support Athletics not academics....
We.......
Like · Reply · 0 · September 6 at 6:26pm

Nick Maddock Will the Southeast Student Government Association have any direct input into these recommendations aside from the representatives sitting on the respective councils?

As an alumni I would feel much more comfortable and supportive of these changes if I knew the student representatives have weighed in

Cc: Peyton Mogley Dylan Kennedy
Like · Reply · 0 · September 6 at 7:40pm

Peyton Mogley Nick, I was just made aware of this indirectly at the Faculty Senate meeting I attended this afternoon. Following up.
Like · Reply · 0 · September 6 at 10:06pm

Dylan Kennedy Thanks for the tag and support, Nick.
Like · Reply · 0 · September 6 at 11:19pm.

Jim Hessel It’s funny how you never hear about the restructuring of administration.
Like · Reply · 0 · September 6 at 8:09pm

Kelly Gillssooo... Criminal Justice merged with Social Work? Does anyone else hear a hint of the (very false) stereotype “all people on government assistance are criminals.” Has the administration even thought about the PR of THAT decision? Let alone the way that Southeast would be degrading the Social Work program. Every Social Work major I know is already filling out applications to other universities just in case this merge happens.

As for Communication Studies and Modern Language... I am an alumna of that department. Most of the students are Corporate Communication majors, which means half of their required courses are business courses in Dempster. They should merge Comm Studies over there. That makes more sense than merging it with Modern Language. Personally, I think they’re just showing two small departments into one, regardless of how well they do or do not fit.

But in the end, I agree with Dan. Southeast doesn’t need another damn water fountain. They need quality programs, taught by quality instructors, so students can get a quality education.
### Missouri CSWE-Accredited BSW Programs Functioning Autonomously

<table>
<thead>
<tr>
<th>University - Location</th>
<th>University College &amp; Academic Unit</th>
<th>Degrees Offered</th>
<th>Administrative Configuration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Avila University - Kansas City</td>
<td>College of Liberal Arts &amp; Sciences - Department of Social Work</td>
<td>BSW</td>
<td>Department Chair</td>
</tr>
<tr>
<td>Fort Hays State University - St. Louis</td>
<td>College of Arts &amp; Sciences - Department of Social Work</td>
<td>BSW</td>
<td>Department Chair</td>
</tr>
<tr>
<td>Missouri Southern State University - Joplin</td>
<td>School of Arts &amp; Sciences - Department of Social Work</td>
<td>BSW</td>
<td>Department Chair</td>
</tr>
</tbody>
</table>
| Missouri State University - Springfield | College of Health & Human Services - School of Social Work | BSW, MSW | Director
Director Coordinator, BSW Program |
| Park University - Parkville | College of Education & Health Professions - Department of Social Work | BSW, MSW | Department Chair
BSW Program Director |
| Saint Louis University - St. Louis | College for Public Health & Social Justice - School of Social Work | BSW, MSW, PhD | Director
BSW Program Director |
| Southeast Missouri State University - Cape Girardeau | College of Health & Human Services - Social Work Department | BSW | Department Chair |
| University of Missouri - Columbia | College of Human Environmental Sciences - School of Social Work | BSW, MSW, PhD | Director
BSW Program Director |
| University of Missouri - St. Louis | School of Social Work - School of Social Work | BSW, MSW | Dean
BSW Program Director |
Appendix B

Currently, there are sixteen universities in the state of Missouri offering a Bachelor of Science in Social Work (BSW). Of these sixteen CSWE accredited BSW programs, nine function autonomously as a department or school of social work. The current chair of the Department of Social Work at Southeast Missouri State University is the only African American female chair of an accredited BSW program in the state of Missouri.
September 22, 2017

Dr. Karl Kunkel, Provost
One University Plaza, MS 3400
Cape Girardeau, Missouri 63701

RE: Major Academic Restructuring Proposal

Dear Dr. Kunkel,

I am writing this letter in response to the Major Academic Restructuring Proposal presented to faculty at Southeast Missouri State University. I am an alumnus of the Social Work program and have partnered with the department for several years during my employment with Missouri Children’s Division. I am currently the Circuit manager of the 33rd Circuit (Scott/Mississippi Counties), Chair of the Social Work Advisory Board and field instructor for students who complete their Practicum within our circuit.

As a state employee, I am familiar with fiscal diligence and the need to be creative when budgets are reduced. While I appreciate the time and commitment it must have taken to develop the Restructuring Proposal, I am concerned that it may have unforeseen impact on the Social Work Department and ultimately the students in the program.

Maintaining accreditation is essential to students because graduation from an accredited program is required in most entry level positions. “Social Worker” is a legally protected title in the State of Missouri and practitioners are required to be familiar with and abide by the NASW Code of Ethics. SEMO’s social work department is due to go through reaccreditation in 2018. Having a stable administration that is well versed in these statutes and requirements is imperative. If the Department undergoes a significant restructuring, coupled with the relatively new faculty employed, this will greatly jeopardize the tedious re-accreditation process and ultimately hinder the employability of students in the program.
While I anticipate changes will need to be made, I implore you to postpone implementation of any change to the beginning of the next school year. This will allow for interdisciplinary collaboration regarding the proposed changes, possible solutions to those challenges, and ensure that if and when any changes are made, the students will not be negatively impacted.

If you have any questions or would be interested in discussing these concerns in more detail please contact me at (573)576-2130.

Sincerely,

Lauren Masterson

Lauren Masterson, MSW
MEMORANDUM

TO: Karl Kunkel, Ph.D.
    Provost

FROM: Department of Criminal Justice and Sociology

DATE: September 22, 2017

RE: Department Response to the Proposal to Merge the Department of Criminal Justice and Sociology and the Department of Social Work

As an idea, the Department of Criminal Justice and Sociology (the Department) could support the merger with the Department of Social Work. The disciplines are not widely different to adamantly oppose the idea of the merger.1

Decisions, though, should not merely be based on ideas. Decisions should be based on evidence, stakeholder input and dialogue. Although the Department understands the University's engagement in academic restructure is based on significant financial need, the Department believes this proposal was not adequately vetted or properly based on input and sound evidence.

Specifically, the Department recognizes the following deficiencies in the proposal:

- The proposal is absent of prior department, college, or campus-wide input.
- The proposal is absent of prior student input.2
- The proposal is absent of expected details regarding:
  - Clear timelines and processes.
  - Budget support for proposed merger.
  - Selection process of chair and administrative assistant.
  - Administrative structure of the newly merged departments (program directors, etc.).
- The proposal includes a sample of departments where similar multi-discipline departments exist without data or evidence to show that these configurations are comparable or operate well.
- The proposal relies on Fall 2016 enrollment numbers alone.

Therefore, the Department suggests that the Administration postpone the proposal to allow the opportunity to provide a space for input, discussion and evidence gathering. The following components of the Department response address key points the Department requests to be considered. The response will also include solutions to problems identified in the proposal.

---

1 The faculty and staff of the Department wish to express the concern that comments made in this response will not impact the impartial selection of the chairperson and/or the administrative assistant.

2 During the period of Department response, students were invited to give their input during a one-hour-long presentation on September 20 in Dampier Hall.
1. Policy and Evidence

The Department relies on the expectation provided in the Faculty Handbook. In Chapter 5, section C, the Faculty Handbook reads "(r)organization or elimination of programs may be needed to balance priorities with resources. Such decisions will be based on sound educational and financial considerations." (emphasis added, p. 249). As the Department teaches students in the fields of criminal justice, criminology, and sociology, decisions are to be based on sound consideration. The faculty teach students that working professionals implore multiple avenues of research, data and evidence to make these sound considerations. The Department teach students to use evidence-based practices and would expect the author of a proposal of this magnitude to adhere to the same teacher-scholar model.

The hallmark of a healthy academic environment is transparent governance and dialogue at all levels before a proposal is submitted. Although the proposal leaves room for 15-20 days of discussion at the Department level, this timeline does not allow for adequate discussion and evidence gathering. The Department, its faculty and staff, its students and its alumni were not given the time to work with the Administration of the University regarding this proposal.

Buller (2013) suggests that positive leadership aggressively seeks out an integrated approach by listening, encouraging, communicating, and sharing authority with the team. Collins (2001) suggests that organizations that move from simply good to great must engage in telling the truth by asking questions first and through conversations and debate. The Department does not believe this proposal practiced these widely accepted components of academic leadership.

The proposal lacked clear, measurable data to make a properly informed decision. Although the administration adhered to the policy for restructuring of academic departments in Chapter 5 of the Faculty Handbook as it relates to the timing of and responses to the proposal, the Department believes that policies are intended to lay out minimum expectations. This proposal is of a certain magnitude that demands more care. Relying on strict timelines without adequate prior research to support the proposal does not provide the transparency this significant change would require.

Recommended Solutions

The Department requests more time be given to gather input. There Department would utilize an intentional process to collect evidence to determine whether the departments should be merged or not. The Department would like to reserve judgment about the merger until all input and evidence is gathered.

The Department proposes:

- Hold regular forums (offer multiple times, locations and delivery options) for a new proposal (if viable) to be made in Spring.
  - Joint student forums
    - September
    - October
    - November
  - Joint department forums
    - October
    - November
    - December
  - Alumni and/or advisory board forums
    - Held separately at the discretion of the Department
  - Open campus forums
    - November
    - December

---

3 Buller’s (2013) book entitled *Positive Academic Leadership: How to Stop Putting out Fires and Start Making a Difference*.
4 Collins’ (2001) book entitled *Good to Great: Why Some Companies Make the Leap... and Others Don’t*. 
• Research of combined departments at other universities
• Report from Administration
  o Details of financial savings of merger
  o Steps of search process for chair and administrative assistant

2. The Proposal

The proposal either overgeneralizes or misrepresents three important items.
• One department’s administrative assistant will lose her job.
  o The proposal states that the administrative assistant who is not selected is “eligible for similar positions at the University” (emphasis added).
  o For Ms. Marti Stuebner or Ms. Kathie Ross, there is no security for whomever is not selected. The one who is not selected is merely “eligible” to be interviewed for these similar positions.
  o Eligibility does not secure continued employment at Southeast Missouri State University.
• One chair will not be retained for department-level leadership.
  o Although one chair will retain his/her faculty position, the chair will experience a demotion in title and a significant reduction of stipend (yearly stipend + summer stipend + 10th month salary). This reduction in salary is over 15% of the total salary for the person not selected.
  o More significantly, the chair will lose the opportunity to continue to carry the vision for the department – a responsibility for which s/he came to Southeast Missouri State University.
  o There is a human factor with each of the first two items.
• The merger might have a negative impact on students.
  o The proposal states that the merger “can occur without a negative impact on students...” (emphasis added). This statement, though, appears to be based on anecdotal evidence alone without proper input from the departments and its students.
  o The loss of identity to the Department might have a negative impact on students.
  o The merger with Social Work might impact donors and/or alumni which could have an indirect, yet potentially profound, impact on scholarships and other funding opportunities; the merger may indirectly impact students in a negative way.
  o There could be possible loss of operating, student labor, and equipment budgets which will indirectly impact students in a negative way. Even though the proposal indicates that “no faculty positions... will be eliminated,” the proposal states “(t)here also should be no loss of operating, student labor, or equipment budgets...” There is little security that budgets will be untouched.
  o Without proper input and evidence gathering, the impact – negative or otherwise – is unknown.

There are inconsistent messages and incorrect or missing information in the proposal.
• The opportunity to secure program directors for both disciplines is inconsistently stated.
  o The proposal notes that the chair of one department goes back to the faculty and “results in two additional sections each semester.”
  o However, verbal communication in the College meeting and meetings with the two sitting chairs suggested that each department would garner a program director with at least one course release per semester.
  o In a meeting with the Department of Social Work, the Provost claimed that the reassignment could include two course releases if accreditation demanded.
  o There is uncertainty as to whether each former department will secure a program director regardless whether the former department chair is the new chair.
  o There is uncertainty as to the number of courses reassigned for this program director.

5 According to Dr. McElderry in a conversation with Dr. Ball
There is inaccurate information regarding the number of options of the degrees in the new department.
  o Table 2 in the proposal includes information on the degrees offered in the newly formed department and lists two undergraduate programs with three options.
  o Neither the B.S. in Criminal Justice nor the B.S. in Social Work have curricular options.
  o If this table includes inaccurate information, then the accuracy of other evidence in the proposal is uncertain.

The characterization of the similarity of the two disciplines may be inaccurate.
  o The proposal suggests both disciplines of Criminal Justice and Social Work address the “betterment of the human condition and assisting individuals experiencing difficulties.”
  o Sometimes, the field of criminal justice is about exacting punishment on those deserved of punishment and the services they provide to carry out that punishment.
  o The “betterment of the human condition” may serve society at large but not in the same spirit as written in the proposal.

The details of the savings are not enumerated in the proposal and have been inconsistently presented.
  o The proposal does not iterate the detail of savings which is an important component of the proposal for the Department to consider.
  o In several venues, different amounts ranged from $50,000 to $60,000. Sometimes this number was presented as a specific amount while other times it was presented as a range.

Recommended Solutions

The Department requests that the Provost submit a report outlining key missing, relevant information so that the Department can reconsider the proposal. As noted in the Faculty Handbook, Chapter 5, Section C, the proposal format can include “supporting data up to ten pages...” The Department requests a revised proposal to include supporting materials with the following:

  o Details of financial savings.
  o Rationale and data gathered to suggest fit of two departments.
    o More extensive list of combined departments/schools.
    o Organisational structure of combined departments/schools (e.g., budget structure, leadership structure, shared programs).
    o Evidence of success/failures of the list of programs in proposal.
  o Details of the selection process of the chair and administrative assistant.
  o Details of program directors (e.g., number of program directors, type of reassignment and other compensation, general proposed responsibilities).

3. Context of Evidence

In announcing this proposal to the two departments in the joint meeting, the Provost mentioned the importance of context. The framework that was used was the size of the two departments individually within the context of the College of Health and Human Services. The proposal stated that “both departments are among the smallest in (the College)” This context was again referenced in the presentation. There was a lack of clarity in the proposal and in the presentation of the proposal as to what “size of department” meant. Albeit the proposal speaks about the number faculty as a way to more equitably “allocate service responsibilities among faculty,” it also states that the merged department “will have... a total number of majors, degree programs, and student credit hour (SCH) production on par with other departments in the College...” Some may have understood this phrase (“size of department”) to refer to the number of full-time faculty, while others may have understood it to be the number of majors, SCH, etc. The question remains whether the framework of this context is correctly referenced.

The Department recently completed their periodic/cyclical program review. In this review, the Department relied on data provided in published Key Performance Indicators (KPIs) and the Fact Book among other sources of data provided by Institutional Research upon request. The Department started their data collection in Fall 2015 and was granted a one year extension because of a change in leadership. Therefore, the Department was able to secure KPI and Fact Book data from AY2010 to AY2016 to calculate 7 year averages.
Although the Department is one of the smallest in the College (4th of 6 departments in the College) in terms of both number of majors and full-time faculty, the Department is near the top one-third of all departments at the University for number of majors and completers and is average (50th percentile) for SCH (see Table 1).

Placing the Department in a different College would yield much different comparative results. For example, over the last seven years, the Department would be ranked 2nd out of 11 departments in the College of Liberal Arts for average number of majors. The College of Health and Human Services houses 4 of the top 10 departments at the University in terms of average number of majors and completers. No other College can say that.

In terms of number of faculty, the Department has experienced one of the lowest total number of full-time faculty in the last 7 years as evidenced in Table 1.

Table 1. Total Averages – Seven Year Average and AY 2016 for Undergraduate Enrollment Data

<table>
<thead>
<tr>
<th>Majors</th>
<th>7 year average</th>
<th>Rank</th>
<th>AY16</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crim. Jus. &amp; Soc.</td>
<td>400</td>
<td>9</td>
<td>368</td>
<td>10</td>
</tr>
<tr>
<td>Social Work</td>
<td>168</td>
<td>19</td>
<td>154</td>
<td>19</td>
</tr>
<tr>
<td>Total</td>
<td>568</td>
<td>7</td>
<td>522</td>
<td>7</td>
</tr>
<tr>
<td>SCH</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Crim. Jus. &amp; Soc.</td>
<td>3,487</td>
<td>14</td>
<td>4,255</td>
<td>11</td>
</tr>
<tr>
<td>Social Work</td>
<td>2,173</td>
<td>25</td>
<td>1,914</td>
<td>24</td>
</tr>
<tr>
<td>Total</td>
<td>5,658</td>
<td>5</td>
<td>6,169</td>
<td>5</td>
</tr>
<tr>
<td>Completers</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Crim. Jus. &amp; Soc.</td>
<td>82</td>
<td>8</td>
<td>63</td>
<td>9</td>
</tr>
<tr>
<td>Social Work</td>
<td>32</td>
<td>17</td>
<td>26</td>
<td>18</td>
</tr>
<tr>
<td>Total</td>
<td>114</td>
<td>3</td>
<td>89</td>
<td>9</td>
</tr>
<tr>
<td>Minors*</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Crim. Jus. &amp; Soc.</td>
<td>265</td>
<td>2</td>
<td>183</td>
<td>2</td>
</tr>
<tr>
<td>Social Work</td>
<td>59</td>
<td>9</td>
<td>59</td>
<td>9</td>
</tr>
<tr>
<td>Total</td>
<td>264</td>
<td>1</td>
<td>242</td>
<td>2</td>
</tr>
<tr>
<td>Faculty</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Crim. Jus. &amp; Soc.</td>
<td>8</td>
<td>25</td>
<td>9</td>
<td>23</td>
</tr>
<tr>
<td>Social Work</td>
<td>8</td>
<td>23</td>
<td>8</td>
<td>25</td>
</tr>
<tr>
<td>Total</td>
<td>16</td>
<td>11</td>
<td>17</td>
<td>8</td>
</tr>
</tbody>
</table>

*minors are consolidated by department

The proposal suggests the merger will add more faculty to help with service commitments required of the two departments. As the two departments currently stand, they only have 5 total tenured/faculty – 3 Full Professors and 2 Associate Professors. One of the most profound commitments in an academic department is the promotion and tenure review committee. Assuming a joint promotion and tenure review committee between the different programs is even feasible, the Faculty Handbook notes that the chair and the department representative on the College committee cannot serve on the department review committee. Therefore, the combined department would end up with three committee members to observe, review and evaluate 4 untenured, tenure-track faculty – 3 in Criminal Justice and Sociology and 1 in Social Work. Although other committee work could be shared, the more significant (and arguably most important) service work in the department is not as well shared as the proposal suggests and creates more work for the small group of tenured faculty if cross-discipline faculty assessment is even appropriate.

Another context to consider is the average number of majors, SCH, and completers per full-time faculty. Table 2 summarizes these data for both departments. In the Department’s Program review, the Department calculated the number of majors per full-time faculty.

Combining the departments into one large department to have “a total number of majors, degree programs, and student credit hour production on par with other departments in the College...” does not necessarily equate to a more efficient delivery of the programs. Although the number of faculty is larger, the number of majors and SCH is also larger. As
noted in Table 2, the average number of majors and SCHs per full-time faculty are already substantial for the Department with averages ranked in top 3 on each metric across the University. Although the average number of majors and SCHs per full-time faculty in the combined department are lower, the University-wide rank remains high (top 10). Within the College, the newly formed department is the highest on all measures except average number of majors per faculty behind Health, Human Performance, and Recreation at 43 average number of majors per faculty compared to 35. Although the combined department increases the number of faculty, it does not reduce the strain on the Department in terms of average number of majors and SCHs per full-time faculty.

Table 2. Per Full-Time Faculty Averages – Seven Year Average and AY 2016

<table>
<thead>
<tr>
<th>Majors/faculty</th>
<th>7 year average</th>
<th>Rank</th>
<th>AY16</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crim. Just. &amp; Soc.</td>
<td>51</td>
<td>2</td>
<td>41</td>
<td>7</td>
</tr>
<tr>
<td>Social Work</td>
<td>21</td>
<td>12</td>
<td>19</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>35</td>
<td>8</td>
<td>31</td>
<td>10</td>
</tr>
<tr>
<td>SCH/Faculty</td>
<td>445</td>
<td>3</td>
<td>473</td>
<td>1</td>
</tr>
<tr>
<td>Social Work</td>
<td>271</td>
<td>16</td>
<td>239</td>
<td>18</td>
</tr>
<tr>
<td>Total</td>
<td>357</td>
<td>9</td>
<td>363</td>
<td>10</td>
</tr>
<tr>
<td>Completers/faculty</td>
<td>11</td>
<td>2</td>
<td>41</td>
<td>5</td>
</tr>
<tr>
<td>Social Work</td>
<td>4</td>
<td>12</td>
<td>3</td>
<td>17</td>
</tr>
<tr>
<td>Total</td>
<td>7</td>
<td>5</td>
<td>5</td>
<td>9</td>
</tr>
<tr>
<td>Minors/faculty*</td>
<td>**</td>
<td>**</td>
<td>**</td>
<td>**</td>
</tr>
<tr>
<td>Social Work</td>
<td>**</td>
<td>**</td>
<td>**</td>
<td>**</td>
</tr>
<tr>
<td>Total</td>
<td>**</td>
<td>**</td>
<td>**</td>
<td>**</td>
</tr>
</tbody>
</table>

* minors are consolidated by department
* data not collected at the time of the department program review

Recommended Solutions

If the impact of the rationale is to look for areas to save for budget purposes, then there might be other areas of opportunity. One possible area to reduce the impact of the budget cuts is to look for ways to increase revenue on the academic side. The Department currently engages in a cooperative online graduate degree with Missouri Southern State University (MSSU). In March of 2017, the Department submitted a budget plan to increase revenue in this program by disconnecting with MSSU and teaching the remaining courses ourselves. There were different credit load and instructor type models that were drafted that suggested a net revenue to the University ranging from $17,000 to $34,000 annually by using conservative enrollment numbers.

The merger proposal is a top-down approach without input from the faculty, staff, students, alumni, and stakeholders from either department. The Department of Criminal Justice and Sociology believes this proposal was absent the necessary evidence to support such a proposal. The merger of the two departments should not move forward without further input and evidence – beyond financial – to support the merger.

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* The budget plan is available upon request.
If the merger takes place

The Department emphasizes that without proper vetting, there was not enough information to support this merger proposal. However, if the proposal will continue, the Department has some points for the Administration to consider.

- **Implementation date to be moved to July 1, 2018.**
  - There was a lack of evidence in the proposal and the level of detail given during the verbal presentation to warrant a January implementation.
  - The newly formed department needs time to gather input from students, faculty, staff and stakeholders, gather evidence, and acclimate to new colleagues from a different discipline.
  - In order for a transition from two independent departments into one department, it is necessary to give the newly formed department at least six months to make this transition smooth and to effectuate sound consideration as mentioned in the Faculty Handbook. One month for transition is not enough.

- **Program directors to be secured for both programs regardless of the chair selection.**
  - The proposal does not specify whether a program director will be secured except for any program that is accredited. One program is accredited; the other is not.
  - In order for the new combined department to operate efficiently, it is important that each program receive a program director whether mandated by accreditation or not.
  - As the Provost has presented, he was department head of a similar program – Department of Sociology, Anthropology and Criminology – at Missouri State University. Each program – Sociology, Anthropology, and Criminology – had a program director including Sociology. The Department seeks the same structure.

- **The program directors should have release time.**
  - The program directors are taking on additional administrative work.
  - For this work to be done well, it is imperative that each program director be granted release time – at least one course per semester.

- **The displaced administrative assistant to be placed in a similar position on campus to secure employment.**
  - The proposal does not specify the process for selection of the administrative assistant.
  - In a separate meeting with the HR director, administrative assistants (and the chair) of the departments were told that the process would involve the selection of the chair first and then the administrative assistant.
  - Both the proposal and verbal presentations made it clear that there is no security in retaining employment at Southeast Missouri State University.
  - Therefore, the Department requests that the displaced administrative assistant be placed in a similar position on campus to adhere to the President’s statement that employees will be retained. Without this placement, there is no guarantee that employees will be retained in this situation.

- **Additional compensation to be considered for both chair and administrative assistant.**
  - The proposal does not specify whether the retained chair and administrative assistant are going to be compensated in proportion to the new workload.
  - For the retained chair and administrative assistant, the department doubles in size of the faculty and adds more students and programs. It is inevitable that the workload will increase even with program directors.
  - Even though the department chair’s regular year stipend will likely increase (>12 faculty earns the department chair an additional $500), this compensation is inconsequential.
  - The administrative assistant, as far as it is known, is not secure to receive additional compensation by general rule in the same way as the chair.

- **Student employment budget to be retained.**
  - The proposal does not note whether the budget for student employment is to be retained during the merger.
  - The Department seeks confirmation that student employment will remain the same in the combined department as it was for the individual departments.

The Department appreciates the opportunity to outline its concerns.

Cc: Dr. Hamner Hill, Interim Dean of the College of Health and Human Services
Date: October 9, 2017
To: Karl Kunkel, Ph.D., Provost
Via: Hamner Hill, J.D., Ph.D., Interim Dean, College of Health and Human Services
From: Membership of the College of Health and Human Services College Council
Re: College of Health and Human Services College Council Response to Proposal to Merge Department of Criminal Justice and Sociology and Department of Social Work

Chapter 5, Section C of the Southeast Missouri State University Faculty Handbook, indicates that the College Council, for the College(s) affected by the proposal for merger of departments shall forward a report endorsing or rejecting the proposal. On October 4, 2017, at the regular meeting of the College of Health and Human Services (CHHS) College Council the body considered the required response to the proposed merger of the Department of Criminal Justice and Sociology and the Department of Social Work.

It is the estimation of the College Council that discipline specific details of the proposed merger are more appropriate for the affected departments to address. The CHHS College Council has confidence in the departments to address the programmatic and accreditation concerns associated with the proposed merger.

While the CHHS College Council does feel that the departments are capable of handling the academic issues which will arise from a merger, there is no support for the Provost’s proposal at this time. The members of the CHHS College Council understand the financial reasons for the proposal, and they also understand the Provost’s rationale regarding academic or programmatic opportunities this merger could potentially afford the departments. It bears noting that none of these academic or programmatic opportunities are closed to the departments at this time or at any time in the future whether or not they remain independent.

The Provost’s proposal included the listing of six combined Criminal Justice, Sociology, Social Work departments from various universities. There is no indication of why these were chosen other than the names of departments. Only one of the institutions on the list is a Peer Group Institution of Southeast Missouri State University. Two of the six schools listed have little in common with Southeast Missouri State University in size, scope, and/or mission. There is no indication of how the mergers at these institutions have worked in terms of faculty productivity, synergy among programs, programmatic success, student success, enrollment in cohorts, retention, etc.

The CHHS College Council believes that the timeline for the process has not allowed for adequate consideration of several key factors. The principle of shared governance dictates that there should be far more discussion of a matter this significant. This discussion should take place with faculty, students, and stakeholders to gain input. This would allow time for consideration of the issues and create an atmosphere where this type of proposal can be acceptable to the parties involved. The fact that there were no delineated processes whereby the merged department would select a chair and an administrative assistant is indicative of the lack of advance discussion.
Chapter 5, Section C of the Faculty Handbook also states that the format of a proposal for major academic restructuring should also include “supporting data up to ten pages that includes impact upon students, personnel considerations, budget, and resource considerations.” These additional pages should have provided the specific processes to be followed for selecting a chair and an administrative assistant. In addition, an estimate of the actual savings provided by the merger should have been included, as opposed to the more general statement about the University’s budget constraints. Finally, while the proposal states “there also should be no loss of operating, student labor, or equipment budgets since current department budgets will be combined into a single set of accounts,” there is no assurance that when combined, the single set of accounts will equal the sum of the two departments’ accounts.

The proposed timeline for the merger exacerbates the fears and concerns of the faculty in the affected departments. Once again, this is a significant issue which could have been addressed with advance discussion and open lines of communication. There was ample opportunity over the summer months to discuss this issue with the faculty. Most, if not all faculty were available over the summer. Each department gathered for faculty retreats in late summer. These were communication opportunities missed and could have possibly made the timeline more feasible.

Given the lack of time for input, the members of the CHHS College Council do not feel that this proposal should advance on its current timeline. There is no indication that this timeline is best for the departments and their programs, nor is there an indication that it is best for Southeast Missouri State University. This CHHS College Council may be able to support this merger if the process allowed for adequate discussion and open communication; if the timeline was reasonable and allowed for the academic administration to explore the success of merger of the departments with similar structure; and if there was a clear process for selection of the chair and administrative assistant.
The Office of the Dean of the College of Health and Human Services has received responses to the proposal to merge the Department of Criminal Justice and Sociology with the Department of Social Work from 1) each of the affected departments; and 2) the CHHS College Council. None of these replies has been supportive of this proposal, and vary from slightly opposed to adamantly opposed.

As Dean of the College, I support the proposal but with significant reservations. Given the fiscal state of the University, it presents an opportunity to contribute to institutional economy and efficiency. There is no principled reason why programs in Criminal Justice and Social Work cannot coexist with one academic department. Merging these departments does not, in itself, threaten the accreditation of the Social Work program.

I recommend:
- Securing reaffirmation of the accreditation of the Social Work program in 2020 should be an institutional priority. Once completed, I strongly recommend the development, approval, and implementation of an MSW (needed in our area).
- The autonomy of the Social Work program must be maintained in a manner consistent with accreditation standards.
- Post-merger Departmental resources should be equitably distributed to the programs within it, reflecting programmatic needs (e.g., student field work and accreditation).
- Existing Human Resources policies must be followed as prescribed in all cases that may require displacement of staff in the affected departments, including selection of a new chairperson for the merged department.

I have reservations about:
- The depth of the opposition to this merger will present numerous administrative challenges to the chairperson of the new department.
- The Community Advisory Board’s for the programs involved disagree about the wisdom of the merger.
- There has been massive faculty turnover in Social Work recently, with more permanent hiring in the future. A merger may disrupt the faculty or program to the detriment of our students, the University, and the larger community.

Even with these significant reservations, I still support the proposal. Both program can benefit from this merger, but my one page limit does not allow me to elaborate.

Experience Southeast...Experience Success
MEMORANDUM

To: Dr. Kunkel, Provost
Cc: Dr. Hill, College of Health and Human Services; Dr. Susan Kondrick, University Studies
From: Dr. Alden-Rivers, Associate Provost
Date: October 30, 2017
Re: Recommendations for Academic Restructuring Proposal, Health and Human Services, dated Fall 2017

Please consider this memorandum from the University Studies Council as our formal response to the Academic Restructuring Proposal submitted by the College of Health and Human Services in Fall 2017.

The Council reviewed and discussed the proposal via an online discussion between the dates of October 25-30, 2017. The Council made the following recommendation.

Recommendation: Determine and confirm with stakeholders that all relevant documents were made available and the all interested parties were given time to make an informed response.

Comments from Council member: “After reviewing the comments, it seems there is quite a bit of concern expressed by the faculty in both departments. Comments included postponing this until further review and that the established timeline was not followed. It was also stated that supporting documents, impact upon students, personnel considerations, budget, and resource considerations, were not provided for review. It may be in the best interest of all parties if a determination is made as to whether all relevant documents were made available and all interested parties had time to make an informed decision. If the guidelines for academic restructuring have not been followed, then the timeline for this proposal should be adjusted to reflect those.”

Comments from Council member: “I will say that looking through the multiple documents, which mostly either oppose this move or desire to slow the process, I agree. Some principles: 1) The provisions of the faculty handbook should be followed to the letter; 2) The concerns of stakeholders should be presented and addressed; and 3) Accreditation of the various departments – Social Work in particular - is a strategic, long term priority. Should-term budgeting exigency is not.”

Comments from Council member: “I’m impressed that many voices in the departments have eloquently expressed concerns about this merger, while at the same time, acknowledging budget realities. Several compromises have emerged in these documents and I support the general tenor: we must have an open mind and be receptive to administrative requirements. However, the proposal before us, whatever its merits, was produced too quickly with too little
Input. More time needs to be taken - even if the ultimate result is the same. The bottom line may appear unchanged, but for the time lost. But other bottom line priority, faculty governance, is at stake here."

Thank you for including the University Studies Council in this consultation process. If you have further questions or requests for support from this group, please let us know.

Best wishes,

[Signature]

Bethany Alden-Tyers
Interim Chairperson of University Studies Council, on behalf of the University Studies Council
MEMORANDUM

Southeast Missouri State University
School of Graduate Studies
(573) 651-2062 education@semo.edu main hall 3400

DATE: November 2, 2017
TO: Provost Kunkel
FROM: Chuck McAllister
RE: Restructuring in the College of Health and Human Services

Graduate Council held a special meeting on Thursday, November 2 to respond to the proposed merger of the departments of Criminal Justice & Sociology and Social Work. Interim Dean Hill was present to provide context and answer questions about the proposal. While the Council found support in the logic of combining these disciplines into a single department, reservations about the proposal outweigh its apparent strengths. Reservations include:

- Perceived negative impact on faculty morale and the resulting effect on the existing Criminal Justice graduate program and a possible Master of Social Work program;
- Possibly stronger program introduced at the Provost's Forum on Academic Restructuring to merge Social Work with Counseling; and
- Potential negative impacts on Social Work clinical activities and placements for current undergraduate students.

The Council was not compelled by the rationale and reasons offered by the Social Work department and wishes to take this opportunity to provide advice and counsel to the Department that future proposal responses should be substantive. Overall, Graduate Council does not support the current proposal and looks forward to reviewing alternatives that arise from additional conversations across the division of Academic Affairs.
Minutes
Academic Council
November 7, 2017

Present: Alden-Rivers, Barrios, Cwick, Dunn, Glackin, Hinkle, Hill, Kendrick, Kunkel, McAllister, McGowan, Ortiz, Rogers-Adkinson, Schmidt, Wang, Weller-Stilson, and Wiles

Guests: Brad Deken, Glen Williams

Provost Karl Kunkel called the meeting to order at 3:00 p.m.

A. MINUTES:
Motion by Hill, seconded by McGowan, to approve the distributed minutes from October 3, 2017, Academic Council meeting. Unanimously approved.

B. OLD BUSINESS:

Previously tabled item, Technical Writing & Communication Minor, not discussed; remains tabled.

C. NEW BUSINESS:

New Program - Bachelor of Applied Science in Applied Technology
Motion by McGowan, seconded by Barrios, to approve the new Bachelor of Applied Science in Applied Technology program. McGowan explained program provides potential two-year completion of BAS for students with AAS. McGowan invited Deken to provide explanation and answer questions. Discussion followed. Motion passed unanimously.

Program Changes — Master of Arts in Teaching: Mild Moderate Cross Categorical Emphasis
Master of Arts in Teaching: Early Childhood Special Education Emphasis
Motion by Hill, seconded by McGowan, to treat these two proposals as a block. Motion carried. Rogers-Adkinson advised of new DESE requirements for nine additional hours to be considered licensure programs. Discussion followed. Motion passed unanimously.

Program Change — Master of Arts in Secondary Education: Educational Technology
Motion by Rogers-Adkinson, seconded by Hill, to approve the program change to Master of Arts in Secondary Education: Educational Technology. Rogers-Adkinson invited Cwick to provide explanation. Discussion followed. Motion passed unanimously.

Program Revision — Bachelor of Arts in English
Motion by Barrios, seconded by McGowan, to approve the program revision for Bachelor of Arts in English. Kendrick explained the revision details. Discussion followed. Motion passed unanimously.

Program Revision — Bachelor of Science in Education: English
Motion by Barrios, seconded by Rogers-Adkinson, to approve the program revision for Bachelor of Science in Education: English. Rogers-Adkinson and Cwick presented details of new DESE requirements for certification. Discussion followed. Motion passed unanimously.
Program Revision – Bachelor of Science in Education: Biology
Motion by McGowan, seconded by Barrios, to approve the program revision for Bachelor of Science in Education: Biology. McGowan and Rogers-Adkinson presented details related to reduction of hours to graduation and DESE option requirements. Discussion followed. Motion passed unanimously.

Revision to Existing Minor – Social Work
Motion by Hill, seconded by Barrios, to approve the revision of the Social Work minor. Hill explained the proposed change. Discussion followed. Motion passed unanimously.

Revision to Existing Major – Corporate Communication
Motion by Barrios, seconded by Rogers-Adkinson, to approve the revision of the Corporate Communication major. Williams verified the proposed benefits related to this revision. Discussion followed. Motion passed unanimously.

Major Academic Restructure – College of Liberal Arts
Motion by Barrios, seconded by Hill, to endorse the major academic restructure proposal from the College of Liberal Arts. Barrios explained the current Department of Modern Languages, Anthropology, and Geography would be dissolved. Two new departments would be created: Department of History, Anthropology, and Geography and the Department of Communication Studies and Modern Languages. Barrios stated the proposal has gone through all affected departments, Liberal Arts College Council, University Studies Council, and Graduate Council. Discussion followed. Motion passed unanimously.

Major Academic Restructure – Provost
Motion by McGowan, seconded by Barrios, to endorse the major academic restructure proposal from the Provost. Hill explained the proposal to merge the current Department of Criminal Justice and Sociology with the Department of Social Work to create a new Department of Criminal Justice, Social Work, and Sociology. Discussion followed. An amendment to revise the effective date to July 1, 2018 was moved by Rogers-Adkinson, seconded by Ortiz. Motion passed unanimously. A vote was then taken on the amended motion. Voice vote was unclear. Vote by show of hands in favor of endorsing the reorganization: nine members endorse, five members oppose, and two members abstain.

D. INFORMATION ITEMS:

Revision – Criminology Minor
Hill briefly discussed the changes. Required courses are being updated to cover core issues and electives have been modified to eliminate overlap with updated core content.

Course Title Change – AD101
Wiles stated the title of AD101 will be changed from “Introduction to Microcomputer Applications” to “Introduction to Computer Applications,” with a minor change to catalog description, effective fall 2018.

Revision – Entrepreneurship Major
Wiles stated IU305 is being replaced in the major requirements with MK342.

E. DISCUSSION ITEMS/OTHER:

None

Kunkel adjourned the meeting at 3:50 p.m.
BOARD OF REGENTS

REPORT ITEM

December 15, 2017

Open Session

INTERCOLLEGIATE ATHLETICS DEPARTMENT PROCEDURES
FOR YEAR ENDING JUNE 30, 2017

The attached Independent Accountants’ Report on Agreed-Upon Procedures for the University Intercollegiate Athletics Department was compiled by RubinBrown, LLP at the request of the University solely to assist the University in complying with NCAA Constitution 3.2.4.15.

The Statement of Revenues and Expenses for Intercollegiate Athletics has been prepared using the reporting definitions required by the NCAA and includes the operations of the Intercollegiate Athletics department, revenues and expenses related to various sports camps, and athletic expenses paid directly by the Foundation. The review did not disclose any material findings which require action by the University.

**Constitution 3.2.4.15 Division I Requirement.** The report shall be subject to approved annual agreed-on verification procedures (in addition to any regular financial reporting policies and procedures of the institution) and conducted by a qualified independent accountant who is not a staff member of the institution and who is selected by the institution’s president or by an institutional administrator from outside the athletics department designated by the president. The independent accountant shall verify the accuracy and completeness of the data prior to submission to the institution’s president and the NCAA. The institution’s president shall certify the financial report prior to submission to the NCAA.
Independent Accountants’ Report On Applying Of Agreed-Upon Procedures

Management and the Board of Regents
Southeast Missouri State University
Cape Girardeau, Missouri

We have performed the procedures enumerated below, which were agreed to by Southeast Missouri State University (the University), solely to assist the University in evaluating whether the accompanying Statement of Revenues and Expenses (the Statement) of the University is in compliance with the National Collegiate Athletic Association (NCAA) Bylaw 3.2.4.15 for the year ended June 30, 2017. The University’s management is responsible for the aforementioned financial statement elements, accounts and items and the internal control over financial reporting and compliance. This agreed-upon procedures engagement was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants. The sufficiency of these procedures is solely the responsibility of the parties specified in this report. Consequently, we make no representation regarding the sufficiency of the procedures described below either for the purpose for which this report has been requested or for any other purpose.

Our procedures and findings are as follows:

Procedures Related To Revenues

1. Agreement To General Ledger

a. We obtained the University’s Intercollegiate Athletics Department Statement of Revenues and Expenses from management. We checked the mathematical accuracy of the amounts on the statement, compared amounts on the statement to management’s worksheets and compared and agreed each category of revenues per the Statement of Revenues and Expenses to the University’s general ledger.

Conclusion:

No exceptions were found as a result of applying these procedures.
b. We inquired of University management and obtained a representation that there are no outside booster organizations that contribute directly to the University.

Conclusion:

Management explained that there are no outside booster organizations that contribute directly to the University.

2. Internal Control Policies And Procedures

a. We obtained from the University's management a description of aspects of the University's internal control structure unique to the Intercollegiate Athletics Department, such as ticket sales and receipts and athletic department expenses. We were engaged to report whether there were any significant changes in the policies that occurred during the year.

Conclusion:

Per discussion with management, there have been no significant changes from the prior year.

b. We compared and agreed a sample of five revenue receipts obtained from the revenue supporting schedules to supporting documentation (copy of check, account deposit form for athletics, or miscellaneous receipt documentation).

Conclusion:

No exceptions were found as a result of applying these procedures.

c. We compared and agreed a sample of five expenses obtained from the expense supporting schedules to supporting documentation (purchase order, vendor invoice and copy of check).

Conclusion:

No exceptions were found as a result of applying these procedures.
3. **Ticket Sales**

   a. We compared total ticket sales revenue to the prior period amount. We obtained and documented management's explanation for any variation exceeding 10%.

   **Conclusion:**

   No variations exceeding 10% were found as a result of applying these procedures.

   b. We compared total ticket sales revenue to the budgeted amount. We obtained and documented management's explanation for any variation exceeding 10%.

   **Conclusion:**

   Total ticket sales revenues were approximately $453,000 and 106% higher than budget. Management explained that the variance was primarily attributable to football and basketball complimentary tickets which are recorded as revenue and are not budgeted.

   c. We obtained supporting schedules of men's and women's basketball and football tickets sold during the reporting period and season tickets pledged during the reporting period for men's and women's basketball and football. We recalculated the supporting detail and agreed amounts to those recorded on the Statement. We obtained and documented management's explanation of variations between the supporting detail and the amounts recorded on the Statement.

   **Conclusion:**

   Recalculated totals per the supporting detail agreed within a 1% range of variance to the Statement.

   d. We compared and agreed a sample of five revenue receipts per the 2016-2017 men's and women's basketball and football ticket sales revenue transaction detail schedules to supporting documentation (copy of check or credit card receipt, the Cashier Closeout Report envelope, and deposit slip from the Cashiers).
Conclusion:

No exceptions were found as a result of applying these procedures.

4. Student Athletic Fees

a. We compared student athletic fees revenue to the prior period amount. We obtained and documented management's explanation for any variation exceeding 10%.

Conclusion:

No variations exceeding 10% were found as a result of applying these procedures.

b. We compared total student athletic fees revenue to the budgeted amount. We obtained and documented management's explanation for any variation exceeding 10%.

Conclusion:

No variations exceeding 10% were found as a result of applying these procedures.

c. We obtained and inspected the supporting transaction detail of student athletic fees revenue. We recalculated the total student athletic fees revenue recorded in the detail listing and agreed it to the amounts recorded in the general ledger.

Conclusion:

No exceptions were found as a result of applying these procedures.

d. We obtained and documented an understanding of the University's policies for allocating student athletic fees to the intercollegiate athletic program.

Conclusion:

No exceptions were found as a result of applying these procedures.
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e. We compared and agreed student athletic fees reported by the University to enrollments during the current period. We recalculated student athletic fees revenue and obtained and documented management's explanation of any variation exceeding 10% of amounts recorded in the general ledger.

Conclusion:

No variations exceeding 10% were found as a result of applying these procedures.

5. Direct State and Other Government Support

The University had no Direct State and Other Government Support revenue, therefore procedures were not required to be performed in accordance with the NCAA Agreed-Upon procedures guidelines.

6. Direct Institutional Support

a. We compared total direct institutional support revenue to the prior period amount. We obtained and documented management's explanation for any variation exceeding 10%.

Conclusion:

No variations exceeding 10% were found as a result of applying these procedures.

b. We compared total direct institutional support revenue to the budgeted amount. We obtained and documented management's explanation for any variation exceeding 10%.

Conclusion:

Total direct institutional support revenue was approximately $899,000 and 15% higher than budget. Management explained that the Athletics insurance, which is paid by a non-Athletics fund and totaled approximately $520,000, is not included in the budget. In addition, large unbudgeted transfers into the Athletics fund during the year contributed to direct institutional support exceeding budgeted amounts totaling $356,100. These transfers included $216,000 for graduate assistant fees, $73,600 for salaries and benefits and $45,400 for Athletic Merit Scholarships.
c. We obtained and inspected supporting transaction detail of direct institutional support revenue. We recalculated the total direct institutional support revenue recorded in the detail listing and compared and agreed to amounts recorded on the general ledger.

Conclusion:

No exceptions were found as a result of applying these procedures.

d. We obtained supporting documentation, including University authorizations and supporting transaction detail, for three direct institutional support revenues. We recalculated the supporting documentation and compared and agreed amounts to the general ledger.

Conclusion:

No exceptions were found as a result of applying these procedures.

7. Transfers Back to Institution

a. We compared total transfers back to the University to the prior period amount. We obtained and documented management’s explanation for any variation exceeding 10%.

Conclusion:

Total transfers back to the institution increased approximately $480,000 and 417% in the current year from the prior year. Management explained that the increase is due to transfers back to the University of approximately $378,500 in the current year for the basketball program’s portion of the renovation to their game venue site and to cover athletics portion of budget cuts to University appropriations by the State of Missouri.

b. We compared total transfers back to the University to the budgeted amount. We obtained and documented management’s explanation for any variation exceeding 10%.

Conclusion:

Management explained this is a revenue category that is only included in the University’s Intercollegiate Athletics Department Statement of Revenues and Expenses and therefore is not budgeted by the University.
c. We obtained and inspected supporting transaction detail for transfers back to the University with permanent transfers back to the institution from the athletics department. We recalculated the total other revenue recorded in the detail listing and agreed to amounts recorded in the general ledger.

Conclusion:

No exceptions were found as a result of applying these procedures.

8. Indirect Institutional Support

The Indirect Institutional Support category was less than 4% of total revenue, therefore procedures were not required to be performed per the NCAA Agreed-Upon procedures guidelines.

9. Guarantees

a. We compared total guarantees revenue to the prior period amount. We obtained and documented management’s explanation for any variation exceeding 10%.

Conclusion:

No variations exceeding 10% were found as a result of applying these procedures.

b. We compared total guarantees revenue to the budgeted amount. We obtained and documented management’s explanation for any variation exceeding 10%.

Conclusion:

No variations exceeding 10% were found as a result of applying these procedures.
c. We obtained and inspected supporting transaction detail of guarantees revenue. We recalculated the total guarantees revenue recorded in the detail listing and agreed it to amounts recorded on the general ledger.

*Conclusion:*

No exceptions were found as a result of applying these procedures.

d. We obtained supporting documentation, including guarantee away game settlement reports and contractual agreements, for five guarantees revenue. We recalculated the supporting documentation and compared and agreed amounts to the general ledger.

*Conclusion:*

No exceptions were found as a result of applying these procedures.

10. **Contributions**

a. We compared total contributions revenue to the prior period amount. We obtained and documented management's explanation for any variation exceeding 10%.

*Conclusion:*

No variations exceeding 10% were found as a result of applying these procedures.

b. We compared total contributions revenue to the budgeted amount. We obtained and documented management's explanation for any variation exceeding 10%.

*Conclusion:*

Total contribution revenues were approximately $253,000 and 71% higher than budget. Management explained that expenses paid for by the Southeast Missouri University Foundation (the Foundation), which totaled approximately $238,800 in the current year, are not budgeted. Management explained that Foundation transfers are difficult to anticipate when preparing the budget.
c. We obtained and inspected supporting transaction detail of contributions revenue. We recalculated the total contributions revenue recorded in the detail listing and agreed to amounts recorded on the general ledger.

Conclusion:

No exceptions were found as a result of applying these procedures.

d. We obtained supporting documentation, including the check copy or Transfer of Funds Form, for two transfers from the Southeast Missouri University Foundation consisting of multiple contributions that constituted 10% or more of the combined total of contributions received. We recalculated the supporting documentation and compared and agreed the amounts to the general ledger.

Conclusion:

No exceptions were found as a result of applying these procedures.

11. In-Kind

The In-Kind category was less than 4% of total revenue, therefore procedures were not required to be performed per the NCAA Agreed-Upon procedures guidelines.

12. Compensation and Benefits Provided By A Third Party

The Compensation and Benefits Provided By A Third Party category was less than 4% of total revenue, therefore procedures were not required to be performed per the NCAA Agreed-Upon procedures guidelines.

13. Media Rights

The Media Rights category was less than 4% of total revenue, therefore procedures were not required to be performed per the NCAA Agreed-Upon procedures guidelines.
14. *NCAA Distributions*

a. We compared total NCAA distributions revenue to the prior period amount. We obtained and documented management's explanation for any variation exceeding 10%.

*Conclusion:*

Total NCAA distributions increased approximately $534,000 and 81% in the current year compared to the prior year. Management explained that this increase is primarily due to the one-time special distribution of approximately $603,000 received in the current year. The remaining difference is a decrease in NCAA Grant in aid in the current year of approximately $60,000.

b. We compared total NCAA distributions revenue to the budgeted amount. We obtained and documented management's explanation for any variation exceeding 10%.

*Conclusion:*

No variations exceeding 10% were found as a result of applying these procedures.

c. We obtained and inspected supporting transaction detail of NCAA distributions revenue. We recalculated the total NCAA distributions revenue recorded in the detail listing and agreed to amounts recorded on the general ledger.

*Conclusion:*

No exceptions were found as a result of applying these procedures.

d. We obtained and inspected supporting documentation, including related agreements, for five NCAA distributions. We recalculated the supporting documentation, and compared and agreed the amount to the general ledger.

*Conclusion:*

No exceptions were found as a result of applying these procedures.
15. **Conference Distributions**

The Conference Distributions category was less than 4% of total revenue, therefore procedures were not required to be performed per the NCAA Agreed-Upon procedures guidelines.

16. **Program Sales, Concessions, Novelty Sales And Parking**

The Program Sales, Concessions, Novelty Sales and Parking category was less than 4% of total revenue, therefore procedures were not required to be performed per the NCAA Agreed-Upon procedures guidelines.

17. **Royalties, Licensing, Advertisements And Sponsorships**

The Royalties, Licensing, Advertisements And Sponsorships category was less than 4% of total revenue, therefore procedures were not required to be performed per the NCAA Agreed-Upon procedures guidelines.

18. **Sports Camps Revenue**

The Sports Camps Revenue category was less than 4% of total revenue, therefore procedures were not required to be performed per the NCAA Agreed-Upon procedures guidelines.

19. **Athletics Restricted Endowment And Investment Income**

The Athletics Restricted Endowment And Investment Income category was less than 4% of total revenue, therefore procedures were not required to be performed per the NCAA Agreed-Upon procedures guidelines.

20. **Other Operating Revenues**

The Other Operating Revenues category was less than 4% of total revenue, therefore procedures were not required to be performed per the NCAA Agreed-Upon procedures guidelines.
21. **Bowl Revenues**

The University had no Bowl Revenues, therefore procedures were not required to be performed in accordance with the NCAA Agreed-Upon procedures guidelines.

**Procedures Related To Expenses**

1. **Agreement To General Ledger**

   We obtained the University's Intercollegiate Athletics Department Statement of Revenues and Expenses from management. We compared and agreed each category of expenses per the Statement of Revenues and Expenses to the general ledger.

   **Conclusion:**

   No exceptions were found as a result of applying these procedures.

2. **Athletic Student Aid**

   a. We compared total athletic student aid expenses to the prior period amount. We obtained and documented management's explanation for any variation exceeding 10%.

   **Conclusion:**

   No variations exceeding 10% were found as a result of applying these procedures.

   b. We obtained and inspected supporting transaction detail of athletic student aid expenses. We recalculated the total athletic student aid expenses recorded in the detail listing and agreed to amounts recorded on the general ledger.

   **Conclusion:**

   Recalculated totals per the supporting detail agreed within a 1% range of variance to the Statement.
c. We obtained and inspected a listing of athletic student aid recipients. We obtained and inspected supporting documentation, including the award letter and student record, for thirty-nine student athletes, accounting for 10% of the population of student athletes receiving aid. We recalculated the supporting documentation and compared and agreed the amounts to the general ledger.

Conclusion:

Recalculated totals per the supporting detail agreed within a 1% range of variance to the Statement.

d. We performed a check and ensured that each student selected for testing was also properly reported in the NCAA’s Compliance Assistant Software and examined in accordance with the criteria set forth in the NCAA 2017 Agreed-Upon Procedures Guidelines – Step 32.

Conclusion:

No exceptions were found as a result of applying these procedures.

3. Guarantees

The Guarantees category was less than 4% of total expenses, therefore procedures were not required to be performed per the NCAA Agreed-Upon procedures guidelines.

4. Coaching Salaries, Benefits And Bonuses Paid By The University And Related Entities

a. We compared coaching salaries, benefits and bonuses expenses to the prior period amount. We obtained and documented management’s explanation for any variation exceeding 10%.

Conclusion:

No variations exceeding 10% were found as a result of applying these procedures.
b. We obtained and inspected supporting transaction detail of coaching salaries, benefits and bonuses expenses. We selected a sample of support transaction detail reports (football, baseball, women's and men's basketball, and soccer) and recalculated the total coaching salaries, benefits and bonuses expenses recorded in the detail listing and agreed to amounts recorded on the general ledger.

Conclusion:

No exceptions were found as a result of applying these procedures.

c. We compared and agreed a sample of five coaching salaries, benefits and bonuses expenses selected from the supporting transaction detail to supporting documentation (including the employment contract and/or personnel action form, Additional Payments form and W-2).

Conclusion:

No exceptions were noted as a result of applying these procedures.

5. Coaching Salaries, Benefits, And Bonuses Paid By A Third Party

The Coaching Salaries, Benefits, And Bonuses Paid By A Third Party category was less than 4% of total expenses, therefore procedures were not required to be performed per the NCAA Agreed-Upon procedures guidelines.

6. Support Staff And Administrative Salaries, Benefits And Bonuses Paid By The University And Related Entities

a. We compared support staff and administrative salaries, benefits and bonuses expenses to the prior period amount. We obtained and documented management's explanation for any variation exceeding 10%.

Conclusion:

No variations exceeding 10% were found as a result of applying these procedures.
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b. We obtained and inspected supporting transaction detail of support staff and administrative salaries, benefits and bonuses expenses. We selected a sample of support transaction detail reports and recalculated the total support staff expenses recorded in the detail listing and compared and agreed to amounts recorded on the general ledger.

Conclusion:

No exceptions were found as a result of applying these procedures.

c. We compared and agreed a sample of five support staff and administrative salaries, benefits and bonuses expenses selected from the supporting transaction detail to supporting documentation (including the employment contract and/or personnel action form, Additional Payments form and W-2).

Conclusion:

No exceptions were found as a result of applying these procedures.

7. **Support/Administrative Salaries, Benefits, And Bonuses Paid By A Third Party**

The University had no Support/Administrative Salaries, Benefits, And Bonuses Paid By A Third Party, therefore procedures were not required to be performed in accordance with the NCAA Agreed-Upon procedures guidelines.

8. **Severance Payments**

The Severance Payments category was less than 4% of total expenses, therefore procedures were not required to be performed per the NCAA Agreed-Upon procedures guidelines.

9. **Recruiting**

The Recruiting category was less than 4% of total expenses, therefore procedures were not required to be performed per the NCAA Agreed-Upon procedures guidelines.
10. **Team Travel**

a. We compared team travel expenses to the prior period amount. We obtained and documented management’s explanation for any variation exceeding 10%.

*Conclusion:*

No variations exceeding 10% were found as a result of applying these procedures.

b. We compared and agreed the University's team travel expense policies to the NCAA-related policies.

*Conclusion:*

No exceptions were found as a result of applying these procedures.

c. We obtained and inspected supporting transaction detail of team travel expenses. We recalculated the total team travel expenses recorded in the detail listing and compared and agreed to amounts recorded on the general ledger.

*Conclusion:*

No exceptions were found as a result of applying these procedures.

d. We compared and agreed a sample of five team travel expenses selected from the supporting transaction detail to supporting documentation (including the vendor invoice/expense report/travel cash advance form and cash disbursement documentation such as cancelled check).

*Conclusion:*

No exceptions were found as a result of applying these procedures.

11. **Equipment, Uniforms And Supplies**

a. We compared sports equipment, uniforms and supplies expenses to the prior period amount. We obtained and documented management’s explanation for any variation exceeding 10%.

*Conclusion:*
Sports equipment, uniforms, and supplies decreased by $280,000 or 36% from the prior year. Management explained that the decrease can be attributed to approximately $321,000 of equipment and supplies purchased as part of the strength and conditioning area renovation in the prior year in comparison to $21,000 purchased in current year. Additionally, baseball increased spending in the current year by approximately $25,000 on baseball equipment and supplies including a pitching machine, portable backstop and baseball machine.

b. We obtained and inspected supporting transaction detail of sports equipment, uniforms and supplies. We recalculated the total sports equipment, uniforms and supplies recorded in the detail listing and agreed to amounts recorded on the general ledger.

Conclusion:

No exceptions were found as a result of applying these procedures.

c. We compared and agreed a sample of five sports equipment, uniforms and supplies expenses selected from the supporting transaction detail to supporting documentation (including the vendor invoice and cash disbursement documentation such as cancelled check).

Conclusion:

No exceptions were found as a result of applying these procedures.

12. Game Expenses

The Game Expenses category was less than 4% of total expenses, therefore procedures were not required to be performed per the NCAA Agreed-Upon procedures guidelines.

13. Fundraising, Marketing And Promotion

The Fundraising, Marketing and Promotion category was less than 4% of total expenses, therefore procedures were not required to be performed per the NCAA Agreed-Upon procedures guidelines.
14. **Sports Camps Expenses**

The Sports Camps Expenses category was less than 4% of total expenses, therefore procedures were not required to be performed per the NCAA Agreed-Upon procedures guidelines.

15. **Spirit Groups**

The Spirit Groups category was less than 4% of total expenses, therefore procedures were not required to be performed per the NCAA Agreed-Upon procedures guidelines.

16. **Athletic Facility Debt Service, Leases and Rental Fees**

The Athletic Facility Debt Service, Leases and Rental Fees category was less than 4% of total expenses, therefore procedures were not required to be performed per the NCAA Agreed-Upon procedures guidelines.

17. **Direct Overhead And Administrative Expenses**

The Direct Overhead And Administrative Expenses category was less than 4% of total expenses, therefore procedures were not required to be performed per the NCAA Agreed-Upon procedures guidelines.

18. **Indirect Institutional Support**

The Indirect Institutional Support category was less than 4% of total expenses, therefore procedures were not required to be performed per the NCAA Agreed-Upon procedures guidelines.

19. **Medical Expense And Medical Insurance**

a. We compared medical expense and medical insurance expenses to the prior period amount. We obtained and documented management's explanation for any variation exceeding 10%.
Conclusion:

Total medical and medical insurance expenses increased by approximately $124,000 and 28% in the current year from the prior year. Management explained this increase is due to an increase in Athletics medical insurance premiums of approximately $54,000 from the prior year. The remaining increase is due to increased medical services for Student athletes of approximately $69,000.

b. We obtained and inspected supporting transaction detail of medical expense and medical insurance expenses. We recalculated the total medical expense and medical insurance expenses in the detail listing and agreed to amounts recorded on the general ledger.

Conclusion:

No exceptions were found as a result of applying these procedures.

c. We compared and agreed a sample of five medical expense and medical insurance expenses selected from the supporting transaction detail to supporting documentation.

Conclusion:

No exceptions were found as a result of applying these procedures.

20. Membership And Dues

The Membership and Dues category was less than 4% of total expenses, therefore procedures were not required to be performed per the NCAA Agreed-Upon procedures guidelines.
21. **Other Operating Expenses**

a. We compared other operating expenses to the prior period amount. We obtained and documented management's explanation for any variation exceeding 10%.

*Conclusion:*

No variations exceeding 10% were found as a result of applying these procedures.

b. We obtained and inspected supporting transaction detail of other operating expenses. We recalculated the total other operating expenses recorded in the detail listing and agreed to amounts recorded on the general ledger.

*Conclusion:*

No exceptions were found as a result of applying these procedures.

c. We compared and agreed a sample of five other operating expenses selected from the supporting transaction detail to supporting documentation (including the vendor invoice/expense report form and cash disbursement documentation such as cancelled check).

*Conclusion:*

No exceptions were found as a result of applying these procedures.

22. **Student-Athlete Meals (non-travel)**

The Student-Athlete Meals (non-travel) category was less than 4% of total expenses, therefore procedures were not required to be performed per the NCAA Agreed-Upon procedures guidelines.

23. **Bowl Expenses**

The University had no Bowl Expenses, therefore procedures were not required to be performed in accordance with the NCAA Agreed-Upon procedures guidelines.
24. **Other Procedures**

a. We compared total budget to total expenditure by account index number. We obtained and documented management’s explanation of any variation exceeding 10%.

*Conclusion:*

We noted the following variations in excess of 10% as a result of applying these procedures:

General Athletics expense was greater than budget by approximately $35,400 and 98%. Management explained that this was primarily due to payroll exceeding budgeted amounts by approximately $10,000 and operating expenses exceeding budgeted amount by about $25,000 because part-time office help and a van driver were paid from this funding in the current year but were not budgeted. Professional services increased approximately $15,600 for logo work on the football field, lighting at the tennis courts and web design and development for athletics and weather tracking service. General repairs and maintenance also increased approximately $5,100. These expenses were not originally budgeted for fiscal year 2017.

Game management expenses was greater than budget by approximately $18,000. Management explained that this was primarily due to a purchases of a timing system for basketball for approximately $3,000, Windscreen for tennis courts for approximately $1,900 and equipment repairs of approximately $8,400 that were not budgeted.

Men’s Basketball Post-Season was greater than budget by approximately $28,000. Management explained that no amounts were initially budgeted for post-season expenses as it is difficult to predict post-season play from season to season. Ticket sales covered a portion of the expenses.

Baseball Post-Season expense was greater than budget by approximately $17,000. Management explained that no amounts were initially budgeted for post-season expenses as it is difficult to predict post-season play from season to season. Ticket sales covered a portion of the expenses.
Men's and Women's Track Post-Season expense was greater than budget by approximately $55,800. Management explained that no amounts were initially budgeted for post-season expenses as it is difficult to predict post-season play from season to season.

Men's Athletic Scholarships was greater than budget by approximately $216,000. Management explained that this was primarily due to an increase in athletic scholarships for men's individual sports, fifth year scholarships and men's summer scholarships. Scholarships for each sport increased for recruiting purposes and summer scholarships increased so players could train year round.

Women's Basketball Post-Season was greater than budget by approximately $20,000. Management explained that no amounts were initially budgeted for post-season expenses as it is difficult to predict post-season play from season to season. Ticket sales covered a portion of the expenses.

There were approximately $220,000 of actual expenses (such as complimentary basketball and football tickets, workers compensation, and vacation accrual expenses) for which no budget to actual comparison could be made. Management explained that these expenses are not line items in the University’s budget.

b. We did not compare line item expenses in the Statement of Revenues and Expenses to the budgeted amounts. University management has explained that the University's budgeting process does not specifically identify expenses on the same level of detail as presented in the Statement of Revenues and Expenses as they budget in a different manner.

c. We compared and agreed the sports sponsored reported in the NCAA Membership Financial Reporting System to the squad lists of the University.

Conclusion:

No exceptions were found as a result of applying these procedures.
Management and the Board of Regents
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d. We obtained the University's Sports Sponsorship and Demographics Form Report for the reporting year. We validated that the countable sports reported by the institution meet the minimum requirements for the number of contests and the number of participants in each contest set forth in Bylaw 20.9.6.3 that is counted towards meeting the minimum-contest requirement. We confirmed that these countable sports have been properly reported as countable for revenue distribution purposes within the NCAA Membership Financial Reporting System.

Conclusion:

No exceptions were found as a result of applying these procedures.

e. We agreed the total number of Division I student-athletes who, during the academic year, received a Pell Grant Award and the total value of the Pell Grants reported in the NCAA Membership Financial Reporting System to a report generated out of the institution's financial aid records, of all student athlete Pell Grants.

Conclusion:

No exceptions were found as a result of applying these procedures.

Procedures Related to Other Reporting Items

1. Excess Transfers to Institution and Conference Realignment Expenses

The University had no expenses for excess transfers to institution and conference realignment expenses therefore procedures were not required to be performed in accordance with the NCAA Agreed-Upon procedures guidelines.

2. Total Athletics Related Debt

The University has no athletics related debt therefore procedures were not required to be performed in accordance with the NCAA Agreed-Upon procedures guidelines.
3. **Total Institutional Debt**

   a. We agreed the total outstanding institutional debt to supporting documentation and the institution's audited financial statements.

   **Conclusion:**

   No exceptions were found as a result of applying these procedures.

4. **Value of Athletics Dedicated Endowments**

   a. We obtained a schedule of all athletics dedicated endowments maintained by athletics, the institution, and affiliated organizations. We agreed the fair market value in the schedule to the audited financial statements.

   **Conclusion:**

   No exceptions were found as a result of applying these procedures.

5. **Value of Institutional Endowments**

   a. We agreed the total fair market value of institutional endowments to the audited financial statements.

   **Conclusion:**

   No exceptions were found as a result of applying these procedures.

6. **Total Athletics Related Capital Expenditures**

   a. We obtained a schedule of athletics related capital expenditures made by athletics, the institution, and affiliated organizations during the reporting period.

   **Conclusion:**

   No exceptions were found as a result of applying these procedures.

   b. We obtained general ledger detail and compared to the total expenses reported. We agreed two transactions to supporting documentation to
validate existence of the transaction and accuracy of recording and we will recalculate totals.

Conclusion:

No exceptions were found as a result of applying these procedures.

This agreed-upon procedures engagement was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants. We were not engaged to and did not conduct an examination or review, the objective of which would be the expression of an opinion or conclusion, respectively, on the accompanying University Intercolligate Athletics Department Statement of Revenues and Expenses for the year ended June 30, 2017, or the specified elements, accounts and items or internal control over financial reporting and compliance described above. Accordingly, we do not express such an opinion or conclusion. Had we performed additional procedures, other matters might have come to our attention that would have been reported to you.

This report is intended solely for the information and use of management and the Board of Regents of Southeast Missouri State University and is not intended to be and should not be used by anyone other than these specified parties.

RubinBrown LLP

November 10, 2017
# SOUTHEAST MISSOURI STATE UNIVERSITY
## INTERCOLLEGIATE ATHLETICS DEPARTMENT
### STATEMENT OF REVENUES AND EXPENSES
#### Page 1 Of 2
For The Year Ended June 30, 2017

<table>
<thead>
<tr>
<th>Revenues</th>
<th>Football</th>
<th>Men's Basketball</th>
<th>Women's Basketball</th>
<th>Other Sports</th>
<th>Nonprogram Specific</th>
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<td>Ticket sales</td>
<td>$187,567</td>
<td>$232,609</td>
<td>$20,893</td>
<td>$11,552</td>
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<td>—</td>
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<td>Direct institutional support</td>
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<td>Less - Transfers to Institution</td>
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<td>(19,428)</td>
<td>(13,521)</td>
<td>(443,736)</td>
<td>(479,618)</td>
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<td>Guarantees</td>
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<td>8,403</td>
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<tr>
<td>NCAA distributions</td>
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<td>—</td>
<td>—</td>
<td>1,192,778</td>
<td>1,192,778</td>
</tr>
<tr>
<td>Conference distributions</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>350,903</td>
<td>350,903</td>
</tr>
<tr>
<td>Program sales, concessions, novelty sales and parking</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>1,731</td>
<td>1,731</td>
</tr>
<tr>
<td>Royalties, licensing, advertisements and sponsorships</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>278,178</td>
<td>278,178</td>
</tr>
<tr>
<td>Sports camps</td>
<td>31,337</td>
<td>12,638</td>
<td>18,930</td>
<td>82,033</td>
<td>—</td>
<td>144,938</td>
</tr>
<tr>
<td>Athletics restricted endowment and investment income</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>828</td>
<td>828</td>
</tr>
<tr>
<td>Other operating revenues</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>20,357</td>
<td>20,357</td>
</tr>
</tbody>
</table>

**Total Revenues**

1,974,706 1,294,070 639,041 2,391,527 5,772,925 12,072,271

See the accompanying notes to statement of revenues and expenses.
## SOUTHEAST MISSOURI STATE UNIVERSITY
### INTERCOLLEGIATE ATHLETICS DEPARTMENT

### STATEMENT OF REVENUES AND EXPENSES
For The Year Ended June 30, 2017

<table>
<thead>
<tr>
<th>Expenses</th>
<th>Football</th>
<th>Men's Basketball</th>
<th>Women's Basketball</th>
<th>Other Sports</th>
<th>Nonprogram Specific</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Athletic student aid</td>
<td>$1,097,511</td>
<td>$271,360</td>
<td>$276,856</td>
<td>$1,597,347</td>
<td>$525,653</td>
<td>$3,768,727</td>
</tr>
<tr>
<td>Guarantees</td>
<td>—</td>
<td>11,416</td>
<td>5,910</td>
<td>17,213</td>
<td>—</td>
<td>34,539</td>
</tr>
<tr>
<td>Coaching salaries, benefits and bonuses paid</td>
<td>834,522</td>
<td>433,433</td>
<td>312,830</td>
<td>1,173,424</td>
<td>—</td>
<td>2,754,209</td>
</tr>
<tr>
<td>by the University and related entities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coaching salaries, benefits and bonuses paid</td>
<td>6,350</td>
<td>10,450</td>
<td>5,600</td>
<td>14,050</td>
<td>—</td>
<td>36,450</td>
</tr>
<tr>
<td>by a third party</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Support staff and administrative salaries,</td>
<td>73,554</td>
<td>60,188</td>
<td>56,250</td>
<td>17,052</td>
<td>1,619,329</td>
<td>1,826,373</td>
</tr>
<tr>
<td>benefits and bonuses paid by the University</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>and related entities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Severance payments</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>4,857</td>
</tr>
<tr>
<td>Recruiting</td>
<td>92,735</td>
<td>67,006</td>
<td>49,301</td>
<td>56,071</td>
<td>8,000</td>
<td>273,113</td>
</tr>
<tr>
<td>Team travel</td>
<td>148,874</td>
<td>148,100</td>
<td>95,254</td>
<td>541,719</td>
<td>—</td>
<td>933,447</td>
</tr>
<tr>
<td>Equipment, uniforms and supplies</td>
<td>130,029</td>
<td>61,088</td>
<td>40,086</td>
<td>241,806</td>
<td>29,104</td>
<td>502,113</td>
</tr>
<tr>
<td>Game expenses</td>
<td>32,653</td>
<td>43,888</td>
<td>35,550</td>
<td>81,540</td>
<td>33,358</td>
<td>226,989</td>
</tr>
<tr>
<td>Fundraising, marketing and promotion</td>
<td>1,561</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>147,499</td>
<td>149,060</td>
</tr>
<tr>
<td>Sports camps</td>
<td>15,345</td>
<td>4,928</td>
<td>10,192</td>
<td>28,342</td>
<td>102</td>
<td>58,909</td>
</tr>
<tr>
<td>Spirit groups</td>
<td>—</td>
<td>—</td>
<td>5,444</td>
<td>—</td>
<td>40,818</td>
<td>46,262</td>
</tr>
<tr>
<td>Athletic facilities debt service, leases and</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>29,591</td>
<td>—</td>
<td>29,591</td>
</tr>
<tr>
<td>rental fees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct overhead and administrative expenses</td>
<td>36,837</td>
<td>2,560</td>
<td>1,839</td>
<td>16,370</td>
<td>84,789</td>
<td>142,395</td>
</tr>
<tr>
<td>Indirect institutional support</td>
<td>20,728</td>
<td>2,945</td>
<td>2,944</td>
<td>45,166</td>
<td>245,569</td>
<td>317,352</td>
</tr>
<tr>
<td>Medical expenses and medical insurance</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>565,598</td>
<td>565,598</td>
</tr>
<tr>
<td>Membership and dues</td>
<td>45</td>
<td>998</td>
<td>853</td>
<td>3,370</td>
<td>67,256</td>
<td>72,522</td>
</tr>
<tr>
<td>Other operating expenses</td>
<td>171,994</td>
<td>167,796</td>
<td>37,452</td>
<td>86,045</td>
<td>225,542</td>
<td>688,829</td>
</tr>
<tr>
<td>Student athlete meals</td>
<td>14,897</td>
<td>5,314</td>
<td>3,228</td>
<td>11,324</td>
<td>6,634</td>
<td>41,397</td>
</tr>
</tbody>
</table>

| Total Expenses                                | 2,677,135 | 1,291,470       | 939,589            | 3,960,430    | 3,602,108           | 12,470,732 |

| Excess (Deficiency) Of Revenues Over Expenses | $(702,427) | $2,600          | $(300,548)         | $(1,568,903) | $2,170,817          | $(398,461) |

See the accompanying notes to statement of revenues and expenses.
1. Notes To Statement Of Revenues And Expenses (Unaudited)

   Basis Of Presentation
   The Statement of Revenues and Expenses of the Intercollegiate Athletics Department of Southeast Missouri State University (the University) is prepared in conformity with accounting principles generally accepted in the United States of America.

   Contributions
   There were two individual contributions of monies, goods or services from an affiliated or outside organization, agency, or individuals that constituted 10% or more of all contributions received for intercollegiate athletics during the year ended June 30, 2017. The two individual contributions were received from Southeast Missouri University Foundation.

   Indirect Institutional Support
   General ground support, custodial support and maintenance for Houck, Rosengarten, and the University's track is allocated to individual sports and as nonprogram specific indirect institutional support within the Statement of Revenues and Expenses.

   Debt
   As of June 30, 2017, the University did not have any outstanding debt related to the University's Intercollegiate Athletics. Total University debt at June 30, 2017 was approximately $186,468,353.

   Endowment Funds
   As of June 30, 2017, the University's value of institutional endowment funds totaled approximately $74,900,000 of which approximately $1,644,000 consisted of endowment funds dedicated for Athletics.

   Capital Expenditures
   The University expended approximately $1,745,000 in capital improvements which were capitalized by the University related to Athletics Facilities during the year ended June 30, 2017.
BOARD OF REGENTS
REPORT ITEM
December 15, 2017
Open Session

PROGRESS REPORT – Contracts and Facilities Management Projects

Part I – Contracts in Excess of $100,000

The following contract(s) and/or purchase order(s) in excess of $100,000 for which provisions have been made in the annual operations or capital budgets or designated fund balances of the University or subsequent projects approved by the Board of Regents were executed:

<table>
<thead>
<tr>
<th>PROJECT</th>
<th>ANTICIPATED COMPLETION</th>
<th>VENDOR</th>
<th>AWARD AMOUNT</th>
</tr>
</thead>
<tbody>
<tr>
<td>University Center Third &amp; Fourth Floor Corridor Carpet and Paint</td>
<td>01/05/2018</td>
<td>Nip Kelley Equipment, Co</td>
<td>$104,940</td>
</tr>
<tr>
<td>Crisp Hall Renovation – A/E Services</td>
<td>07/14/2019</td>
<td>The Lawrence Group</td>
<td>$473,125</td>
</tr>
</tbody>
</table>

Part II – Facilities Management Capital Projects Update Report

A. STATE FUNDED CAPITAL IMPROVEMENT PROJECTS

<table>
<thead>
<tr>
<th>PROJECT</th>
<th>ANTICIPATED COMPLETION</th>
<th>STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crisp Hall Renovation</td>
<td>Summer 2019</td>
<td>Professional services agreement awarded to Lawrence Group. Preliminary program meetings are being conducted with departments.</td>
</tr>
</tbody>
</table>

B. UNIVERSITY FUNDED AND MAINTENANCE & REPAIR CAPITAL IMPROVEMENTS OVER $50,000

<table>
<thead>
<tr>
<th>PROJECT</th>
<th>ANTICIPATED COMPLETION</th>
<th>STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>512 &amp; 518 N Sprigg Demo and FM Parking Lot Reconfiguration</td>
<td>Updated to Fall/Winter 2017</td>
<td>Contract awarded to JTL Landscaping.</td>
</tr>
<tr>
<td>Campus Directional Signage</td>
<td>Updated to Fall/Winter 2017</td>
<td>Contract awarded to Main Street Signs for three monument signs (two on Normal Street, one at corner of Sprigg and Bertling.</td>
</tr>
<tr>
<td>Capaha Field Indoor Batting Facility</td>
<td>TBD</td>
<td>Project is on hold to identify additional funding.</td>
</tr>
<tr>
<td>Cottonwood Renovation</td>
<td>TBD</td>
<td>Professional services contract awarded to Gray Designs, Inc. Building evaluation in progress.</td>
</tr>
</tbody>
</table>
### Facilities Management Progress Report
**December 15, 2017**

#### Page 2 of 2

<table>
<thead>
<tr>
<th>PROJECT</th>
<th>ANTICIPATED COMPLETION</th>
<th>STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Construction Contract 2017</td>
<td>Multiple projects through 2/12/18</td>
<td>Installation of fencing at Greek Village (Pike) is complete. Installation of ADA door operator at Innovation Center is complete.</td>
</tr>
<tr>
<td>General Electric Contract 2017</td>
<td>Multiple projects through 6/30/18</td>
<td>Installation of two light poles at Greek Village completed December 2017.</td>
</tr>
<tr>
<td>Grauel Hall Air Handling Unit (AHU) 1 &amp; 2 Replacement</td>
<td>Summer 2018</td>
<td>Professional services contract awarded to IMEG. Design development documents under review.</td>
</tr>
<tr>
<td>Greek Housing – Alumni Drive</td>
<td>July 2017</td>
<td>Phase 1B – Project complete and under warranty.</td>
</tr>
<tr>
<td>Johnson Hall 3rd Floor Air Handling Unit (AHU) Replacement</td>
<td>Summer 2018</td>
<td>Professional services award recommended to Bric Engineering.</td>
</tr>
<tr>
<td>Kennett HVAC Renovations</td>
<td>September 2017</td>
<td>Project is complete and under warranty.</td>
</tr>
<tr>
<td>Kent Rare Book Room HVAC Upgrade</td>
<td>Summer 2018</td>
<td>Bric Engineering completing design development/construction documents for review January 2018.</td>
</tr>
<tr>
<td>NPHC Plaza and Central Pedestrian Corridor</td>
<td>Spring/Summer 2018</td>
<td>Project has been advertised and bids are currently due December 15, 2017.</td>
</tr>
<tr>
<td>Parker Hall Roof Replacement</td>
<td>July 2017</td>
<td>Project is complete and under warranty.</td>
</tr>
<tr>
<td>Towers Central Complex Second Floor Carpet and Paint</td>
<td>January 2018</td>
<td>Contracts awarded to Richardet Flooring and Midwest Painting.</td>
</tr>
<tr>
<td>Towers Exterior Door Card Readers</td>
<td>Summer 2017</td>
<td>Project is completed and under warranty.</td>
</tr>
<tr>
<td>Towers Fire Alarm Upgrades</td>
<td>Winter 2017/Summer 2018</td>
<td>Phase I—Replace devices in Towers Central Complex is complete and under warranty. Phase II—Replace fire alarm panel in Towers Central Complex to be completed during Christmas Break. Phase III—Replace and install fire alarm system and new devices in Towers East &amp; Towers South to be completed Summer 2018 pending identification of funding.</td>
</tr>
<tr>
<td>Track Building Renovation &amp; Addition</td>
<td>TBD</td>
<td>Conceptual design is finalized. Athletics identifying additional funding to meet cost estimate.</td>
</tr>
<tr>
<td>University Center Third &amp; Fourth Floor Corridor Carpet and Paint</td>
<td>January 2018</td>
<td>Contract awarded to Nip Kelley Equipment Co., Inc.</td>
</tr>
<tr>
<td>University Master Plan Update</td>
<td>December 2017</td>
<td>Final presentation to the Board at the December 15, 2017 meeting. NOTE: Completion of the Master Plan is postponed to allow restructuring decisions made as part of the budget planning process to be considered by the consultants and incorporated into their final recommendations.</td>
</tr>
</tbody>
</table>
Adrianna Murphy

Biography

2015-16 (Game-by-Game): Played in all 30 contest and started 26 as a true freshman... Dished out 144 assists... Assists ranked tied for six in a single-season... Averaged 6.1 points and pulled down 5.1 rebounds per game... Picked up a team-high 59 steals (2.0 per game)... Tied a team-best 6.3 rebounds per game in OVC play... Shot 41.3% from the field... Hit 25-of-32 free throws (78.1%)... Dished out six assists against Harris-Stowe (11/16)... Came off the bench and tallied six points at Alabama A&M (11/18)... In her first career start at Western Illinois (11/24) Murphy nearly tallied a triple-double, putting up 13 points with 12 assists and eight rebounds... Picked up her second double-digit point game at Wichita State (12/4) with 12 points... Pulled down a new career-best nine rebounds at Morehead State (1/7)... Tied a season-high 13 points against SIUE in the First Round of the OVC Tournament (3/3)... Member of the OVC Commissioner’s Honor Roll.

Prep/Club: Was a four-year starter at Fishers High School... Was named to the Indiana Basketball Coaches Association (BCA) Supreme 15 All-State Team featuring the top players in Indiana and was a 2015 Mini Miss Basketball candidate... Averaged 12.7 points, 5.0 assists and 4.0 rebounds per game as a senior while shooting 43 percent from the field and 70 percent from the free throw line... In addition to the Supreme 15 honors, Murphy was an Associated Press all-state honoree and competed for the USA National Olympic 16U Team in 2013... Was the MVP of the Indiana North vs South Challenge and was named her team’s Defensive Player of the Year three times... Set the school record for assists in a season in 2014-15 and set the single-game assists record as a freshman... Earned 12 varsity letters as she also competed in cross country and track and field, where she was an all-conference runner and a member of the 4x400-meter relay team that finished third in the state.

Personal: Born June 22, 1997... Daughter of Lee and Nicole Murphy... Majoring in Computer Science at Southeast.
ADRIANNA MURPHY
12765 Crescent Dr. Carmel, IN 46032 | anmurphy24@gmail.com | 317.480.2031

Education:

Southeast Missouri State University, Cape Girardeau, Missouri September 2015-Present
Anticipated 2019 Bachelor of Science in Mass Communications – Public Relations:
ACEJMC/CEPR Minor in Sports Management
✓ Full scholar student athlete- Division 1 Women’s Basketball
Fishers High School, Fishers, Indiana
High school diploma May 2015

Leadership Experience:

Student-Athlete Advisory Committee Member January 2016-Present
- Nominated by staff to collaborate on a variety of matters/issues, provide feedback, and insight to athletic administration and team members.
- Solicit student athlete response to proposed conference, NCAA legislation and organizing community service outreach.

Southeast Missouri State Women’s Basketball Team Captain
- Create sustainable relationships with both teammates and coaches to resolve conflicts while distributing encouraging feedback.
- Lead by example and set the tone for team expectations.

Awards and accomplishments:
2015-16 Top 10 single season assist leader 2x Southeast Missouri State Women’s Basketball
2016 Hustle award
2016 Playmaker award
2016 Defensive player of the year award
2014 Team Captain of sectional championship Fishers high school
2013 USA National Olympic 16U Team selected and invited to tryout
2015 MVP of North vs. South all-star game
2012-13-15 Defensive player of the year 3x
2015 Earned 12 varsity letters being the first in schools history

Community service:

Feed My Starving Children Cape Girardeau, Missouri December 2017
- Assisted in providing meals for children hunger across the country.
Salvation Army Cape Girardeau, Missouri September 2016
- Assisted in after school games and served meals to kids and families.
Patriots Day United Way Event Cape Girardeau, Missouri September 2016
- Served refreshments and assisted in bounce house with children.
Junior Achievement Cape Girardeau, Missouri October 2015
- Facilitated life-learning lessons to middle school students, such as the decision making process and supply and demand economics.
Walk for Women Cape Girardeau, Missouri March 2016
- Assisted in the coordination of the walk for women event.
<table>
<thead>
<tr>
<th>College and Departments</th>
<th># of Proposals</th>
<th>FY15 Amount</th>
<th># of Proposals</th>
<th>FY16 Amount</th>
<th># of Proposals</th>
<th>FY17 Amount</th>
</tr>
</thead>
<tbody>
<tr>
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<td>$12,334</td>
<td>1</td>
<td>$5,910</td>
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<td>$650</td>
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<tr>
<td>Kent Library</td>
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<td>$-</td>
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<td>0</td>
<td>$-</td>
<td>1</td>
<td>$650</td>
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<td>Harrison College of Business</td>
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<td>1</td>
<td>$4,673</td>
<td>4</td>
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<tr>
<td>Economics &amp; Finance</td>
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<td>$-</td>
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<td>$4,673</td>
<td>4</td>
<td>$55,101</td>
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<tr>
<td>College of Education</td>
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<td>Autism</td>
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<td>$678,088</td>
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<td>$3,972</td>
</tr>
<tr>
<td>Education, College of</td>
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<td>0</td>
<td>$-</td>
<td>1</td>
<td>$100,000</td>
</tr>
<tr>
<td>Educational Access Programs</td>
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<td>$322,558</td>
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<td>$-</td>
<td>3</td>
<td>$613,685</td>
</tr>
<tr>
<td>Educational Leadership &amp; Counseling</td>
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<td>2</td>
<td>$223,784</td>
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<td>$-</td>
</tr>
<tr>
<td>Elementary, Early &amp; Secondary Education</td>
<td>1</td>
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<td>$79,000</td>
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<td>$-</td>
</tr>
<tr>
<td>Regional Professional Development Ctr</td>
<td>6</td>
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<td>$1,185,810</td>
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<td>$1,629,091</td>
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<tr>
<td>College of Liberal Arts</td>
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<td>13</td>
<td>$234,750</td>
<td>10</td>
<td>$233,659</td>
</tr>
<tr>
<td>Art</td>
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<td>$-</td>
<td>1</td>
<td>$35,352</td>
<td>0</td>
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</tr>
<tr>
<td>English</td>
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<td>2</td>
<td>$12,099</td>
<td>1</td>
<td>$8,370</td>
</tr>
<tr>
<td>History</td>
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<td>2</td>
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<td>1</td>
<td>$500</td>
</tr>
<tr>
<td>Mathematics</td>
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<td>1</td>
<td>$74,299</td>
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<td>$1,382</td>
</tr>
<tr>
<td>Modern Languages, Anthropology, Geos</td>
<td>0</td>
<td>$-</td>
<td>0</td>
<td>$-</td>
<td>2</td>
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</tr>
<tr>
<td>Museum</td>
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<td>1</td>
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<td>1</td>
<td>$20,000</td>
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<tr>
<td>Music</td>
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<td>$30,000</td>
<td>1</td>
<td>$30,000</td>
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<tr>
<td>Theater &amp; Dance</td>
<td>2</td>
<td>$30,572</td>
<td>2</td>
<td>$55,000</td>
<td>2</td>
<td>$55,000</td>
</tr>
<tr>
<td>Visual &amp; Performing Arts, School of</td>
<td>4</td>
<td>$13,450</td>
<td>3</td>
<td>$5,000</td>
<td>1</td>
<td>$10,000</td>
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Awards Received by Funding Source
Per Fiscal Year (FY15-17)

FY15 - $4,647,480
- State: $2,012,620
- Federal: $2,320,037
- Public/Private: $314,823

FY16 - $4,305,085
- State: $1,987,979
- Federal: $1,856,400
- Public/Private: $170,706

FY17 - $4,132,856
- State: $2,178,722
- Federal: $1,636,825
- Public/Private: $317,309