THURSDAY, OCTOBER 2, 2014

BOARD OF CURATORS MEETING - PUBLIC SESSION

11:45 AM Call to Order

Oath of Office – Curator David L. Steelman

GENERAL BUSINESS

Action

1. Approval, Executive Committee and Board Standing Committee Appointments
2. Resolution, Executive Session of the Board of Curators Meeting

11:50 AM COMPENSATION AND HUMAN RESOURCES
(Curators Phillips, Bradley, Cupps, Goode, Henrickson)

Action

1. Resolution, Executive Session of the Compensation and Human Resources Committee Meeting

11:52 AM ACADEMIC, STUDENT AND EXTERNAL AFFAIRS
(Curators Steward, Covington, Cupps, Henrickson)

Action

1. Resolution, Executive Session of the Academic, Student and External Affairs Committee Meeting

OPEN – AGENDA - 1
11:55 A.M. COMBINED COMPENSATION AND HUMAN RESOURCES AND ACADEMIC, STUDENT AND EXTERNAL AFFAIRS COMMITTEE MEETING -EXECUTIVE SESSION (time is approximate)  
Student Union, Room 402

The Compensation and Human Resources and the Academic, Student and External Affairs Committee will hold an executive session of the meeting on October 2, 2014 and October 3, 2014 as needed, pursuant to Section 610.021(1) and 610.021(13), RSMo for consideration of certain confidential or privileged communications with University Counsel and personnel items, as authorized by law and upon approval by resolution of the Compensation and Human Resources and Academic, Student and External Affairs Committees.

1:10 PM BOARD OF CURATORS MEETING – EXECUTIVE SESSION  
(time permitting)  
Location: Student Union, Room 402

The Board of Curators will hold an executive session of the October 2-3, 2014 meeting, pursuant to Section 610.021(1), 610.021(2), 610.021(3), 610.021(12), 610.021(13), 610.021(17) and 610.021(20) RSMo, for consideration of certain confidential or privileged communications with university counsel, litigation, property, personnel, contract, audit and information security items all as authorized by law and upon approval by resolution of the Board of Curators.

1:30 PM Reconvene Public Session

GENERAL BUSINESS

Information
1. Review Consent Agenda
2. MU Health Care Annual Report

1:55 PM FINANCE  
(Curators Covington, Cupps, Goode, Phillips, Steward)

Information
1. Review FY2014 Financial Status Report, UM
2. FY 2014 Investment Performance Review, UM
3. Update on Debt Issuance for Approved Capital Projects, UM

OPEN – AGENDA - 2
4. Biannual Review of Delegated Authority, Hiring and Termination of External Investment Managers, UM
5. Project Design, Optometry and Nursing Building Project Phase One – Optometry Clinic, UMSL

Action
1. Investment Consultant Annual Approval, UM
2. FY2016 State Capital Appropriations Request, STEM Laboratory Renovations, UMSL
3. FY2016 State Capital Appropriations Request, Missouri Orthopaedic Institute Fourth Floor Addition, MU
4. Adjourn Finance Committee Meeting

3:00 PM  GOVERNANCE, RESOURCES AND PLANNING
(Curators Goode, Bradley, Covington)

Action
1. 2014 Campus Master Plan Update, UMKC (20 min)
2. Operating Entity, UMSL
3. Adjourn Governance, Resources and Planning Committee Meeting

3:25 PM  ACADEMIC, STUDENT AND EXTERNAL AFFAIRS
(Curators Steward, Covington, Cupps, Henrickson)

Information
1. University Relations Report

3:40 PM  COMBINED COMPENSATION AND HUMAN RESOURCES AND ACADEMIC, STUDENT AND EXTERNAL AFFAIRS COMMITTEE

Information
1. Title IX Update

Action
1. Approval or adoption of executive orders or Collected Rules and Regulations amendments issued by the President related to mental health or sexual assault issues since the June 19-20, 2014 Board of Curators meeting
2. Adjourn, Academic, Student and External Affairs Committee Meeting
AUDIT
(Curator Henrickson, Bradley, Goode, Phillips, Steward)

Information
1. Internal Audit Quarterly Report and Follow-up Reports, UM
2. Internal Audit Risk Assessment and 2015-2017 Audit Plan, UM

Action
1. Resolution for Executive Session of the Audit Committee Meeting

Recess public session of Board Meeting

AUDIT COMMITTEE – EXECUTIVE SESSION
(time is approximate)
Location: Student Union, Room 402

The Audit Committee will hold an executive session of the meeting on October 2, 2014 (time permitting) and October 3, 2014 as needed, pursuant to Section 610.021(1), 610.021(12), 610.021(13), 610.021(17) and 610.021(20) RSMo for consideration of certain confidential and privileged communications with university counsel, contract, personnel, confidential or privileged communications with university auditors and information security items all as authorized by law and upon approval by resolution of the Audit Committee.

Recess Board Meeting

Reception and Dinner for Board of Curators, President and General Officers (By Invitation)
Hosted by Chancellor Leo Morton
Topic: UMKC Foundation – Seeds of Learning
Location: Intercontinental Kansas City at the Plaza, 401 Ward Parkway, Kansas City, Missouri

FRIDAY, OCTOBER 3, 2014

UMKC Faculty Senate Breakfast with Board of Curators
Topic: The General Education Model, Linking it to Our Urban Campus/Small Classes
Location: Student Union, Multipurpose Room 401 B&C, UMKC
BOARD OF CURATORS MEETING – PUBLIC SESSION

9:00 AM Call to Order

GENERAL BUSINESS

Information
3. University of Missouri – Kansas City Strategic Plan Highlights – Chancellor Morton
4. Chancellor’s Panel Discussion – Fall Enrollment

Consent Agenda

Action
1. Minutes, July 25, 2014 Board of Curators Meeting
2. Minutes, July 25, 2014 Board of Curators Committee Meetings
3. Minutes, August 1, 2014 Board of Curators Special Meeting
4. Minutes, August 22, 2014 Executive Committee Meeting
5. Minutes, August 25, 2014 Executive Committee Meeting
6. Degrees, Fall Semester 2014 for all campuses
7. Approval of Spinal Cord Injuries and Congenital or Acquired Disease Processes Research Program Proposals

General Business

Information
5. University of Missouri System President’s Report
6. Good and Welfare of the Board

Action
3. Adjourn Public Session of Board of Curators Meeting

11:00 AM BOARD OF CURATORS MEETING – Executive Session
(time is approximate)
Location: Student Union, Room 402

The Board of Curators will hold an executive session of the October 2-3, 2014 meeting, pursuant to Section 610.021(1), 610.021(2), 610.021(3), 610.021(12), 610.021(13), 610.021(17) and 610.021(20) RSMo, for consideration of certain confidential or privileged communications with university counsel, litigation, property, personnel,
contract, audit and information security items all as authorized by law and upon approval by resolution of the Board of Curators.

12:15 PM  COMPENSATION AND HUMAN RESOURCES COMMITTEE
MEETING -EXECUTIVE SESSION (time is approximate)
Student Union, Room 402

The Compensation and Human Resources Committee will hold an executive session of the meeting on October 2-3, 2014 as needed, pursuant to Section 610.021(1), 610.021(12) and 610.021(13) RSMo, for consideration of certain confidential or privileged communications with University Counsel, contract and personnel items, as authorized by law and upon approval by resolution of the Compensation and Human Resources Committee.

Upcoming meetings of the Board of Curators:
December 11-12, 2014  University of Missouri – St. Louis
February 5-6, 2015    University of Missouri - Columbia
April 9-10, 2015      Missouri University of Science and Technology
GENERAL BUSINESS

DAY ONE
Recommended Action - Approval of Board of Curators Executive Committee and Standing Committee Appointments, 2014

It was recommended by Chairman Downing, moved by Curator ___________ and seconded by Curator ___________, that the following Board of Curators Executive Committee and Standing Committees appointments be approved for 2014:

**Executive Committee**
Don M. Downing, Chairman
Donald L. Cupps
David L. Steward

**Academic, Student and External Affairs Committee**
David L. Steward, Chairman
Ann K. Covington
Donald L. Cupps
Pamela Q. Henrickson
David L. Steelman
Tracy Mulderig, Student Representative

**Audit Committee**
Pamela Q. Henrickson, Chairwoman
David R. Bradley
Wayne Goode
John R. Phillips
David L. Steward

**Compensation and Human Resources Committee**
John R. Phillips, Chairman
David R. Bradley
Donald L. Cupps
Wayne Goode
Pamela Q. Henrickson
Finance Committee
Ann K. Covington, Chairwoman
Donald L. Cupps
Wayne Goode
John R. Phillips
David L. Steelman
David L. Steward
Tracy Mulderig, Student Representative

Governance, Resources and Planning Committee
Wayne Goode, Chairman
David R. Bradley
Ann K. Covington
Don Downing, ex officio
Tim Wolfe, ex officio

Roll call vote:                           YES       NO
Curator Bradley
Curator Covington
Curator Cupps
Curator Downing
Curator Goode
Curator Henrickson
Curator Phillips
Curator Steelman
Curator Steward

The motion __________________.
No. 2

Recommended Action – Resolution for Executive Session of the Board of Curators
Meeting, October 2-3, 2014

It was moved by Curator _________ and seconded by Curator ___________, that
there shall be an executive session with a closed record and closed vote of the Board of
Curators meeting October 2-3, 2014 for consideration of:

- **Section 610.021(1), RSMo**, relating to matters identified in that provision, which
  include legal actions, causes of action or litigation, and confidential or privileged
  communications with counsel; and

- **Section 610.021(2), RSMo**, relating to matters identified in that provision, which
  include leasing, purchase, or sale of real estate; and

- **Section 610.021(3), RSMo**, relating to matters identified in that provision, which
  include hiring, firing, disciplining, or promoting of particular employees; and

- **Section 610.021(12), RSMo**, relating to matters identified in that provision, which
  include sealed bids and related documents and sealed proposals and related
  documents or documents related to a negotiated contract; and

- **Section 610.021(13), RSMo**, relating to matters identified in that provision, which
  include individually identifiable personnel records, performance ratings, or records
  pertaining to employees or applicants for employment; and

- **Section 610.021(17), RSMo**, relating to matters identified in that provision, which
  include confidential or privileged communications between a public governmental
  body and its auditor; and

- **Section 610.021(20), RSMo**, relating to matters identified in that provision which
  include records that identify the configuration of components or the operation of a
  computer, computer system, computer network, or telecommunications network, and
  would allow unauthorized access to or unlawful disruption of a computer, computer
  system, computer network, or telecommunications network of a public governmental
  body.

Roll call vote of the Board: 

YES    NO

Curator Bradley
Curator Covington
Curator Cupps
Curator Downing
Curator Goode
Curator Henrickson
Curator Phillips
Curator Steward

The motion ____________.

OPEN – GB – 2-1 

October 2-3, 2014
The Compensation and Human Resources Committee may have referred to it matters relating to the compensation, benefits and other human resource functions of the University and associated programs and policies.

1. The Vice President for Human Resources of the University of Missouri or some other person or persons designated by the President of the University shall be an ex officio member of this Committee.

2. The Compensation and Human Resources Committee shall be the Board Committee for executive compensation based on established individual dollar threshold and multi-year contract arrangements; Retirement Disability and Death Benefits Program; medical plan and all other benefit programs of the University; human resource and labor policy; and attendant financial considerations associated with these programs with the exception of the Retirement Trust. The Compensation and Human Resources Committee has broad responsibility for oversight in matters involving personnel and compensation throughout the University. The President shall regularly consult with the committee in the following areas:
   a. Multi-year employment contracts and extensions;
   b. Compensation and salary levels for General Officers, faculty, and staff;
   c. Performance and annual review protocols;
   d. Market and wage comparator groups;
   e. Evaluating benefits, retirement, and post-retirement plans; and
   f. Promulgating employee recruitment, hiring, and termination policies.
The Compensation and Human Resources Committee may have referred to matters relating to the compensation, benefits and other human resource functions of the University and associated programs and policies.

1. The Vice President for Human Resources of the University of Missouri or some other person or persons designated by the President of the University shall be an ex officio member of this Committee.
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   a. Multi-year employment contracts and extensions;
   b. Compensation and salary levels for General Officers, faculty, and staff;
   c. Performance and annual review protocols;
   d. Market and wage comparator groups;
   e. Evaluating benefits, retirement, and post-retirement plans; and
   f. Promulgating employee recruitment, hiring, and termination policies.
# Annual Compensation and Human Resources Committee Meeting Topics

<table>
<thead>
<tr>
<th>Month</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>January/February</td>
<td>Annual Benefits Update</td>
</tr>
<tr>
<td>March/April</td>
<td>Annual retirement plan actuarial report &amp; required contribution</td>
</tr>
<tr>
<td>June</td>
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<tr>
<td>July</td>
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<tr>
<td>September/October</td>
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<tr>
<td>November/December</td>
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</tbody>
</table>
Recommended Action - Resolution for Executive Session of the Compensation and Human Resources Committee, October 2-3, 2014

It was moved by Curator __________ and seconded by Curator __________, that there shall be an executive session with a closed record and closed vote of the Board of Curators Compensation and Human Resources Committee meeting on October 2-3, 2014, for consideration of:

- Section 610.021(1), RSMo, relating to matters identified in that provision, which include legal actions, causes of action or litigation, and confidential or privileged communications with counsel; and
- Section 610.021(12), RSMo, relating to matters identified in that provision, which include sealed bids and related documents and sealed proposals and related documents or documents related to a negotiated contract; and
- Section 610.021(13), RSMo, relating to matters identified in that provision, which include individually identifiable personnel records, performance ratings, or records pertaining to employees or applicants for employment; and

Roll call vote of the Committee: YES NO
Curator Bradley
Curator Cupps
Curator Goode
Curator Henrickson
Curator Phillips

The motion ______________________.

October 2-3, 2014
ACADEMIC, STUDENT AND EXTERNAL AFFAIRS COMMITTEE

David L. Steward, Chairman
Ann K. Covington
Donald L. Cupps
Pamela Q. Henrickson
Tracy H. Mulderig-Student Representative

The Academic, Student and External Affairs Committee may have referred to it matters relating to curricula, faculty and student affairs, government relations and external relations.

1. The Executive Vice President for Academic Affairs, the Vice President for Government Relations and the Assistant Director of Strategic Communications, of the University or some other person(s) designated by the President shall be an ex officio member of this Committee and be responsible for the agenda and for transmitting Committee recommendations.

2. The Academic, Student and External Affairs Committee shall be the Board Committee on external affairs and shall be responsible for review of University of Missouri System, including each campus, activities and efforts that effect public perception of the entire University System and its mission.

   a. Coordinate policy and planning relative to institutional relations with outside constituencies in conjunction with the President of the University and the offices of Governmental Relations and Strategic Communications. This may include activities pertaining to government affairs, alumni affairs, community relations, parent organizations and the media.

   b. Consider, with the President, all recommendations and observations that the Board directs to the committee and to report to the Board all recommended actions and policies for Board consideration to advance the University.
c. Support long range planning efforts of the Board by developing plans aimed toward elevating the status of public higher education to all local, state and federal constituencies and agencies, including the Missouri Legislature and the general public.

d. Assist the Board and administration with articulating the mission of the University, its resource and revenue requirements to all local, state and federal constituencies and agencies, including the Missouri Legislature and the general public.

e. Assist the Board and the University administration (the University System and each of its campuses), in establishing and maintaining such development and fund raising policies, procedures and programs as are deemed appropriate to obtain donor financial support for the University as a whole and each of its campuses in order to fulfill identified financial goals necessary for the University to accomplish its mission. The committee shall assist the Board in identifying ways to participate and encourage active participation of the Board and its individual members in the development activities of the University.
# Annual Academic, Student & External Affairs Committee Meeting Topics

<table>
<thead>
<tr>
<th>Month</th>
<th>Topics</th>
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<tbody>
<tr>
<td>January/February</td>
<td>Review Financial Aid Report (either in December or January)</td>
</tr>
<tr>
<td></td>
<td>Review Strategic Plan Dashboard</td>
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<tr>
<td></td>
<td>University Relations Update</td>
</tr>
<tr>
<td>March/April</td>
<td>Approve Spring Semester Degrees (Consent)</td>
</tr>
<tr>
<td></td>
<td>University Relations Update</td>
</tr>
<tr>
<td>June</td>
<td>Approve Summer Semester Degrees (Consent)</td>
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<tr>
<td></td>
<td>University Relations Update</td>
</tr>
<tr>
<td>July</td>
<td></td>
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<tr>
<td>September/October</td>
<td>Strategic Plan Annual Report</td>
</tr>
<tr>
<td></td>
<td>Approve Fall Semester Degrees (Consent)</td>
</tr>
<tr>
<td></td>
<td>Research and Economic Development Annual Report</td>
</tr>
<tr>
<td>November/December</td>
<td>Review Financial Aid Report (either in December or January)</td>
</tr>
<tr>
<td></td>
<td>Review of the Fall Enrollment Report</td>
</tr>
</tbody>
</table>
No. 1

Recommended Action - Resolution for Executive Session of the Academic, Student and External Affairs Committee, October 2-3, 2014

It was moved by Curator __________ and seconded by Curator __________, that there shall be an executive session with a closed record and closed vote of the Board of Curators Academic, Student and External Affairs Committee meeting on October 2-3, 2014, for consideration of:

- Section 610.021(1), RSMo, relating to matters identified in that provision, which include legal actions, causes of action or litigation, and confidential or privileged communications with counsel; and

- Section 610.021(13), RSMo, relating to matters identified in that provision, which include individually identifiable personnel records, performance ratings, or records pertaining to employees or applicants for employment.

Roll call vote of the Committee: YES NO
Curator Covington
Curator Cupps
Curator Henrickson
Curator Steward

The motion ________________.
GENERAL BUSINESS

DAY ONE (continued)
REVIEW CONSENT AGENDA

There are no materials for this information item.
MU HEALTH CARE ANNUAL REPORT

There are no materials for this information item.
FINANCE COMMITTEE

Ann K. Covington, Chairwoman

Donald L. Cupps
Wayne Goode
John R. Phillips
David L. Steward
Tracy H. Mulderig–Student Representative

The Finance Committee may have referred to it matters relating to the fiscal and accounting functions of the University and associated programs and policies.

1. The Vice President for Finance and Administration of the University or some other person or persons designated by the President of the University shall be an ex officio member of this Committee. The Vice President for Finance and Administration shall be responsible for the agenda and for transmitting Committee recommendations.

2. The Finance Committee shall be the Board Committee on investments.

3. The Finance Committee shall be the Board Committee on physical facilities and management services. The Finance Committee may have referred to it matters relating to the planning, building, maintenance and operation of the physical facilities of the University, and the purchasing of equipment and supplies utilized by the University.
# Annual Finance Committee Meeting Topics

<table>
<thead>
<tr>
<th>Month</th>
<th>Topics</th>
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<tbody>
<tr>
<td>January/February</td>
<td>Review Tuition and Other Related Enrollment Fees</td>
</tr>
<tr>
<td></td>
<td>Review Strategic Financial Planning Assumptions and Five Year Budget Projections (either in December or January)</td>
</tr>
<tr>
<td></td>
<td>Review and approve Student Activity, Facility, and Health Service Fees</td>
</tr>
<tr>
<td></td>
<td>Review and approve Residence Hall and Family Student Housing Rates</td>
</tr>
<tr>
<td>March/April</td>
<td>Review Operating Budget Planning Information</td>
</tr>
<tr>
<td></td>
<td>Approve Tuition and Other Related Enrollment Fees</td>
</tr>
<tr>
<td></td>
<td>Review A-133 Audit Report</td>
</tr>
<tr>
<td></td>
<td>Review Debt Capacity</td>
</tr>
<tr>
<td>June</td>
<td>Review Operating Appropriations Request</td>
</tr>
<tr>
<td></td>
<td>Review Capital Appropriations Request and Capital Plans</td>
</tr>
<tr>
<td></td>
<td>Approve Operating Budget</td>
</tr>
<tr>
<td>July</td>
<td>Approve Appropriations Request for Operations</td>
</tr>
<tr>
<td></td>
<td>Approve State Capital Appropriations Request</td>
</tr>
<tr>
<td>September/October</td>
<td>Review Financial Status Report</td>
</tr>
<tr>
<td></td>
<td>Review of Endowment &amp; Retirement Fund Performance</td>
</tr>
<tr>
<td>November/December</td>
<td>Review Preliminary Tuition and Other Related Enrollment Fees (either in December or January)</td>
</tr>
<tr>
<td></td>
<td>Review Strategic Financial Planning Assumptions and Five Year Budget Projections (either in December or January)</td>
</tr>
</tbody>
</table>
Provided for the Finance Committee are the documents listed below relating to the preliminary financial statements for fiscal years 2014 and 2013. The following three items are included in the Financial Status Report and are based on preliminary financial information for fiscal year 2014 and will be finalized after completion of the annual audit of the financial statements discussed below.

I. Preliminary University of Missouri System Statement of Net Position as of June 30, 2014 and 2013 (Balance Sheet)

II. Preliminary University of Missouri System Statement of Revenues, Expenses, and Changes in Net Position for the Years Ended June 30, 2014 and 2013 (Income Statement)

III. Preliminary Comparative Summary of Key Financial Ratios and Financial Statistics for the Five Years Ending June 30, 2014

The audit of the fiscal year 2014 financial statements for the University of Missouri System is in progress by the University’s independent auditors, KPMG, and is anticipated to be completed in early October 2014. The published 2014 Financial Report will be available in October 2014 and will be provided to the Board at that time. Susan Eickhoff, KPMG Partner, on the University’s audit will be present at the December 2014 Board of Curators meeting to review the required communications for the financial audit with the Audit Committee.

Vice President Burnett will present highlights from the preliminary financial statements during the FY 2014 Financial Status Report to the Finance Committee.

Additional information on the results of operations is presented in the Comparative Summary of Key Financial Ratios and Financial Statistics for the Five Years Ending June 30, 2014.
Statement of Net Position (Balance Sheet)

The statement of net position illustrates where the University holds its resources and the claims against those resources. In the University’s Annual Financial Report, this is reported in the Statements of Net Position, also referred to as the Balance Sheet. Descriptions of key line items on this report are included below and the report is presented on the following pages.

Basic Terms/Definitions

**Assets** - resources held by the University.

**Current Assets** - assets expected to be used within one year (e.g. inventories) or that will convert to cash within one year such as current investments and current accounts receivable.

**Noncurrent Assets** - assets that exceed the one-year time frame.

**Deferred Outflows** - a consumption of resources applicable to a future reporting period; these are essentially assets.

**Liabilities** - claims against the University's resources (assets).

**Current Liabilities** - liabilities that will be paid within one year.

**Noncurrent Liabilities** - claims that exceed the one year time horizon.

**Deferred inflows** - an acquisition of resources applicable to a future reporting period; these are essentially liabilities.

**Net Pension Liability** – is new this year with the implementation of new Governmental Accounting Standards (GASB) and represents the difference between the total pension liability of the retirement plan and the market value of the retirement plan assets.

**Net Position** - the difference between assets plus deferred outflows and liabilities plus deferred inflows. Essentially this is the difference between resources and claims against those resources. Net position should be positive in most cases.
# University of Missouri System

## Statement of Net Position

For the Year Ended June 30, 2014 and June 30, 2013 *(in thousands)*

<table>
<thead>
<tr>
<th>Line No.</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Cash and Cash Equivalents $90,750</td>
<td>177,722 $</td>
</tr>
<tr>
<td>2</td>
<td>Restricted Cash and Cash Equivalents 56,185</td>
<td>80,730</td>
</tr>
<tr>
<td>3</td>
<td>Short-Term Investments 217,758</td>
<td>272,839</td>
</tr>
<tr>
<td>4</td>
<td>Restricted Short-Term Investments 36,176</td>
<td>43,087</td>
</tr>
<tr>
<td>5</td>
<td>Investment of Cash Collateral 113,477</td>
<td>24,428</td>
</tr>
<tr>
<td>6</td>
<td>Accounts Receivable, Net 292,854</td>
<td>255,081</td>
</tr>
<tr>
<td>7</td>
<td>Pledges Receivable, Net 15,931</td>
<td>14,803</td>
</tr>
<tr>
<td>8</td>
<td>Investment Settlements Receivable 224,423</td>
<td>16,176</td>
</tr>
<tr>
<td>9</td>
<td>Notes Receivable, Net 8,490</td>
<td>8,068</td>
</tr>
<tr>
<td>10</td>
<td>Due (To) From Component Unit (8,107)</td>
<td>(7,826)</td>
</tr>
<tr>
<td>11</td>
<td>Inventories 35,354</td>
<td>37,398</td>
</tr>
<tr>
<td>12</td>
<td>Prepaid Expenses and Other Current Assets 26,884</td>
<td>27,533</td>
</tr>
<tr>
<td>13</td>
<td>Total Current Assets 1,110,175</td>
<td>950,039</td>
</tr>
<tr>
<td><strong>Noncurrent Assets</strong></td>
<td></td>
<td></td>
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<tr>
<td>14</td>
<td>Pledges Receivable, Net 40,004</td>
<td>43,911</td>
</tr>
<tr>
<td>15</td>
<td>Notes Receivable, Net 79,961</td>
<td>62,829</td>
</tr>
<tr>
<td>16</td>
<td>Other Assets 2,243</td>
<td>9,735</td>
</tr>
<tr>
<td>17</td>
<td>Long-Term Investments 1,526,603</td>
<td>1,338,894</td>
</tr>
<tr>
<td>18</td>
<td>Restricted Long-Term Investments 1,300,481</td>
<td>1,103,616</td>
</tr>
<tr>
<td>19</td>
<td>Capital Assets, Net 3,125,358</td>
<td>2,997,508</td>
</tr>
<tr>
<td>20</td>
<td>Total Noncurrent Assets 6,074,650</td>
<td>5,556,493</td>
</tr>
<tr>
<td><strong>Total Assets and Deferred Outflow of Resources</strong></td>
<td>$7,237,242</td>
<td>$6,546,391</td>
</tr>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
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<tr>
<td><strong>Current Liabilities</strong></td>
<td></td>
<td></td>
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<tr>
<td>23</td>
<td>Accounts Payable 137,956</td>
<td>131,410</td>
</tr>
<tr>
<td>24</td>
<td>Accrued Liabilities 159,209</td>
<td>162,779</td>
</tr>
<tr>
<td>25</td>
<td>Unearned Revenue 89,318</td>
<td>85,323</td>
</tr>
<tr>
<td>26</td>
<td>Funds Held for Others 78,787</td>
<td>71,169</td>
</tr>
<tr>
<td>27</td>
<td>Investment Settlements Payable 191,449</td>
<td>107,183</td>
</tr>
<tr>
<td>28</td>
<td>Collateral Held for Securities Lending 113,477</td>
<td>24,428</td>
</tr>
<tr>
<td>29</td>
<td>Commercial Paper and Current Portion of Long-Term Debt 92,433</td>
<td>203,295</td>
</tr>
<tr>
<td>30</td>
<td>Long-Term Debt Subject to Remarketing Agreements 99,445</td>
<td>99,895</td>
</tr>
<tr>
<td>31</td>
<td>Total Current Liabilities 962,074</td>
<td>885,482</td>
</tr>
</tbody>
</table>
University of Missouri System
Statement of Net Position
For the Year Ended June 30, 2014 and June 30, 2013 (in thousands)

<table>
<thead>
<tr>
<th>Line No.</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liabilities, Continued</td>
<td></td>
<td></td>
</tr>
<tr>
<td>32 Long-Term Debt</td>
<td>1,411,225</td>
<td>1,121,127</td>
</tr>
<tr>
<td>33 Unearned Revenue</td>
<td>9,860</td>
<td>-</td>
</tr>
<tr>
<td>34 Derivative Instrument Liability</td>
<td>39,571</td>
<td>39,869</td>
</tr>
<tr>
<td>35 Other Postemployment Benefits Liability</td>
<td>177,040</td>
<td>142,209</td>
</tr>
<tr>
<td>36 Net Pension Liability</td>
<td>253,804</td>
<td>-</td>
</tr>
<tr>
<td>37 Other Noncurrent Liabilities</td>
<td>60,652</td>
<td>56,765</td>
</tr>
<tr>
<td>38 Total Noncurrent Liabilities</td>
<td>1,952,152</td>
<td>1,359,970</td>
</tr>
<tr>
<td>39 Deferred Inflow of Resources</td>
<td>185,860</td>
<td>-</td>
</tr>
<tr>
<td>Total Liabilities and Deferred Inflow of Resources</td>
<td>3,100,086</td>
<td>2,245,452</td>
</tr>
<tr>
<td>Net Position</td>
<td></td>
<td></td>
</tr>
<tr>
<td>41 Net Investment in Capital Assets</td>
<td>1,628,557</td>
<td>1,636,334</td>
</tr>
<tr>
<td>Restricted</td>
<td></td>
<td></td>
</tr>
<tr>
<td>42 Endowment</td>
<td>998,947</td>
<td>858,820</td>
</tr>
<tr>
<td>Expendable</td>
<td></td>
<td></td>
</tr>
<tr>
<td>43 Scholarship, Research, Instruction and Other</td>
<td>349,560</td>
<td>323,473</td>
</tr>
<tr>
<td>44 Loans</td>
<td>81,805</td>
<td>80,436</td>
</tr>
<tr>
<td>45 Capital Projects</td>
<td>46,587</td>
<td>42,357</td>
</tr>
<tr>
<td>46 Unrestricted</td>
<td>1,031,700</td>
<td>1,359,519</td>
</tr>
<tr>
<td>Total Net Position</td>
<td>4,137,156</td>
<td>4,300,939</td>
</tr>
<tr>
<td>Total Liabilities, Deferred Inflow of Resources and Net Position</td>
<td>7,237,242</td>
<td>6,546,391</td>
</tr>
</tbody>
</table>

October 2-3 2014
Statement of Revenues, Expenses, and Changes in Net Position
(Income Statement)

This report the University receives its money (revenues) and how it uses those revenues to operate on a daily basis (expenses). In the Annual Financial Report, this is reported in the Statement of Revenues, Expenses, and Changes in Net Position, also referred to as the Income Statement. Descriptions of key lines items on this report are included below and the report is presented on the following page.

Basic Terms/Definitions

Operating Revenues - revenues received from what the University does as its primary missions: teach, conduct research, auxiliary enterprises, and health services.

Operating Expenses - costs incurred in fulfilling the University's primary missions.

Net Operating Income – this amount represents the contribution of the University’s primary missions to the financial health of the institution.

Nonoperating Revenues and Expenses - those amounts that are not directly related to the University's primary missions but are still important levers of its financial results. The major nonoperating revenues are gifts and investment income and major nonoperating expenses are investment losses and interest expense on the University's outstanding debt.

Increase in Net Position – is the overall change in the University’s financial position.

Cumulative Effect of Change in Accounting Principle – represents changes to prior years due to changes in accounting standards such as the new Governmental Accounting Standards for Pensions.
# University of Missouri System - Consolidated

## Statement of Revenues, Expenses, and Changes in Net Position

For the Year Ended June 30, 2014 and June 30, 2013 (in thousands)

<table>
<thead>
<tr>
<th>Line No.</th>
<th>Description</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Tuition and Fees, Net</td>
<td>$829,920</td>
<td>$791,319</td>
</tr>
<tr>
<td>2</td>
<td>Less Scholarship Allowances</td>
<td>202,647</td>
<td>198,514</td>
</tr>
<tr>
<td>3</td>
<td>Net Tuition and Fees</td>
<td>627,273</td>
<td>592,805</td>
</tr>
<tr>
<td>4</td>
<td>Federal Grants and Contracts</td>
<td>160,582</td>
<td>183,654</td>
</tr>
<tr>
<td>5</td>
<td>State and Local Grants and Contracts</td>
<td>49,538</td>
<td>54,298</td>
</tr>
<tr>
<td>6</td>
<td>Private Grants and Contracts</td>
<td>76,867</td>
<td>71,731</td>
</tr>
<tr>
<td>7</td>
<td>Sales and Services of Educational Activities</td>
<td>24,137</td>
<td>24,129</td>
</tr>
<tr>
<td>8</td>
<td>Auxiliary Enterprises -</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Patient Medical Services, Net</td>
<td>877,993</td>
<td>847,681</td>
</tr>
<tr>
<td>10</td>
<td>Housing and Dining Services, Net</td>
<td>106,818</td>
<td>105,794</td>
</tr>
<tr>
<td>11</td>
<td>Bookstores</td>
<td>54,444</td>
<td>55,582</td>
</tr>
<tr>
<td>12</td>
<td>Other Auxiliary Enterprises, Net</td>
<td>243,567</td>
<td>250,975</td>
</tr>
<tr>
<td>13</td>
<td>Other Operating Revenues</td>
<td>64,037</td>
<td>58,179</td>
</tr>
<tr>
<td>14</td>
<td>State Appropriations</td>
<td>412,650</td>
<td>401,400</td>
</tr>
<tr>
<td>15</td>
<td>Federal Appropriations</td>
<td>27,675</td>
<td>29,154</td>
</tr>
<tr>
<td>16</td>
<td>Federal Pell Grants</td>
<td>59,776</td>
<td>59,917</td>
</tr>
<tr>
<td>17</td>
<td>Endowment Distribution</td>
<td>52,956</td>
<td>49,348</td>
</tr>
<tr>
<td>18</td>
<td>Total Operating Revenues</td>
<td>2,838,313</td>
<td>2,784,647</td>
</tr>
<tr>
<td>19</td>
<td>Salaries and Wages</td>
<td>1,363,449</td>
<td>1,343,889</td>
</tr>
<tr>
<td>20</td>
<td>Benefits</td>
<td>346,257</td>
<td>385,767</td>
</tr>
<tr>
<td>21</td>
<td>Supplies, Services and Other Operating Expenses</td>
<td>833,799</td>
<td>766,624</td>
</tr>
<tr>
<td>22</td>
<td>Scholarships and Fellowships</td>
<td>66,919</td>
<td>62,461</td>
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<tr>
<td>23</td>
<td>Depreciation</td>
<td>181,064</td>
<td>167,796</td>
</tr>
<tr>
<td>24</td>
<td>Total Operating Expenses</td>
<td>2,791,488</td>
<td>2,726,537</td>
</tr>
<tr>
<td>25</td>
<td>Net Operating Income</td>
<td>46,825</td>
<td>58,110</td>
</tr>
<tr>
<td>26</td>
<td>Nonoperating Revenues (Expenses)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>27</td>
<td>Investment Income (Losses), Net of Fees</td>
<td>281,837</td>
<td>147,433</td>
</tr>
<tr>
<td>28</td>
<td>Endowment Distribution</td>
<td>(52,956)</td>
<td>(49,348)</td>
</tr>
<tr>
<td>29</td>
<td>Interest Expense</td>
<td>(59,916)</td>
<td>(55,256)</td>
</tr>
<tr>
<td>30</td>
<td>Private Gifts (Includes Capital and Endowments)</td>
<td>128,897</td>
<td>119,460</td>
</tr>
<tr>
<td>31</td>
<td>Other Nonoperating Revenues (Expenses)</td>
<td>191</td>
<td>(4,822)</td>
</tr>
<tr>
<td>32</td>
<td>State Capital Appropriations</td>
<td>-</td>
<td>745</td>
</tr>
<tr>
<td>33</td>
<td>Net Nonoperating Revenues (Expenses)</td>
<td>298,053</td>
<td>158,212</td>
</tr>
<tr>
<td>34</td>
<td>Increase in Net Position</td>
<td>344,878</td>
<td>216,322</td>
</tr>
<tr>
<td>35</td>
<td>Net Position, Beginning of Year</td>
<td>4,300,939</td>
<td>4,084,617</td>
</tr>
<tr>
<td>36</td>
<td>Cumulative Effect of Change in Accounting Principle</td>
<td>(508,661)</td>
<td>-</td>
</tr>
<tr>
<td>37</td>
<td>Net Position, Beginning of Year, Adjusted</td>
<td>3,792,278</td>
<td>4,084,617</td>
</tr>
<tr>
<td>38</td>
<td>Net Position, End of Period</td>
<td>$4,137,156</td>
<td>$4,300,939</td>
</tr>
</tbody>
</table>

October 2-3, 2014
Comparative Summary of Key Financial Ratios and Financial Statistics

This report provides a comparison of key ratios and statistics for the institution compared to peers and presents a picture of the overall financial health of the University. Descriptions of key ratios on this report are included below and the report is presented on the following page.

**Basic Terms/Definitions**

**Composite Financial Index (CFI)** - rates financial strength on a scale of 1 to 10. The model suggests that institutions should strive for a CFI score of 3 or greater. Typically, a score below 3 suggests the need to reengineer an institution in order increase financial strength. A higher score suggests the financial flexibility to make strategic investments.

**Primary Reserve Ratio** - measures the financial strength of the institution by comparing expendable net position to total expenses. This ratio provides a snapshot of financial strength and flexibility by indicating how long the institution could function using its expendable reserves without relying on additional net assets generated by operations.

A ratio of .5 provides about 6 months of expenses or better and gives institutions the flexibility to manage the enterprise.

**Net Operating Revenues Ratio** – This ratio determines whether the institution is financially better off than in previous years by measuring total economic return. This ratio furnishes a broad measure of the change in an institution's total wealth over a single year and is based on the level and change in total net assets, regardless of asset classification. Thus, the ratio provides the most comprehensive measure of the growth.

**Return on Net Position** – determines whether the institution is financially better off than in previous years by measuring total economic return. A decline in this ratio may be appropriate and even warranted if it reflects a strategy to better fulfill the institution's mission. An improving trend in this ratio indicates that the institution is increasing its net position and is likely to be able to set aside financial resources to strengthen its future financial flexibility.

**Viability Ratio** – measures one of the most basic determinants of clear financial health: the availability of expendable net position to cover debt should the institution need to settle its obligations as of the balance sheet date. A ratio in the range of 0.8X to 2.0X indicates a strong creditworthy institution. However, the level that is “best” is institution-specific.
## University of Missouri System

### Composite Financial Index

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Expendable Financial Resources to Operations (Primary Reserve Ratio)</td>
<td>0.53</td>
<td>0.65</td>
<td>0.65</td>
<td>0.67</td>
<td>0.62</td>
<td>0.57 0.48 0.68 1.00</td>
</tr>
<tr>
<td>Annual Operating Margin (Net Operating Revenue Ratio)</td>
<td>5.2%</td>
<td>5.6%</td>
<td>3.5%</td>
<td>5.1%</td>
<td>7.7%</td>
<td>3.6% 2.2% 4.5% 4.9%</td>
</tr>
<tr>
<td>Return on Net Position</td>
<td>8.7%</td>
<td>5.2%</td>
<td>1.7%</td>
<td>8.7%</td>
<td>9.2%</td>
<td>4.6% 4.0% 7.0% 7.1%</td>
</tr>
<tr>
<td>Expendable Financial Resources to Direct Debt (Viability Ratio)</td>
<td>0.91</td>
<td>1.24</td>
<td>1.22</td>
<td>1.21</td>
<td>1.26</td>
<td>0.92 1.16 1.74 2.28</td>
</tr>
<tr>
<td><strong>Composite Financial Index (Three-Year Average)</strong></td>
<td><strong>3.43</strong></td>
<td><strong>3.64</strong></td>
<td><strong>3.80</strong></td>
<td><strong>3.65</strong></td>
<td><strong>3.38</strong></td>
<td><strong>3.05</strong> 3.18 4.32 5.58</td>
</tr>
</tbody>
</table>

### Market Data

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Tuition per Student</td>
<td>$9,634</td>
<td>$9,175</td>
<td>$8,530</td>
<td>$7,901</td>
<td>$7,709</td>
<td>$9,640 $8,861 $11,717 $12,284</td>
</tr>
<tr>
<td>State Appropriations per Student</td>
<td>$7,095</td>
<td>$6,944</td>
<td>$6,995</td>
<td>$7,918</td>
<td>$9,351</td>
<td>$5,225 $8,035 $7,745 $6,713</td>
</tr>
<tr>
<td>State Appropriations (Operations Only) per Student</td>
<td>$6,712</td>
<td>$6,712</td>
<td>$6,768</td>
<td>$7,510</td>
<td>$8,218</td>
<td>N.A. N.A. N.A. N.A.</td>
</tr>
<tr>
<td>Educational Expenses per Student</td>
<td>$23,283</td>
<td>$22,329</td>
<td>$22,298</td>
<td>$21,045</td>
<td>$21,123</td>
<td>$17,383 $24,673 $30,535 $39,922</td>
</tr>
<tr>
<td>Total Tuition Discount</td>
<td>32.5%</td>
<td>33.0%</td>
<td>34.1%</td>
<td>35.0%</td>
<td>34.8%</td>
<td>28.3% 33.7% 25.0% 29.5%</td>
</tr>
</tbody>
</table>

### Capital

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted Financial Resources to Direct Debt</td>
<td>0.64</td>
<td>0.95</td>
<td>0.95</td>
<td>0.96</td>
<td>0.99</td>
<td>0.57 0.49 0.77 1.16</td>
</tr>
<tr>
<td>Expendable Financial Resources to Direct Debt (Viability Ratio)</td>
<td>0.91</td>
<td>1.24</td>
<td>1.22</td>
<td>1.21</td>
<td>1.26</td>
<td>0.92 1.16 1.74 2.28</td>
</tr>
<tr>
<td>Total Financial Resources to Direct Debt</td>
<td>1.54</td>
<td>1.84</td>
<td>1.76</td>
<td>1.77</td>
<td>1.83</td>
<td>1.50 1.74 2.26 3.46</td>
</tr>
<tr>
<td>Direct Debt per Student</td>
<td>$26,906</td>
<td>$24,488</td>
<td>$24,680</td>
<td>$24,631</td>
<td>$21,340</td>
<td>$15,711 $15,247 $22,942 $35,517</td>
</tr>
<tr>
<td>Actual Debt Service to Operations</td>
<td>3.0%</td>
<td>2.9%</td>
<td>3.0%</td>
<td>3.1%</td>
<td>2.9%</td>
<td>4.1% 3.7% 3.2% 3.9%</td>
</tr>
<tr>
<td>Capital Expense to Operations</td>
<td>8.7%</td>
<td>8.2%</td>
<td>8.1%</td>
<td>8.1%</td>
<td>8.0%</td>
<td>N.A. N.A. N.A. N.A.</td>
</tr>
<tr>
<td>University of Missouri System</td>
<td>FY 2014</td>
<td>FY 2013</td>
<td>FY 2012</td>
<td>FY 2011</td>
<td>FY 2010</td>
<td>FY 2013 Peer Median</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>---------</td>
<td>---------</td>
<td>---------</td>
<td>---------</td>
<td>---------</td>
<td>---------------------</td>
</tr>
<tr>
<td><strong>Balance Sheet</strong></td>
<td></td>
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<td></td>
<td></td>
<td>Aa3</td>
</tr>
<tr>
<td>Unrestricted Financial Resources to Operations</td>
<td>0.37</td>
<td>0.50</td>
<td>0.51</td>
<td>0.54</td>
<td>0.48</td>
<td>0.31</td>
</tr>
<tr>
<td>Expendable Financial Resources to Operations  (Primary Reserve Ratio)</td>
<td>0.53</td>
<td>0.65</td>
<td>0.65</td>
<td>0.67</td>
<td>0.62</td>
<td>0.57</td>
</tr>
<tr>
<td>Total Financial Resources per Student</td>
<td>$41,321</td>
<td>$45,084</td>
<td>$43,427</td>
<td>$43,659</td>
<td>$39,139</td>
<td>$19,567</td>
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<tr>
<td><strong>Operating</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual Operating Margin  (Net Operating Revenue Ratio)</td>
<td>5.2%</td>
<td>5.6%</td>
<td>3.5%</td>
<td>5.1%</td>
<td>7.7%</td>
<td>3.6%</td>
</tr>
<tr>
<td>Debt Service coverage</td>
<td>4.66</td>
<td>4.79</td>
<td>3.87</td>
<td>4.35</td>
<td>5.53</td>
<td>3.18</td>
</tr>
<tr>
<td>Return on Net Position</td>
<td>8.7%</td>
<td>5.2%</td>
<td>1.7%</td>
<td>8.7%</td>
<td>9.2%</td>
<td>4.6%</td>
</tr>
<tr>
<td><strong>Contribution</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of Total Revenues</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State Appropriations</td>
<td>13.1%</td>
<td>13.9%</td>
<td>14.5%</td>
<td>16.5%</td>
<td>19.1%</td>
<td>23.0%</td>
</tr>
<tr>
<td>Tuition and Fees, Net of Scholarship Allow/Exp</td>
<td>17.8%</td>
<td>18.4%</td>
<td>17.6%</td>
<td>16.4%</td>
<td>15.7%</td>
<td>49.4%</td>
</tr>
<tr>
<td>Auxiliary Enterprises</td>
<td>12.8%</td>
<td>14.3%</td>
<td>13.6%</td>
<td>14.7%</td>
<td>14.0%</td>
<td></td>
</tr>
<tr>
<td>Grants and Contracts</td>
<td>9.1%</td>
<td>10.8%</td>
<td>11.3%</td>
<td>12.1%</td>
<td>12.2%</td>
<td>16.3%</td>
</tr>
<tr>
<td>Federal Pell Grants</td>
<td>1.9%</td>
<td>2.1%</td>
<td>2.3%</td>
<td>2.2%</td>
<td>1.9%</td>
<td>1.8%</td>
</tr>
<tr>
<td>Gifts</td>
<td>8.9%</td>
<td>2.2%</td>
<td>3.3%</td>
<td>2.0%</td>
<td>1.9%</td>
<td>1.8%</td>
</tr>
<tr>
<td>Normalized Investment Income</td>
<td>4.8%</td>
<td>5.0%</td>
<td>4.6%</td>
<td>4.3%</td>
<td>4.1%</td>
<td>2.5%</td>
</tr>
<tr>
<td>Patient Care</td>
<td>27.9%</td>
<td>29.4%</td>
<td>28.9%</td>
<td>27.9%</td>
<td>27.6%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Other</td>
<td>3.7%</td>
<td>3.9%</td>
<td>3.9%</td>
<td>4.0%</td>
<td>3.6%</td>
<td>3.9%</td>
</tr>
</tbody>
</table>

*Peer Data Source: Moody's Fiscal Year 2013 Public College and University Medians - Published August 2014*
University of Missouri
Board of Curators
October 2-3, 2014
Finance Committee

FY2014 Financial Status Report
New GASB Adds Significant Net Pension Liability to Balance Sheet

Assets - $7.2 Billion

- Cash & Investments, $3.2
- Capital Assets, $3.1
- AR & Other Assets, $0.9

Liabilities - $3.1 Billion

- Other Liabilities, $1.2
- Long-Term Debt, $1.6
- Net Pension Liability, $0.3

Net Position - $4.1 Billion
Leader in Early Implementing New GASB and Recognizing Net Pension Liability

- New pension accounting standards separate accounting and retirement funding

- Market Value of Plan Assets – Total Pension Liability = Net Pension Liability (NPL)

- Places a $254 Million NPL on University's books and increases volatility

- No change in economics or contribution requirement of the Retirement Plan
Financial Position Still Remains Sound

University Balance Sheet
Five Year Trend

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Assets ($ in millions)</th>
<th>Total Liabilities ($ in millions)</th>
<th>Net Position ($ in millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>5,000,000</td>
<td>1,000,000</td>
<td>4,000,000</td>
</tr>
<tr>
<td>2011</td>
<td>6,000,000</td>
<td>1,000,000</td>
<td>5,000,000</td>
</tr>
<tr>
<td>2012</td>
<td>7,000,000</td>
<td>1,000,000</td>
<td>6,000,000</td>
</tr>
<tr>
<td>2013</td>
<td>8,000,000</td>
<td>1,000,000</td>
<td>7,000,000</td>
</tr>
<tr>
<td>2014</td>
<td>9,000,000</td>
<td>1,000,000</td>
<td>8,000,000</td>
</tr>
</tbody>
</table>
## Strong Investment Growth

### Investments and Cash Equivalents

<table>
<thead>
<tr>
<th>Type</th>
<th>FY 2014</th>
<th>FY 2013</th>
<th>$ Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash &amp; Cash Equivalents</td>
<td>$147</td>
<td>$258</td>
<td>$(111)</td>
<td>-43%</td>
</tr>
<tr>
<td>Debt Securities</td>
<td>1,297</td>
<td>1,250</td>
<td>47</td>
<td>4%</td>
</tr>
<tr>
<td>Equity Securities</td>
<td>296</td>
<td>294</td>
<td>2</td>
<td>1%</td>
</tr>
<tr>
<td>Commingled Funds</td>
<td>1,323</td>
<td>1,072</td>
<td>251</td>
<td>23%</td>
</tr>
<tr>
<td>Alternative Investments</td>
<td>134</td>
<td>112</td>
<td>22</td>
<td>20%</td>
</tr>
<tr>
<td>Other</td>
<td>31</td>
<td>31</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$3,228</td>
<td>$3,017</td>
<td>$211</td>
<td>7%</td>
</tr>
</tbody>
</table>
Continue to Leverage Low Cost Financing for Future Growth – Aa1 Rated

Long-Term Debt
Five Year Trend

($ in millions)

<table>
<thead>
<tr>
<th>Year</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,169,725</td>
<td>1,390,926</td>
<td>1,405,868</td>
<td>1,424,317</td>
<td>1,603,103</td>
</tr>
</tbody>
</table>
Sound Operating Results and Improved Returns Help Offset Net Pension Liability

University Net Position
Five Year Trend

<table>
<thead>
<tr>
<th>Year</th>
<th>Net Position ($ in millions)</th>
<th>Change %</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>$3,681</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>$4,016</td>
<td>9.1%</td>
</tr>
<tr>
<td>2012</td>
<td>$4,085</td>
<td>9.1%</td>
</tr>
<tr>
<td>2013</td>
<td>$4,301</td>
<td>1.7%</td>
</tr>
<tr>
<td>2014</td>
<td>$4,137</td>
<td>-3.8%</td>
</tr>
</tbody>
</table>
Strong Unrestricted Net Position After Accounting for Net Pension Liability

University Net Position
Ten Year Trend

- Unrestricted
- Net Investment in Capital Assets
- Restricted Nonexpendable
- Restricted Expendable

($ in millions)


- 500,000
- 1,000,000
- 1,500,000
- 2,000,000
- 2,500,000
- 3,000,000
- 3,500,000
- 4,000,000
- 4,500,000
- 5,000,000

1,031,936
1,500,000
2,000,000
2,500,000
3,000,000
3,500,000
4,000,000
4,500,000
5,000,000

## Operating Results Remain Stable

### Statement of Revenues, Expenses and Changes in Net Position

<table>
<thead>
<tr>
<th></th>
<th>FY 2014</th>
<th>FY 2013</th>
<th>Change</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$ 2,838</td>
<td>$ 2,785</td>
<td>$ 53</td>
<td>2%</td>
</tr>
<tr>
<td>Operating Revenues</td>
<td>2,791</td>
<td>2,727</td>
<td>64</td>
<td>2%</td>
</tr>
<tr>
<td>Net Operating Income*</td>
<td>47</td>
<td>58</td>
<td>(11)</td>
<td>19%</td>
</tr>
<tr>
<td>Net Nonoperating Revenues</td>
<td>298</td>
<td>158</td>
<td>140</td>
<td>89%</td>
</tr>
<tr>
<td>Increase in Net Position</td>
<td>$ 345</td>
<td>$ 216</td>
<td>$ 129</td>
<td>60%</td>
</tr>
</tbody>
</table>

*Reflects a $7.6 million extraordinary state appropriation withhold for fiscal year 2014
Well Diversified Revenue Sources

OPERATING REVENUES
$2.8 billion

- Resident Tuition: 14%
- Non-Resident Tuition: 8%
- Health Care: 31%
- State Approps: 15%
- Grants & Contracts: 10%
- Auxiliary Operations: 14%
- Other: 8%

Well Diversified Revenue Sources
MUHC Maintains Strong Operating Results

Health Care - Operations

<table>
<thead>
<tr>
<th>Preliminary Results</th>
<th>($ in millions)</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY 2014</td>
<td>FY 2013</td>
</tr>
<tr>
<td>Operating Revenues</td>
<td>$ 744</td>
<td>$ 716</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>703</td>
<td>672</td>
</tr>
<tr>
<td>Net Operating Income</td>
<td>41</td>
<td>44</td>
</tr>
<tr>
<td>Net Nonoperating Revenues (Expenses)</td>
<td>(2)</td>
<td>(4)</td>
</tr>
<tr>
<td>Increase in Net Position</td>
<td>$ 39</td>
<td>$ 40</td>
</tr>
</tbody>
</table>

Change ($ in millions):

- Operating Revenues: $28, 4%
- Operating Expenses: $31, 5%
- Net Operating Income: (3), (7)%
- Net Nonoperating Revenues (Expenses): 2, (50)%
- Increase in Net Position: (1), (3)%
# Retirement Plan Improves Investment Returns

<table>
<thead>
<tr>
<th>Measurement Date</th>
<th>Total Pension Liability</th>
<th>Plan Net Position</th>
<th>Net Pension Liability</th>
<th>Funded Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>6/30/2013</td>
<td>3,421</td>
<td>2,919</td>
<td>502</td>
<td>85.3%</td>
</tr>
<tr>
<td>6/30/2014</td>
<td>3,587</td>
<td>3,333</td>
<td>254</td>
<td>92.9%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>FY 2014</th>
<th>FY 2013</th>
<th>Change</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions</td>
<td>$ 128</td>
<td>$ 108</td>
<td>$ 20</td>
<td>19%</td>
</tr>
<tr>
<td>Net Investment Income</td>
<td>459</td>
<td>289</td>
<td>170</td>
<td>59%</td>
</tr>
<tr>
<td>Administrative Costs</td>
<td>-3</td>
<td>-2</td>
<td>-1</td>
<td>50%</td>
</tr>
<tr>
<td>Payments to Retirees</td>
<td>-170</td>
<td>-158</td>
<td>-12</td>
<td>8%</td>
</tr>
<tr>
<td>Increase (Decrease) in Net Position</td>
<td>414</td>
<td>237</td>
<td>177</td>
<td>75%</td>
</tr>
<tr>
<td>Net Position, Beginning of Year</td>
<td>$2,919</td>
<td>$2,682</td>
<td>237</td>
<td>9%</td>
</tr>
<tr>
<td>Net Position, End of Year</td>
<td>$3,333</td>
<td>$2,919</td>
<td>414</td>
<td>14%</td>
</tr>
</tbody>
</table>
2014 Ratios Reflect Impact of GASB Pension Changes

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary Reserve Ratio</td>
<td>.62</td>
<td>.67</td>
<td>.66</td>
<td>.66</td>
<td>.68</td>
<td>.53</td>
</tr>
<tr>
<td>Viability Ratio</td>
<td>1.27</td>
<td>1.22</td>
<td>1.25</td>
<td>1.28</td>
<td>1.74</td>
<td>.91</td>
</tr>
<tr>
<td>Return on Net Position</td>
<td>9.2%</td>
<td>8.7%</td>
<td>1.7%</td>
<td>5.2%</td>
<td>7.0%</td>
<td>8.7%</td>
</tr>
<tr>
<td>Net Operating Revenue</td>
<td>7.7%</td>
<td>5.1%</td>
<td>3.5%</td>
<td>5.6%</td>
<td>4.5%</td>
<td>5.2%</td>
</tr>
</tbody>
</table>
# Moody’s Institutional Peers

<table>
<thead>
<tr>
<th><strong>Aa1 Rated</strong></th>
<th><strong>Aa2 Rated</strong></th>
<th><strong>Aa2 Rated</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Michigan State University</td>
<td>Auburn University</td>
<td>University of Colorado</td>
</tr>
<tr>
<td>North Carolina State University</td>
<td>California State University</td>
<td>University of Connecticut</td>
</tr>
<tr>
<td>Ohio State University</td>
<td>City University of New York</td>
<td>University of Florida</td>
</tr>
<tr>
<td>State University of Iowa</td>
<td>Clemson University</td>
<td>University System of Georgia</td>
</tr>
<tr>
<td>University of California</td>
<td>East Carolina University</td>
<td>University of Hawaii</td>
</tr>
<tr>
<td>University of Delaware</td>
<td>Florida State University</td>
<td>University of Houston System</td>
</tr>
<tr>
<td>University of Minnesota</td>
<td>Iowa State University</td>
<td>University of Kentucky</td>
</tr>
<tr>
<td>University System of Maryland</td>
<td>Kansas State University</td>
<td>University of Louisville</td>
</tr>
<tr>
<td>University of Nebraska</td>
<td>Pennsylvania State University</td>
<td>University of Massachusetts</td>
</tr>
<tr>
<td>University of Pittsburgh</td>
<td>Nevada System of Higher Education</td>
<td>University of New Mexico</td>
</tr>
<tr>
<td>University of Utah</td>
<td>New Mexico State University</td>
<td>University of North Texas System</td>
</tr>
<tr>
<td>Virginia Tech</td>
<td>Rutgers, The State University of New Jersey</td>
<td>University of South Carolina</td>
</tr>
<tr>
<td></td>
<td>State University of New York</td>
<td>University of South Florida</td>
</tr>
<tr>
<td></td>
<td>State University System of Florida</td>
<td>University of Wyoming</td>
</tr>
<tr>
<td></td>
<td>Texas State University System</td>
<td>Virginia Commonwealth University</td>
</tr>
<tr>
<td></td>
<td>Texas Tech University System</td>
<td>Washington State University</td>
</tr>
<tr>
<td></td>
<td>University of Alabama</td>
<td>Wayne State University</td>
</tr>
<tr>
<td></td>
<td>University of Alaska</td>
<td>University of Kansas</td>
</tr>
<tr>
<td></td>
<td>University of Arizona</td>
<td></td>
</tr>
<tr>
<td></td>
<td>University of Arkansas</td>
<td></td>
</tr>
</tbody>
</table>
Well Positioned for Growth

Composite Financial Index
(Three Year Average)

Avg
2010 2011 2012 2013 2014

3.38 3.65 3.8 3.64 3.43

4.32 Aa1
3.18 Aa2
3.05 Aa3
Fiscal Year 2014: In Summary

- Overall the University is strong financially
- Leader in recognizing and accounting for Net Pension Liability
- Continue to monitor operating margins both on campuses and health system
- Leveraging low interest rate environment prudently and investing in plant for future growth
FY 2014 Investment Performance Review
UM

Highlights of the enclosed investment performance review for FY2014 will be jointly presented at the October Board meeting by management and the University’s investment consultant, Strategic Investment Solutions (SIS). The Collected Rules and Regulations require annual performance reporting to the Board for each of the following investment pools:

- **Retirement Fund**: Represents the invested assets of the University’s defined benefit plan.
- **Endowment Pool**: Holds more than 5,000 endowment accounts from across the UM System.
- **General Pool**: Contains the cash, reserves and invested assets of more than 25,000 unique operating units within the UM System.
- **Fixed Income Pool**: An endowment pool with investments restricted to fixed income securities by donors.
- **Other Postemployment Benefits Plan Trust Fund**: Represents the invested assets of the University’s Other Postemployment Benefits Plan.

The enclosed report focuses in detail on the Retirement Fund, although most general trends and performance observations are applicable to the Endowment Pool as well. Topics covered include a summary of performance by asset sector for multiple time periods, market commentary for each asset sector, illustration of overall portfolio risk, and a brief summary of each underlying investment manager.
The Retirement Fund returned +16.2% for the trailing one-year period through June 30, 2014. The strong absolute performance trailed the policy index by 1.1%. The top three contributors of positive absolute returns came from Global Equities (+21.8%), Private Equity (+18.7%) and Real Estate (+11.0%). Relative underperformance was primarily a function of Global Equities and Private Equity trailing their respective benchmarks. The 60/40 Global Balanced Proxy Portfolio is a function of Modern Portfolio Theory (MPT) and is considered a typical benchmark for institutional investors to measure performance. The Total Retirement Fund has sustained value-added performance over the trailing 10-year period.

Markets have continued to rally as if concerns in the real economy were irrelevant. There have been calls to attention that given the inadequacy of world growth, high valuations need to be weighed across both credit and equity markets. There is a growing realization that monetary policy on an extraordinary easing mode can have perverse effects on risk taking and how that will get recalibrated over the next two years as policy makers move to normalization. The good news has been in U.S. job growth. Despite horrible GDP stats for the first quarter, the labor market in the U.S. seems to have moved to a firmer footing. Nonfarm payrolls increased 288,000 during June following upwardly-revised gains of 224,000 and 304,000 during the prior two months. The increased easily outpaced expectations and hopefully will serve as support for growth here on.
Global Equity
The total Global Equity composite returned +21.8% for the trailing 12 months compared to +24.0% for the MSCI ACWI Investable Market Index (IMI). U.S. Small Cap equity manager Artisan has significantly underperformed its one-year benchmark with a return of +19.0% versus +28.0% for the MSCI US Small Cap Growth index. Primary detractors resulted from poor stock selections related to Information Technology and Consumer Staples sectors. GAMCO helped offset Artisan by continuing to beat its Policy Index with a one-year return of +24.9% versus +22.6%; helped by its exposure to small cap stocks. Global Developed Markets Strategies returned +22.6% compared to +24.7% for the MSCI World Index. Principal relative underperformance resulted from value oriented managers failing to keep up with a persistent bull market that has led broader indices higher over the short and medium term. The Emerging Market managers split relative performance with BlackRock and Parametric Clifton returning +12.6% and +15.8%, respectively, compared to +14.7% for the MSCI Emerging Markets index.

Absolute Return
The Absolute Return composite returned +9.7% versus +7.4% for the HFRI FoF Diversified Index. AQR Delta and EnTrust 1839 returned +2.1% and +14.9%, respectively. Negative performance from AQR’s Fixed Income Relative Value and Dedicated Short Bias were countered by positive performance from Equity Market Neutral and Global Macro strategies. Bridgewater’s Pure Alpha returned +9.8% versus +1.5% for the HFRI Macro Index over the trailing 12-month period. For the quarter, Pure Alpha added value in German, US and Australian bonds, while its largest losses were in short developed market sovereign credit and long volatility positions.

Real Estate
The Real Estate portfolio returned +11.0% compared to +14.2% for the NFI ODCE + 150 bps quarter lagged custom benchmark. Much of the underperformance is attributed to TA Realty VIII, a 2007-2008 vintage fund. The fund sustained losses during the financial crisis and its large position in our real estate portfolio (over 33%) is a drag on performance. Private equity real estate continued its strong performance for the quarter. Private real estate funds have seen positive changes in NAV for 15 consecutive quarters to Q4 2013. In the next 12 months, many investors are likely to continue to favor higher risk value added and opportunistic strategies, with 57% and 50% of investors targeting funds utilizing these strategies respectively, according to Preqin. Investor’s average current and target allocations to real estate have remained relatively stable since 2011, standing at 7.9% and 9.8% of assets under manager respectively in 2014.

Global Fixed Income
PIMCO Global Fixed Income outperformed its benchmark returning +8.4% for the one-year period compared to +7.4% for the Barclays Global Aggregate. An underweight to integrated utilities, which continued to benefit from the ratings upgrades enjoyed by several European sovereigns in recent months, hurt relative performance. This was more than offset by a positive overweight to Russian quasi-sovereigns, which recovered from the sell-off experienced by certain Russian issuers earlier this year. Additionally, positive security selection within financials as demand for capital securities remained resilient in the face of increased net supply, which furthered relative outperformance.
Bank Loans
The Oaktree Bank Loan portfolio returned +5.8% compared to +6.1% for the Credit Suisse Leveraged Loan index over the trailing 12-month period. Oaktree’s returns modestly trailed the Credit Suisse leveraged loan index. Lower-rated securities continued to outperform, reflecting investor willingness to take on additional risk to pick up yield. However because of its added downside protection, Oaktree focuses primarily on first lien debt versus those lower on the seniority ladder. First lien debt has historically constituted more than 90% of Oaktree’s holdings and was 93% of the portfolio at quarter-end.

High Yield
Oaktree and Shenkman High Yield returned +10.6% and +10.3%, respectively versus +11.5% for the composite’s custom High Yield index. High yield bonds earned a bit more than their coupon in the second quarter, extending the rally that began in the fall of 2013. Reflecting investors’ hunger for yield, the average bond price inched higher, driving yields down 20 basis points to a record low average of 4.9%. Four high yield bond issuers defaulted on $19.9 billion of bonds during the quarter. This brings the rolling-four-quarter default rate to 2%, still well below the 4% long-term average but a sharp increase above the market’s default rate as of the end of the period. While further price gains seem unlikely for the balance of the year, the high yield bond market continues to be supported by strong technical (supply/demand characteristics).

Inflation-Linked Bonds
The TIPS portfolio returned +8.5% versus +8.7% for the index over the one-year period. The PIMCO portfolio modestly trailed the custom index due to an underweight to the long-end of the U.S. normal yield curve, as longer maturity yields declined. This was marginally offset by positive exposure to U.S. inflation swaps, as breakeven inflation levels widened. In addition, tactical exposures to Italian and Spanish debt, which rallied on further monetary accommodations, furthered enhanced relative performance.

Emerging Market Debt
The Emerging Market Debt composite returned +10.4% compared to +10.8% for its custom index. Capital Group’s positive yet trailing relative performance of +8.8% was offset by Wellington’s robust +11.9% return for the one-year period. Sector and currency exposures were detractors for Capital Group, while Wellington’s currency and duration bets aided the strategy to outperforming its index by 116 basis points.

Risk Parity
The Risk Parity portfolio continues to perform well generating a nine-month return of +11.6% versus +5.7% for its custom index. Against a backdrop of historically low volatility, the primary risk categories of nominal interest rates, inflation sensitive assets and equities all contributed to positive performance.
Private Equity

The Private Equity performance has continued to improve with a one-year return of +18.7% versus +20.1% for its custom index. Private Equity has a long-term focus and a one-year comparison may not be meaningful. One should expect the asset class return and benchmark to converge over time as the portfolio matures and new commitments are made across a spectrum of vintage years. The Private Equity portfolio has significant commitment exposure to 2009–2012 vintage year funds, which is contributing to an intense J-curve impact; cumulative net cash flows for portfolios are still negative. We can expect distributions to begin to increase amongst the earliest vintage years (2004–2006) over the next several years.

1 Thomson Reuters C|A All PE – 1 quarter lag as of January 1, 2014
## Retirement Fund Performance Attribution
### Trailing One-Year Ending June 30, 2014

<table>
<thead>
<tr>
<th>Category</th>
<th>Weight</th>
<th>Wtd. Actual Return</th>
<th>Wtd. Index Return</th>
<th>Excess Return</th>
<th>Selection Effect</th>
<th>Allocation Effect</th>
<th>Interaction Effects</th>
<th>Total Effect</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Equity</td>
<td>49.00%</td>
<td>21.77%</td>
<td>23.97%</td>
<td>-2.20%</td>
<td>-1.00%</td>
<td>0.15%</td>
<td>-0.09%</td>
<td>-0.94%</td>
</tr>
<tr>
<td>Global Fixed Income</td>
<td>7.00%</td>
<td>8.36%</td>
<td>7.39%</td>
<td>0.97%</td>
<td>0.07%</td>
<td>0.02%</td>
<td>0.00%</td>
<td>0.09%</td>
</tr>
<tr>
<td>Inflation-Linked Bonds</td>
<td>4.00%</td>
<td>8.49%</td>
<td>8.74%</td>
<td>-0.25%</td>
<td>-0.01%</td>
<td>0.06%</td>
<td>0.00%</td>
<td>0.05%</td>
</tr>
<tr>
<td>Bank Loans</td>
<td>4.00%</td>
<td>5.84%</td>
<td>6.11%</td>
<td>-0.27%</td>
<td>-0.01%</td>
<td>0.14%</td>
<td>0.00%</td>
<td>0.13%</td>
</tr>
<tr>
<td>High Yield</td>
<td>10.00%</td>
<td>10.38%</td>
<td>11.50%</td>
<td>-1.12%</td>
<td>-0.02%</td>
<td>0.03%</td>
<td>0.00%</td>
<td>-0.14%</td>
</tr>
<tr>
<td>Emerging Markets Debt</td>
<td>6.00%</td>
<td>10.44%</td>
<td>10.81%</td>
<td>-0.37%</td>
<td>-0.02%</td>
<td>0.03%</td>
<td>0.00%</td>
<td>0.01%</td>
</tr>
<tr>
<td>Real Estate</td>
<td>6.00%</td>
<td>10.98%</td>
<td>14.24%</td>
<td>-3.26%</td>
<td>-0.24%</td>
<td>0.03%</td>
<td>0.05%</td>
<td>-0.16%</td>
</tr>
<tr>
<td>Absolute Return</td>
<td>8.00%</td>
<td>9.72%</td>
<td>7.40%</td>
<td>2.32%</td>
<td>0.20%</td>
<td>-0.01%</td>
<td>0.00%</td>
<td>0.19%</td>
</tr>
<tr>
<td>Risk Parity</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>-0.16%</td>
<td>0.13%</td>
<td>-0.03%</td>
</tr>
<tr>
<td>Private Equity</td>
<td>6.00%</td>
<td>18.70%</td>
<td>20.09%</td>
<td>-1.39%</td>
<td>-0.14%</td>
<td>-0.08%</td>
<td>0.02%</td>
<td>-0.20%</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td>100.00%</td>
<td>16.29%</td>
<td>17.28%</td>
<td>-0.99%</td>
<td>-1.27%</td>
<td>0.16%</td>
<td>0.11%</td>
<td>-1.00%</td>
</tr>
</tbody>
</table>

*Policy weights as of June 30, 2013*
# Retirement Fund Risk vs. Return

**As of June 30, 2014**

<table>
<thead>
<tr>
<th>3 Year - Total Plan</th>
<th>Annualized Return</th>
<th>Annualized Return Rank</th>
<th>Annualized Standard Deviation</th>
<th>Annualized Standard Deviation Rank</th>
<th>Sharpe Ratio</th>
<th>Sharpe Ratio Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Plan</td>
<td>9.1%</td>
<td>51</td>
<td>7.5%</td>
<td>41</td>
<td>1.2</td>
<td>36</td>
</tr>
<tr>
<td>Policy Index</td>
<td>9.9%</td>
<td>27</td>
<td>7.5%</td>
<td>41</td>
<td>1.3</td>
<td>21</td>
</tr>
<tr>
<td>60/40 Global Balanced Proxy Portfolio</td>
<td>9.0%</td>
<td>63</td>
<td>8.2%</td>
<td>76</td>
<td>1.1</td>
<td>70</td>
</tr>
<tr>
<td>InvestorForce Public DB &gt;$1B Net Median</td>
<td>9.1%</td>
<td>--</td>
<td>7.7%</td>
<td>--</td>
<td>1.1</td>
<td>--</td>
</tr>
</tbody>
</table>

The above statistics show a relative comparison in return and risk at the Total Plan level. Benchmarks such as the customized Policy Index, 60/40 Global Balanced Proxy Portfolio and the universe median Defined Benefit plan with assets greater than $1 billion are displayed as contrasting appraisals of performance. In addition, each metric is ranked on a scale of 1-99 (1=best; 99=worst).

**Definitions**

- **Annualized Return** is the fund’s average return per year compounded over a specific period of time.
- **Standard Deviation** is a measure of dispersion in performance from its mean. It is used widely in the investment industry as a measure of risk.
- **Sharpe Ratio** produces the amount of return achieved per unit of risk. The ratio takes the average return minus the risk-free return divided by the standard deviation of return on investment. The greater a portfolio’s Sharpe ratio, the better its risk-adjusted performance has been.
Retirement Risk Contribution
As of June 30, 2014

Dollar Allocation

- Global Equity: 52.1%
- Global Fixed Income: 7.8%
- Absolute Return: 27.6%
- Private Equity: 4.3%
- Real Estate: 2.1%
- Risk Parity: 0.5%
- Cash: 0.0%

Manager Risk Contribution vs. Dollar Allocation

- Risk Contribution:
  - BlkRck US: 7.9%
  - MFS: 7.4%
  - Baillie Gifford: 7.4%
  - GAMCO: 7.0%
  - Walter Scott: 6.7%
  - EnTrust: 6.4%
  - BlkRck ex US: 4.4%
  - ParaClifton: 4.1%
  - BlkRck EME: 4.0%
  - Artisan: 3.6%
  - PIMCO Fixed: 3.6%
  - Pyramis: 3.5%
  - BlkRck RAI Fixed 1000: 3.2%
  - Mndmn: 3.1%
  - Shkmn: 2.7%
  - BlkRck RAFI 1000: 2.6%
  - AQR: 2.3%
  - Oktree HY: 2.1%
  - Oktree RAFI 1000: 2.0%
  - AQR GRP: 1.8%

- $ Allocation:
  - BlkRck US: 6.1%
  - MFS: 5.7%
  - Baillie Gifford: 5.7%
  - GAMCO: 5.4%
  - Walter Scott: 5.2%
  - EnTrust: 5.0%
  - BlkRck ex US: 4.2%
  - ParaClifton: 4.2%
  - BlkRck EME: 3.2%
  - Artisan: 3.1%
  - PIMCO Fixed: 2.8%
  - Pyramis: 2.8%
  - BlkRck RAI Fixed 1000: 2.4%
  - Mndmn: 2.4%
  - Shkmn: 2.1%
  - BlkRck RAFI 1000: 2.0%
  - AQR: 1.8%
  - Oktree HY: 1.6%
  - Oktree RAFI 1000: 1.5%
  - AQR GRP: 1.3%

* Risk allocation shows the sources of risk in the portfolio.
*** Manager risk contribution shows the percentage of risk each manager contributes to the portfolio compared to the percentage of portfolio dollars allocated to each manager.
The Endowment Fund returned +16.7% for the trailing one-year period through June 30, 2014. The strong absolute performance trailed the policy index by 0.9%. The top three contributors of positive absolute returns came from Global Equities (+22.0%), Private Equity (+17.5%) and Real Estate (+11.1%). Relative underperformance was primarily a function of Global Equities and Private Equity trailing their respective benchmarks. The 60/40 Global Balanced Proxy Portfolio is a function of Modern Portfolio Theory (MPT) and is considered a typical benchmark for institutional investors to measure performance. The Total Endowment Fund has sustained value-added performance over all trailing periods stated above.

Markets have continued to rally as if concerns in the real economy were irrelevant. There have been calls to attention that given the inadequacy of world growth, high valuations need to be weighed across both credit and equity markets. There is a growing realization that monetary policy on an extraordinary easing mode can have perverse effects on risk taking and how that will get recalibrated over the next two years as policy makers move to normalization. The good news has been in U.S. job growth. Despite horrible GDP stats for the first quarter, the labor market in the U.S. seems to have moved to a firmer footing. Nonfarm payrolls increased 288,000 during June following upwardly-revised gains of 224,000 and 304,000 during the prior two months. The increased easily outpaced expectations and hopefully will serve as support for growth here on.
# Investment Manager Summary

**As of June 30, 2014**

<table>
<thead>
<tr>
<th>Asset Sector</th>
<th>Location</th>
<th>Inception</th>
<th>Balance</th>
<th>% Portfolio</th>
<th>% Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Global Equity</strong></td>
<td><strong>Artisan U.S. Small Cap Growth</strong></td>
<td>Milwaukee, WI</td>
<td>Oct-03</td>
<td>Ret 93,701,225</td>
<td>2.8</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.artisanpartners.com">www.artisanpartners.com</a></td>
<td></td>
<td>End 52,136,484</td>
<td>4.0</td>
<td>7.1</td>
</tr>
<tr>
<td></td>
<td>The strategy employs fundamental investment process to construct a diversified portfolio of U.S. small-cap growth companies.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Global Equity</strong></td>
<td><strong>BlackRock EM Equities</strong></td>
<td>San Francisco, CA</td>
<td>Feb-13</td>
<td>Ret 101,939,204</td>
<td>3.1</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.blackrock.com">www.blackrock.com</a></td>
<td></td>
<td>End 40,708,869</td>
<td>3.1</td>
<td>5.6</td>
</tr>
<tr>
<td></td>
<td>Constructs EM portfolios based on proprietary models for earnings estimates and valuations, combined with top-down macroeconomic convictions.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Global Equity</strong></td>
<td><strong>BlackRock MSCI US Equity</strong></td>
<td>New York, NY</td>
<td>May-14</td>
<td>Ret 201,936,643</td>
<td>6.1</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.blackrock.com">www.blackrock.com</a></td>
<td></td>
<td>End 110,959,086</td>
<td>8.4</td>
<td>15.2</td>
</tr>
<tr>
<td></td>
<td>Offers broad exposure to the US Equity markets.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Global Equity</strong></td>
<td><strong>BlackRock MSCI World ex-U.S. Equity</strong></td>
<td>New York, NY</td>
<td>May-14</td>
<td>Ret 165,639,263</td>
<td>5.0</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.blackrock.com">www.blackrock.com</a></td>
<td></td>
<td>End 90,868,893</td>
<td>6.9</td>
<td>12.4</td>
</tr>
<tr>
<td></td>
<td>Offers broad exposure to global developed markets, excluding the United States.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Global Equity</strong></td>
<td><strong>BlackRock FTSE RAFI US 1000</strong></td>
<td>New York, NY</td>
<td>May-14</td>
<td>Ret 68,473,707</td>
<td>2.1</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.blackrock.com">www.blackrock.com</a></td>
<td></td>
<td>End --</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td></td>
<td>Offers fundamentally enhanced exposure across US Large Cap Stocks.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Global Equity</strong></td>
<td><strong>BlackRock FTSE RAFI ex-US 1000</strong></td>
<td>New York, NY</td>
<td>May-14</td>
<td>Ret 89,352,784</td>
<td>2.7</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.blackrock.com">www.blackrock.com</a></td>
<td></td>
<td>End --</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td></td>
<td>Offers fundamentally enhanced exposure across developed market stocks, excluding the United States.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Global Equity</strong></td>
<td><strong>Bailie Gifford Global Alpha</strong></td>
<td>Edinburgh, Scotland</td>
<td>Jan-12</td>
<td>Ret 189,716,284</td>
<td>5.7</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.bailliegifford.com">www.bailliegifford.com</a></td>
<td></td>
<td>End 74,046,571</td>
<td>5.6</td>
<td>10.1</td>
</tr>
<tr>
<td></td>
<td>Provides bottom-up, active investing in companies around the world it believes have a competitive advantage and will grow earnings faster than the market average. This is based on the belief that share prices ultimately follow earnings.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Investment Manager Summary

**As of June 30, 2014**

<table>
<thead>
<tr>
<th>Asset Sector</th>
<th>Location</th>
<th>Inception</th>
<th>Balance</th>
<th>% Portfolio</th>
<th>% Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Equity</td>
<td>GAMCO U.S. All Cap Value</td>
<td>Rye, NY</td>
<td>Jul-89</td>
<td>179,551,987</td>
<td>5.4</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Ret</td>
<td>End</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Parametric Clifton</td>
<td>Boston, MA</td>
<td>Nov-11</td>
<td>106,406,790</td>
<td>3.2</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Ret</td>
<td>End</td>
<td></td>
</tr>
<tr>
<td></td>
<td>MFS Global Equity</td>
<td>Boston, MA</td>
<td>Jan-12</td>
<td>191,137,167</td>
<td>5.7</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Ret</td>
<td>End</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mondrian International Small Cap</td>
<td>Philadelphia, PA</td>
<td>Feb-10</td>
<td>81,423,093</td>
<td>2.4</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Ret</td>
<td>End</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Pyramis Select Int’l Small Cap</td>
<td>London, England</td>
<td>Aug-10</td>
<td>92,402,721</td>
<td>2.8</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Ret</td>
<td>End</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Walter Scott Global Equity</td>
<td>Edinburgh, Scotland</td>
<td>Jan-12</td>
<td>171,946,978</td>
<td>5.2</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Ret</td>
<td>End</td>
<td></td>
</tr>
</tbody>
</table>

**Is a fundamental research driven investment approach focused on free cash flow, earnings per share trends, and private market value.**

**The strategy utilizes a structured, rules-based investment approach that seeks to exploit unique characteristics of the emerging market equity asset class.**

**Invests in companies from around the world that have sustainable earnings growth, high return on capital, strong cash flows, and attractive valuations.**

**The strategy actively invests in global companies which provide a rate of inflation, preserves capital during market declines, and offers less volatile performance than both benchmark indices and other managers.**

**The strategy seeks to capture best fundamental ideas from the firm's global research platform. Combines active bottom-up stock selection with risk management to deliver consistent excess returns while achieving targeted tracking error.**

**Targets long term compound real returns of 7-10%. It strives to achieve this goal by investing in global companies with high rates of internal wealth generation which in time are likely to translate into investor returns.**
## Investment Manager Summary
### As of June 30, 2014

<table>
<thead>
<tr>
<th>Asset Sector</th>
<th>Location</th>
<th>Inception</th>
<th>Balance</th>
<th>% Portfolio</th>
<th>% Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>Absolute Return</td>
<td>AQR Delta Offshore</td>
<td>Greenwich, CT</td>
<td>Sep-12</td>
<td>Ret 79,959,439</td>
<td>2.4</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>End 48,988,569</td>
<td>3.7</td>
<td>31.3</td>
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<tr>
<td></td>
<td><a href="http://www.aqrcapital.com">www.aqrcapital.com</a></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Broad market hedge fund beta replication.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Absolute Return</td>
<td>Bridgewater Pure Alpha</td>
<td>Westport, CT</td>
<td>Jan-06</td>
<td>Ret 35,438,363</td>
<td>1.1</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>End 16,400,643</td>
<td>1.2</td>
<td>10.5</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.bwater.com">www.bwater.com</a></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Generates alpha from systematically applying its fundamental understanding in the 100 markets in which it trades.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Absolute Return</td>
<td>Bridgewater Pure Alpha Major Markets</td>
<td>Westport, CT</td>
<td>Jan-06</td>
<td>Ret --</td>
<td>--</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>End 10,543,088</td>
<td>0.8</td>
<td>6.7</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.bwater.com">www.bwater.com</a></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Generates alpha from systematically applying its fundamental understanding in the 100 markets in which it trades.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Absolute Return</td>
<td>EnTrust Hedge Fund of Funds</td>
<td>New York, NY</td>
<td>Sep-12</td>
<td>Ret 138,972,800</td>
<td>4.2</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>End 78,130,696</td>
<td>5.9</td>
<td>49.9</td>
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<tr>
<td></td>
<td><a href="http://www.entrustcapitalof.com">www.entrustcapitalof.com</a></td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td>Provides a range of alternative strategies to include: International Long/Short Equities, Credit, Arbitrage, Special Situations, Event Driven, and Domestic Long/Short Equities.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Absolute Return</td>
<td>Ramius Multi-Strategy</td>
<td>New York, NY</td>
<td>Jan-03</td>
<td>Ret 5,613,546</td>
<td>0.2</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>End 2,393,946</td>
<td>0.2</td>
<td>1.5</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.cowen.com">www.cowen.com</a></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td></td>
<td>Multi-strategy hedge fund presently in a wind down phase.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Global Fixed</td>
<td>PIMCO Global Fixed</td>
<td>Newport Beach, CA</td>
<td>Oct-97</td>
<td>Ret 217,903,690</td>
<td>6.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>End 56,841,483</td>
<td>4.3</td>
<td>100.0</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.pimco.com">www.pimco.com</a></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Actively manages fixed-income securities from both developed and developing markets. The Endowment's UBF strategy is designed to outperform the 3-month LIBOR benchmark.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bank Loans</td>
<td>Oaktree Bank Loans</td>
<td>Los Angeles, CA</td>
<td>Feb-10</td>
<td>Ret 88,567,225</td>
<td>2.7</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>End 22,620,192</td>
<td>1.7</td>
<td>100.0</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.oaktreecapital.com">www.oaktreecapital.com</a></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>The strategy seeks to achieve attractive total return while bearing less-than-commensurate risk. The diversified portfolio consists of senior loans and other senior debt instruments.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Strategic Investment Solutions, Inc.*
### Investment Manager Summary

**As of June 30, 2014**

<table>
<thead>
<tr>
<th>Asset Sector</th>
<th>Location</th>
<th>Inception</th>
<th>Balance</th>
<th>% Portfolio</th>
<th>% Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Yield</td>
<td>Oaktree High Yield</td>
<td>Los Angeles, CA</td>
<td>Dec-09</td>
<td>137,448,867</td>
<td>4.1</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.oaktreecapital.com">www.oaktreecapital.com</a></td>
<td></td>
<td>Ret</td>
<td>30,514,123</td>
<td>2.3</td>
</tr>
<tr>
<td>High Yield</td>
<td>Shenkman High Yield</td>
<td>New York, NY</td>
<td>Dec-09</td>
<td>190,245,315</td>
<td>5.7</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.shenkmancapital.com">www.shenkmancapital.com</a></td>
<td></td>
<td>Ret</td>
<td>29,503,293</td>
<td>2.2</td>
</tr>
<tr>
<td>Inflation Linked Bonds</td>
<td>PIMCO TIPS</td>
<td>Newport Beach, CA</td>
<td>Sep-07</td>
<td>106,862,236</td>
<td>3.2</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.pimco.com">www.pimco.com</a></td>
<td></td>
<td>Ret</td>
<td>20,335,916</td>
<td>1.5</td>
</tr>
<tr>
<td>EM Debt</td>
<td>Capital Guardian EM Debt</td>
<td>Los Angeles, CA</td>
<td>Dec-09</td>
<td>81,593,901</td>
<td>2.5</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.capitalguardian.com">www.capitalguardian.com</a></td>
<td></td>
<td>Ret</td>
<td>34,806,292</td>
<td>2.6</td>
</tr>
<tr>
<td>EM Debt</td>
<td>Wellington EM Debt</td>
<td>Boston, MA</td>
<td>Feb-10</td>
<td>95,746,674</td>
<td>2.9</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.wellington.com">www.wellington.com</a></td>
<td></td>
<td>Ret</td>
<td>42,502,409</td>
<td>3.2</td>
</tr>
<tr>
<td>Risk Parity</td>
<td>AQR Global Risk Premia</td>
<td>Greenwich, CT</td>
<td>Aug-13</td>
<td>34,762,785</td>
<td>1.0</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.aqrcapital.com">www.aqrcapital.com</a></td>
<td></td>
<td>Ret</td>
<td>20,095,431</td>
<td>1.5</td>
</tr>
</tbody>
</table>

It is a defensive, research-intensive strategy. By accurately gauging credit risk and avoiding problems, the defensive strategy strives to earn market returns in good times and outstanding returns in bad times.

It is a conservative strategy focused on fundamental credit research that results in above-average returns over a full markets cycle.

The strategy aims to capture the returns of the BofA Merrill Lynch U.S. Inflation-Linked Treasury Index.

The fund seeks long-term value in emerging markets fixed income through credit research, economic and political considerations, as well as issue analysis.

The strategy will invest primarily in the tradable external debt of emerging markets countries as well as liquid domestic debt markets denominated in foreign currencies.

The strategy will invest in global markets based on managers' views of maintaining diversified, risk-balanced portfolios.
# Investment Manager Summary

**As of June 30, 2014**

<table>
<thead>
<tr>
<th>Asset Sector</th>
<th>Location</th>
<th>Inception</th>
<th>Balance</th>
<th>% Portfolio</th>
<th>% Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk Parity</td>
<td><strong>Bridgewater All Weather</strong>&lt;br&gt;www.bwater.com</td>
<td>Aug-13</td>
<td>Ret 34,068,866</td>
<td>1.0</td>
<td>49.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>End 19,694,295</td>
<td>1.5</td>
<td>49.5</td>
</tr>
</tbody>
</table>

The strategy will invest in global markets based on managers’ views of maintaining diversified, risk-balanced portfolios.

<table>
<thead>
<tr>
<th>Asset Sector</th>
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<th>Balance</th>
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<th>% Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>Real Estate</td>
<td><strong>Blackstone Special Situations Fund II</strong>&lt;br&gt;www.blackstone.com</td>
<td>Jul-10</td>
<td>Ret 8,345,610</td>
<td>8,051,710</td>
<td>0.2</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>End 8,345,611</td>
<td>8,051,714</td>
<td>0.6</td>
</tr>
</tbody>
</table>

Is a value-added real estate debt fund focusing on distressed investments.

<table>
<thead>
<tr>
<th>Asset Sector</th>
<th>Location</th>
<th>Inception</th>
<th>Balance</th>
<th>% Portfolio</th>
<th>% Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>Real Estate</td>
<td><strong>Brookfield Real Estate Fund</strong>&lt;br&gt;www.brookfield.com</td>
<td>Aug-13</td>
<td>Ret 8,681,700</td>
<td>6,989,234</td>
<td>0.2</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>End 5,787,797</td>
<td>4,659,493</td>
<td>0.4</td>
</tr>
</tbody>
</table>

Invests in high quality assets on a value basis in the world’s more resilient markets and seeks to add value through active asset management via an operations-oriented approach.

<table>
<thead>
<tr>
<th>Asset Sector</th>
<th>Location</th>
<th>Inception</th>
<th>Balance</th>
<th>% Portfolio</th>
<th>% Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>Real Estate</td>
<td><strong>Contrarian Distressed Debt Fund II</strong>&lt;br&gt;www.contrariancapital.com</td>
<td>Oct-11</td>
<td>Ret 9,006,303</td>
<td>9,637,834</td>
<td>0.3</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>End 3,002,101</td>
<td>3,212,611</td>
<td>0.2</td>
</tr>
</tbody>
</table>

Invests in small to mid-sized real estate debt opportunities.

<table>
<thead>
<tr>
<th>Asset Sector</th>
<th>Location</th>
<th>Inception</th>
<th>Balance</th>
<th>% Portfolio</th>
<th>% Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>Real Estate</td>
<td><strong>Cross Harbor Institutional Partners II</strong>&lt;br&gt;www.crossharborcapital.com</td>
<td>Oct-11</td>
<td>Ret 13,849,682</td>
<td>14,345,122</td>
<td>0.4</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>End 6,924,839</td>
<td>7,172,560</td>
<td>0.5</td>
</tr>
</tbody>
</table>

Invests in a wide variety of opportunistic and value-oriented commercial real estate transactions that seek compelling absolute returns over a short and medium duration.

<table>
<thead>
<tr>
<th>Asset Sector</th>
<th>Location</th>
<th>Inception</th>
<th>Balance</th>
<th>% Portfolio</th>
<th>% Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>Real Estate</td>
<td><strong>Oaktree Opportunities Fund V</strong>&lt;br&gt;www.oaktreecapital.com</td>
<td>Jul-11</td>
<td>Ret 22,121,350</td>
<td>21,977,582</td>
<td>0.7</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>End 11,060,675</td>
<td>10,988,793</td>
<td>0.8</td>
</tr>
</tbody>
</table>

Is an opportunistic strategy which focuses on risk control and downside protection.

<table>
<thead>
<tr>
<th>Asset Sector</th>
<th>Location</th>
<th>Inception</th>
<th>Balance</th>
<th>% Portfolio</th>
<th>% Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>Real Estate</td>
<td><strong>RREEF America REIT II</strong>&lt;br&gt;www.reef.com</td>
<td>Jul-98</td>
<td>Ret 34,690,966</td>
<td>34,053,526</td>
<td>1.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>End 9,910,955</td>
<td>10,178,174</td>
<td>0.8</td>
</tr>
</tbody>
</table>

An open-ended REIT that looks to invest in core (~90%) and value-add opportunities (~10%).
### Investment Manager Summary
#### As of June 30, 2014

<table>
<thead>
<tr>
<th>Asset Sector</th>
<th>Location</th>
<th>Inception</th>
<th>Total Commitment</th>
<th>Balance</th>
<th>% Portfolio</th>
<th>% Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>Real Estate</td>
<td>TA Fund VIII</td>
<td>Newport Beach, CA</td>
<td>Jul-07 Ret</td>
<td>53,152,813</td>
<td>48,376,224</td>
<td>1.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>End</td>
<td>17,717,470</td>
<td>16,126,028</td>
<td>1.2</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Employs a hands-on, value-added approach that seeks to improve cash flow through asset management.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private Equity</td>
<td>Asia Alternatives Fund III</td>
<td>Central Hong Kong</td>
<td>Aug-12 Ret</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>End</td>
<td>5,000,000</td>
<td>2,236,224</td>
<td>0.2</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Fund of funds solution platform helping institutional investors make private equity investments across Asia.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Private Equity</td>
<td>Cerberus Fund IV</td>
<td>New York, NY</td>
<td>Nov-06 Ret</td>
<td>10,000,000</td>
<td>7,856,873</td>
<td>0.2</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>End</td>
<td>10,000,000</td>
<td>7,856,873</td>
<td>0.6</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Distressed Debt: targets undervalued and distressed companies through debt financing.</td>
<td></td>
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<tr>
<td>Private Equity</td>
<td>Cerberus: Levered Loan Fund II</td>
<td>New York, NY</td>
<td>May-13 Ret</td>
<td>36,000,000</td>
<td>16,622,103</td>
<td>0.5</td>
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<td>End</td>
<td>14,000,000</td>
<td>6,464,151</td>
<td>0.5</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Distressed Debt: targets undervalued and distressed companies through debt financing.</td>
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<tr>
<td>Private Equity</td>
<td>Crosslink Crossover Fund V</td>
<td>San Francisco, CA</td>
<td>Aug-07 Ret</td>
<td>15,000,000</td>
<td>7,217,827</td>
<td>0.2</td>
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<tr>
<td></td>
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<td>2,405,942</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Hybrid Venture Capital: invests in both public and private companies.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private Equity</td>
<td>Crosslink Crossover Fund VI</td>
<td>San Francisco, CA</td>
<td>Aug-07 Ret</td>
<td>20,000,000</td>
<td>23,880,388</td>
<td>0.7</td>
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<tr>
<td></td>
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<td>End</td>
<td>10,000,000</td>
<td>11,940,194</td>
<td>0.9</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Hybrid Venture Capital: invests in both public and private companies.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private Equity</td>
<td>Great Hill Equity Partners V</td>
<td>San Francisco, CA</td>
<td>May-14 Ret</td>
<td>20,000,000</td>
<td>1,028,033</td>
<td>0.0</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>End</td>
<td>12,000,000</td>
<td>616,820</td>
<td>0.0</td>
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<tr>
<td>Private Equity</td>
<td>J.F. Lehman Equity Investors II, L.P.</td>
<td>New York, NY</td>
<td>Dec-06 Ret</td>
<td>7,500,000</td>
<td>492,306</td>
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<tr>
<td></td>
<td></td>
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<td>End</td>
<td>2,500,000</td>
<td>164,102</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Buyout: focuses on lower middle-market companies in the defense, aerospace and maritime industries and the technologies that originate from them.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Investment Manager Summary

**As of June 30, 2014**

<table>
<thead>
<tr>
<th>Asset Sector</th>
<th>Location</th>
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<th>Total Commitment</th>
<th>Balance</th>
<th>% Portfolio</th>
<th>% Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private Equity</td>
<td><strong>J.F. Lehman Equity Investors III, L.P.</strong></td>
<td>New York, NY</td>
<td>Feb-11 Ret</td>
<td>10,000,000</td>
<td>3,912,553</td>
<td>0.1</td>
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<tr>
<td></td>
<td><a href="http://www.jflpartners.com">www.jflpartners.com</a></td>
<td></td>
<td>End</td>
<td>5,000,000</td>
<td>1,956,269</td>
<td>0.1</td>
</tr>
<tr>
<td></td>
<td><strong>Buyout:</strong> focuses on lower middle-market companies in the defense, aerospace and maritime industries and the technologies that originate from them.**</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private Equity</td>
<td><strong>Khosla Ventures Seed B, L.P.</strong></td>
<td>Menlo Park, CA</td>
<td>Sep-12 Ret</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.khoslaventures.com">www.khoslaventures.com</a></td>
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<td>End</td>
<td>5,000,000</td>
<td>3,740,643</td>
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</tr>
<tr>
<td></td>
<td><strong>Venture Capital: focuses on early stage investments in North American companies within the technology sector.</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private Equity</td>
<td><strong>Khosla Ventures V</strong></td>
<td>Menlo Park, CA</td>
<td>May-14 Ret</td>
<td>12,500,000</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.khoslaventures.com">www.khoslaventures.com</a></td>
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<td>End</td>
<td>7,500,000</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td></td>
<td><strong>Venture Capital: focuses on early stage investments in North American companies within the technology sector.</strong></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Private Equity</td>
<td><strong>Mayfield Fund</strong></td>
<td>Menlo Park, CA</td>
<td>May-13 Ret</td>
<td>4,000,000</td>
<td>524,356</td>
<td>0.0</td>
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<tr>
<td></td>
<td><a href="http://www.mayfield.com">www.mayfield.com</a></td>
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<td>End</td>
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<td>--</td>
<td>--</td>
</tr>
<tr>
<td></td>
<td><strong>Venture Capital: makes early stage investments, with a focus on the technology, social, cloud computing, SaaS, energy, and mobile industry sectors.</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private Equity</td>
<td><strong>MidOcean Partners</strong></td>
<td>New York, NY</td>
<td>Jan-07 Ret</td>
<td>7,500,000</td>
<td>7,039,094</td>
<td>0.2</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.midoceanpartners.com">www.midoceanpartners.com</a></td>
<td></td>
<td>End</td>
<td>2,500,000</td>
<td>2,346,365</td>
<td>0.2</td>
</tr>
<tr>
<td></td>
<td><strong>Buyout:</strong> invests in middle market companies in the U.S.**</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Private Equity</td>
<td><strong>Newbury Equity Partners II</strong></td>
<td>Stamford, CT</td>
<td>Jul-10 Ret</td>
<td>15,000,000</td>
<td>10,697,146</td>
<td>0.3</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.newbury-partners.com">www.newbury-partners.com</a></td>
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<td>End</td>
<td>5,000,000</td>
<td>3,565,716</td>
<td>0.3</td>
</tr>
<tr>
<td></td>
<td><strong>Secondaries: invests in buyout, venture capital, special situations, mezzanine and fund-of-funds LP interests.</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Private Equity</td>
<td><strong>Oakwood Medical Investors V</strong></td>
<td>St. Louis, MO</td>
<td>Jul-07 Ret</td>
<td>3,750,000</td>
<td>1,689,321</td>
<td>0.1</td>
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<tr>
<td></td>
<td><a href="http://www.oakwoodmedical.com">www.oakwoodmedical.com</a></td>
<td></td>
<td>End</td>
<td>1,250,000</td>
<td>563,108</td>
<td>0.0</td>
</tr>
</tbody>
</table>
|                  | **Venture Capital: specializes in development stage pharmaceutical, biotechnology and medical device companies.**

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*Strategic Investment Solutions, Inc.*

**OPEN - FIN - INFO 2-16**

October 2-3, 2014
### Investment Manager Summary

#### As of June 30, 2014

<table>
<thead>
<tr>
<th>Asset Sector</th>
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<th>Balance</th>
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<th>% Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private Equity</td>
<td>Quadrangle Capital Partners II, L.P.</td>
<td>New York, NY</td>
<td>Aug-05</td>
<td>Ret 7,700,000</td>
<td>4,485,777</td>
<td>0.1</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>End 2,300,000</td>
<td>1,339,923</td>
<td>0.1</td>
<td>1.6</td>
</tr>
<tr>
<td>Private Equity</td>
<td>RiverVest Venture Partners II</td>
<td>St. Louis, MO</td>
<td>Aug-06</td>
<td>Ret 3,800,000</td>
<td>5,167,815</td>
<td>0.2</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>End 1,200,000</td>
<td>1,631,941</td>
<td>0.1</td>
<td>2.0</td>
</tr>
<tr>
<td>Private Equity</td>
<td>RiverVest Venture Partners III</td>
<td>St. Louis, MO</td>
<td>May-14</td>
<td>Ret 7,000,000</td>
<td>-</td>
<td>0.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>End 3,000,000</td>
<td>-</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Private Equity</td>
<td>Sheridan Production Partners II-B, L.P.</td>
<td>Houston, TX</td>
<td>Oct-10</td>
<td>Ret 10,000,000</td>
<td>5,966,000</td>
<td>0.2</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>End 5,000,000</td>
<td>2,983,000</td>
<td>0.2</td>
<td>3.6</td>
</tr>
<tr>
<td>Private Equity</td>
<td>Sycamore Partners, L.P.</td>
<td>New York, NY</td>
<td>Jul-12</td>
<td>Ret 12,203,100</td>
<td>10,172,859</td>
<td>0.3</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>End 5,229,900</td>
<td>4,359,794</td>
<td>0.3</td>
<td>5.2</td>
</tr>
<tr>
<td>Private Equity</td>
<td>Sycamore Partners II</td>
<td>New York, NY</td>
<td>May-14</td>
<td>Ret 33,000,000</td>
<td>-</td>
<td>0.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>End 12,750,000</td>
<td>-</td>
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<tr>
<td>Private Equity</td>
<td>Third Rock Ventures Fund III</td>
<td>Boston, MA</td>
<td>May-13</td>
<td>Ret 11,000,000</td>
<td>1,254,777</td>
<td>0.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>End 4,000,000</td>
<td>456,282</td>
<td>0.0</td>
<td>0.5</td>
</tr>
</tbody>
</table>

**Notes:**
- Buyout: focuses on the global information and communications technology and services sectors.
- Venture Capital: invests in emerging medical devices, biopharmaceutical and other healthcare venture opportunities in the U.S.
- Special Situations: makes direct investments in mature oil and natural-gas properties in the U.S.
- Buyout: focuses on consumer and retail sector investments within the U.S.
- Buyout: focuses on consumer and retail sector investments within the U.S.
- Venture capital focused in healthcare technologies.
# Investment Manager Summary
## As of June 30, 2014

<table>
<thead>
<tr>
<th>Asset Sector</th>
<th>Location</th>
<th>Inception</th>
<th>Total Commitment</th>
<th>Balance</th>
<th>% Portfolio</th>
<th>% Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private Equity</td>
<td>Thompson Street Capital Partners II</td>
<td>St. Louis, MO</td>
<td>Dec-06</td>
<td>Ret 3,800,000</td>
<td>1,659,062</td>
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<tr>
<td></td>
<td><a href="http://www.tscp.com">www.tscp.com</a></td>
<td></td>
<td></td>
<td>End 1,200,000</td>
<td>523,916</td>
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<tr>
<td></td>
<td>Buyout: focuses on manufacturing, distribution and services companies within North America.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Private Equity</td>
<td>Thompson Street Capital Partners III</td>
<td>St. Louis, MO</td>
<td>Oct-11</td>
<td>Ret 10,000,000</td>
<td>4,373,916</td>
<td>0.1</td>
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<tr>
<td></td>
<td><a href="http://www.tscp.com">www.tscp.com</a></td>
<td></td>
<td></td>
<td>End 5,000,000</td>
<td>2,186,958</td>
<td>0.2</td>
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<tr>
<td></td>
<td>Buyout: focuses on manufacturing, distribution and services companies within North America.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private Equity</td>
<td>Vectis Life Sciences Fund I</td>
<td>Boston, MA</td>
<td>Dec-04</td>
<td>Ret 7,700,000</td>
<td>3,515,200</td>
<td>0.1</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.brookepea.com">www.brookepea.com</a></td>
<td></td>
<td></td>
<td>End 2,300,000</td>
<td>1,049,995</td>
<td>0.1</td>
</tr>
<tr>
<td></td>
<td>Fund-of-Funds: healthcare and life sciences venture capital focused fund of funds within the St. Louis region.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private Equity</td>
<td>Vectis Life Sciences Fund II</td>
<td>Boston, MA</td>
<td>Oct-08</td>
<td>Ret 4,810,549</td>
<td>3,084,903</td>
<td>0.1</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.brookepea.com">www.brookepea.com</a></td>
<td></td>
<td></td>
<td>End 1,519,121</td>
<td>974,180</td>
<td>0.1</td>
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<tr>
<td></td>
<td>Fund-of-Funds: healthcare and life sciences venture capital focused fund of funds within the St. Louis region.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Private Equity</td>
<td>Vestar Capital Partners V-A, L.P.</td>
<td>New York, NY</td>
<td>Dec-05</td>
<td>Ret 11,400,000</td>
<td>9,890,151</td>
<td>0.3</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.vestarcapital.com">www.vestarcapital.com</a></td>
<td></td>
<td></td>
<td>End 3,600,000</td>
<td>3,123,202</td>
<td>0.2</td>
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<tr>
<td></td>
<td>Buyout: makes small-to-mid market investments in the consumer, financial, healthcare and diversified industrial sectors.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private Equity</td>
<td>Vestar Capital Partners VI-A, L.P.</td>
<td>New York, NY</td>
<td>Apr-12</td>
<td>Ret 10,000,000</td>
<td>3,624,941</td>
<td>0.1</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.vestarcapital.com">www.vestarcapital.com</a></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Buyout: makes small-to-mid market investments in the consumer, financial, healthcare and diversified industrial sectors.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Investment Manager Summary**  
**As of June 30, 2014**

<table>
<thead>
<tr>
<th>Asset Sector</th>
<th>Location</th>
<th>Inception</th>
<th>Total Commitment</th>
<th>Balance</th>
<th>% Portfolio</th>
<th>% Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private Equity</td>
<td>Warburg Pincus Private Equity X, L.P. New York, NY</td>
<td>Dec-07</td>
<td>21,000,000</td>
<td>19,551,722</td>
<td>0.6</td>
<td>10.4</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.warburgpincus.com">www.warburgpincus.com</a></td>
<td></td>
<td>End</td>
<td>9,000,000</td>
<td>8,379,308</td>
<td>0.6</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private Equity</td>
<td>Warburg Pincus Private Equity XI, L.P. New York, NY</td>
<td>Oct-12</td>
<td>44,000,000</td>
<td>20,510,588</td>
<td>0.6</td>
<td>10.9</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.warburgpincus.com">www.warburgpincus.com</a></td>
<td></td>
<td>End</td>
<td>16,000,000</td>
<td>7,458,388</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private Equity</td>
<td>Welsh, Carson, Anderson &amp; Stowe X, L.P. New York, NY</td>
<td>Dec-05</td>
<td>11,400,000</td>
<td>8,460,185</td>
<td>0.3</td>
<td>4.5</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.welshcarson.com">www.welshcarson.com</a></td>
<td></td>
<td>End</td>
<td>3,600,000</td>
<td>2,671,626</td>
<td>0.2</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private Equity</td>
<td>Welsh, Carson, Anderson &amp; Stowe XI, L.F New York, NY</td>
<td>Feb-09</td>
<td>11,400,000</td>
<td>10,421,266</td>
<td>0.3</td>
<td>5.6</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.welshcarson.com">www.welshcarson.com</a></td>
<td></td>
<td>End</td>
<td>3,600,000</td>
<td>3,290,926</td>
<td>0.2</td>
</tr>
</tbody>
</table>

Buyout: global growth oriented investment strategy diversified across investment stage, sector and regions.
Benchmark Descriptions

**BofA Merrill Lynch U.S. High Yield Master II Index** tracks the performance of below investment grade U.S. dollar-denominated corporate bonds publicly issued in the U.S. domestic market.

**Barclays Capital Global Aggregate Bond Index** is a market-weighted index of global government, government-related agencies, corporate, and securitized fixed-income investments.

**Barclays Capital U.S. Treasury Inflation Protected Securities (TIPS) Index** includes all publicly issued, U.S. Treasury inflation-protected securities that have at least one year remaining to maturity, are rated investment grade, and have $250 million or more of outstanding face value.

**Credit Suisse Leveraged Loan Index** tracks the investable market of the U.S. dollar-denominated leveraged loan market. It consists of issues rated “SB” or lower, meaning the highest rated issues are Moody's/S&P ratings of Baa1/BB+ or Ba1/BBB+.

**HFRI Fund of Funds Diversified Index** tracks funds that invest in a variety of strategies among multiple managers. A fund in the HFRI FOF Diversified Index tends to show minimal loss in down markets while attempting to achieve superior risk-adjusted returns in up markets.

**HFRI Macro Index** tracks investment managers which trade a broad range of strategies in which the investment process is predicated on movements in underlying economic variables and the impact of these have on equity, fixed income, hard currency, and commodity markets.

**J.P. Morgan Emerging Markets Bond Index Plus (EMBI+)** tracks total returns for traded external debt instruments in the emerging markets. Included in the index are U.S. dollar and other external currency denominated Brady bonds, loans, Eurobonds, and local markets instruments.

**J.P. Morgan EMBI Global Index** tracks total returns for traded external debt instruments in the emerging markets, and is an expanded version of the EMBI+.

**J.P. Morgan GBI-EM Global Diversified** is uniquely-weighted which limits the weights of those index countries with larger debt stocks by only including specified portions of these countries' eligible current face amounts of debt outstanding.

**MSCI ACWI Index** is a free float-adjusted market capitalization weighted index that is designed to measure the equity market performance of 24 developed and 21 emerging markets.

**MSCI Emerging Markets Index** is a free float-adjusted market capitalization index that is designed to measure the equity market performance of 24 developed and 21 emerging markets.

**MSCI World Index** is a free float-adjusted market capitalization weighted index that is designed to measure the equity market performance of 24 developed markets.

**MSCI U.S. Small Cap Growth Index** represents the growth companies of the MSCI U.S. Small Cap 1750 Index and is a free float weighted equity price index.

**NCRIEF Property Index** is a diversified, non-levered Core Equity Real Estate Index comprised of over 7,000 properties representing over $298 billion in value.

**NPI-ODCE Index** is a fund-level cap-weighted, time-weighted return index and includes property investments at ownership share, cash balances, and leverage.

**Strategic Investment Solutions, Inc.**

**October 2-3, 2014**
APPENDIX

Private Equity—Asset Allocation Targets

Increasing the Retirement and Endowment private equity exposures will take several years to complete. For reporting and performance measurement purposes, private equity targets will be incrementally increased over time (subject to revisions) according to the following schedules. The excess Private Equity allocation will be held in Global Equity until such time that the funds can be deployed into Private Equity.

<table>
<thead>
<tr>
<th>Retirement Fund</th>
<th>2014</th>
<th>2015</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private Equity (10% Target)</td>
<td>7.0%</td>
<td>9.0%</td>
<td>10.0%</td>
</tr>
<tr>
<td>Global Equity (45% Target)</td>
<td>47.0%</td>
<td>46.0%</td>
<td>45.0%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Endowment</th>
<th>2014</th>
<th>2015</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private Equity (10% Target)</td>
<td>7.5%</td>
<td>9.0%</td>
<td>10.0%</td>
</tr>
<tr>
<td>Global Equity (49% Target)</td>
<td>51.0%</td>
<td>50.0%</td>
<td>49.0%</td>
</tr>
</tbody>
</table>

Private Equity Performance—Excluding Private Equity Returns from Total Portfolio Returns

Generally, Private Equity is a long-term commitment and it takes time for these programs to mature. Until that time, private equity returns tend to be subdued by ongoing investment costs, with investment gains generally harvested after a period of 5–7 years. Because the University’s program is fairly young, with the concurrence of investment consultant Strategic Investment Solutions, Inc. we continue to focus on total portfolio returns excluding private equity. This approach is fairly common among peers and helps articulate performance attribution in the early years of building a private equity program. Further, with the doubling of the private equity target to 10%, this will continue to be an issue for the next several years. Actual private equity returns as well as total portfolio returns including and excluding private equity are still presented within this executive summary report.
University of Missouri System
Board of Curators
Finance Committee

October 2-3, 2014

FY2014 Investment Performance Review
UM
## Overview

### Summary of FY14 Activity

(As of June 30, 2014 – in $ millions)

<table>
<thead>
<tr>
<th></th>
<th>Beginning Balance</th>
<th>Contributions or Gifts</th>
<th>Benefits or Distributions</th>
<th>Investment Income</th>
<th>Ending Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retirement</td>
<td>$2,919,000</td>
<td>$128,000</td>
<td>($173,000)</td>
<td>$459,000</td>
<td>$3,333,000</td>
</tr>
<tr>
<td>Endowment</td>
<td>1,180,000</td>
<td>50,000</td>
<td>(53,000)</td>
<td>182,000</td>
<td>1,359,000</td>
</tr>
</tbody>
</table>
General Investment Consultant
Strategic Investment Solutions, Inc.

- Independent, San Francisco-based firm opened for business in July 1994, and currently provides ongoing consulting services to 28 public, corporate, endowment, foundation and private wealth funds.

- Registered as an investment advisor under the SEC Investment Advisors Act of 1940 and named a co-fiduciary to its clients.


- Experienced Co-Lead Consultants
  - Barry Dennis – Managing Director and Co-Founder of SIS
  - Paul Harte – Managing Director
## Asset Sector Targets - June 30, 2014

<table>
<thead>
<tr>
<th>Asset Sector</th>
<th>Current Targets</th>
<th>Actual Allocation</th>
<th>Current Targets</th>
<th>Actual Allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Equity*</td>
<td>48.0</td>
<td>52.1</td>
<td>51.5</td>
<td>55.5</td>
</tr>
<tr>
<td>Private Equity*</td>
<td>7.0</td>
<td>5.6</td>
<td>7.5</td>
<td>6.3</td>
</tr>
<tr>
<td>Absolute Return</td>
<td>8.0</td>
<td>7.8</td>
<td>12.0</td>
<td>11.9</td>
</tr>
<tr>
<td>Real Estate</td>
<td>6.0</td>
<td>4.3</td>
<td>8.0</td>
<td>4.6</td>
</tr>
<tr>
<td>Global Fixed Income</td>
<td>7.0</td>
<td>6.6</td>
<td>5.0</td>
<td>4.3</td>
</tr>
<tr>
<td>Bank Loans / High Yield</td>
<td>14.0</td>
<td>12.5</td>
<td>7.0</td>
<td>6.3</td>
</tr>
<tr>
<td>Inflation-Linked Bonds</td>
<td>4.0</td>
<td>3.2</td>
<td>2.0</td>
<td>1.5</td>
</tr>
<tr>
<td>Emerging Markets Debt</td>
<td>6.0</td>
<td>5.3</td>
<td>7.0</td>
<td>5.9</td>
</tr>
<tr>
<td>Risk Parity</td>
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<td>2.1</td>
<td>0.0</td>
<td>3.0</td>
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<tr>
<td>Cash</td>
<td>0.0</td>
<td>0.5</td>
<td>0.0</td>
<td>0.7</td>
</tr>
<tr>
<td><strong>Total Portfolio</strong></td>
<td><strong>100.0</strong></td>
<td><strong>100.0</strong></td>
<td><strong>100.0</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

* Private Equity policy target in both pools is 10%. Because it takes considerable time to build out a private equity portfolio, we are slowly and methodically ramping up the private equity target to reach 10%. In the meantime, any excess allocation is being held in Global Equity.
### One Year Returns by Asset Sector
(as of June 30, 2014)

<table>
<thead>
<tr>
<th>Asset Sector*</th>
<th>Retirement Plan</th>
<th>Endowment Pool</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1 Year Actual</td>
<td>1 Year Benchmark</td>
</tr>
<tr>
<td>Global Equity</td>
<td>21.8</td>
<td>24.0</td>
</tr>
<tr>
<td>Private Equity</td>
<td>18.7</td>
<td>20.1</td>
</tr>
<tr>
<td>Absolute Return</td>
<td>9.7</td>
<td>7.4</td>
</tr>
<tr>
<td>Real Estate</td>
<td>11.0</td>
<td>14.2</td>
</tr>
<tr>
<td>Global Fixed Income</td>
<td>8.4</td>
<td>7.4</td>
</tr>
<tr>
<td>High Yield</td>
<td>10.4</td>
<td>11.5</td>
</tr>
<tr>
<td>Bank Loans</td>
<td>5.8</td>
<td>6.1</td>
</tr>
<tr>
<td>Inflation-Linked Bonds</td>
<td>8.5</td>
<td>8.7</td>
</tr>
<tr>
<td>Emerging Markets Debt</td>
<td>10.4</td>
<td>10.8</td>
</tr>
</tbody>
</table>

*Risk Parity not shown. Full year not available because sector was initially funded August 2013.
Total Portfolio Returns (as of June 30, 2014)

- Overall performance relative to portfolio benchmarks was adversely affected by a continuation of previously stated issues: vintage year and J-Curve phenomenon in real estate, the conservative nature of our high yield managers, and J-Curve effect in private equity.
- Equity managers underperformed, with value oriented managers in particular struggling to keep up in a very long running bull market.
- For context, with respect to the Endowment Pool, our one year performance ranked in the top half among conference schools, which gained an average +16.0% for the year.
Total Portfolio Returns ex-Private Equity (as of June 30, 2014)

<table>
<thead>
<tr>
<th></th>
<th>Retirement Plan</th>
<th>Endowment Pool</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Actual</td>
<td>Benchmark</td>
</tr>
<tr>
<td>3 Year Return</td>
<td>9.1</td>
<td>9.4</td>
</tr>
<tr>
<td>5 Year Return</td>
<td>12.3</td>
<td>12.2</td>
</tr>
<tr>
<td>7 Year Return</td>
<td>4.5</td>
<td>4.6</td>
</tr>
<tr>
<td>10 Year Return</td>
<td>7.3</td>
<td>7.2</td>
</tr>
</tbody>
</table>

- For some perspective on the 10-year returns, the 60/40 Global Balanced Proxy Portfolio annualized return was +6.5% over the same time period.
- The Retirement Fund and Endowment Pool added $260 million in value over the proxy portfolio in the 10-year timeframe.

* Endowment Pool Policy Objective is CPI + 5.0%
Traditional portfolios tend to have a higher risk exposure to equities than actual dollar allocations might suggest. This is helpful to keep in mind when evaluating portfolio performance relative to market conditions.
FY14 Investment Management Fees

- Investment consultant, SIS, embarked on a project to lower the level of fees the University pays to external investment managers.

- As a result of this project, five managers lowered their fees for a total estimated annual savings of $1.68 million.
<table>
<thead>
<tr>
<th>Asset Sector</th>
<th>Retirement Plan</th>
<th></th>
<th>Endowment Pool</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$ Dollars</td>
<td>bps</td>
<td>$ Dollars</td>
<td>bps</td>
</tr>
<tr>
<td>Global Equity</td>
<td>7,794,000</td>
<td>48</td>
<td>3,376,000</td>
<td>48</td>
</tr>
<tr>
<td>Private Equity</td>
<td>3,689,000</td>
<td>225</td>
<td>1,755,000</td>
<td>241</td>
</tr>
<tr>
<td>Hedge Funds</td>
<td>2,943,000</td>
<td>98</td>
<td>1,682,000</td>
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</tr>
<tr>
<td>Real Estate</td>
<td>2,003,000</td>
<td>139</td>
<td>883,000</td>
<td>147</td>
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<tr>
<td>Global Fixed Income</td>
<td>477,000</td>
<td>23</td>
<td>228,000</td>
<td>41</td>
</tr>
<tr>
<td>Bank Loans / High Yield</td>
<td>1,916,000</td>
<td>47</td>
<td>386,000</td>
<td>49</td>
</tr>
<tr>
<td>Inflation-Linked Bonds</td>
<td>383,000</td>
<td>38</td>
<td>73,000</td>
<td>38</td>
</tr>
<tr>
<td>Emerging Markets Debt</td>
<td>778,000</td>
<td>47</td>
<td>340,000</td>
<td>47</td>
</tr>
<tr>
<td>Total Portfolio</td>
<td><strong>19,983,000</strong></td>
<td><strong>64</strong></td>
<td><strong>8,723,000</strong></td>
<td><strong>71</strong></td>
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<tr>
<td>Investment Consultants</td>
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<td>144,000</td>
<td>1</td>
</tr>
<tr>
<td>Custodial Fees</td>
<td>741,000</td>
<td>2</td>
<td>258,000</td>
<td>2</td>
</tr>
<tr>
<td>Total Combined Fees</td>
<td><strong>21,030,000</strong></td>
<td><strong>67</strong></td>
<td><strong>9,125,000</strong></td>
<td><strong>74</strong></td>
</tr>
</tbody>
</table>
Both qualitative and quantitative measures are used to monitor investment manager performance.

Qualitative measures include compliance with guidelines, continuity of personnel and adherence to style.

Quantitative measures include various financial metrics focused on 3 and 5 year returns.

There is no bright line or precise formula for evaluating an investment manager. It must be done on a case-by-case basis after careful consideration of all factors.
Investment Manager Monitoring

- Three active equity managers are currently on “Under Review” status. These are being monitored by both staff and SIS.

- Fiscal Year 2014 Manager Termination

  Active Global Equity – A decision was made to terminate the manager due to persistent underperformance. Funds were moved to passive equity products.
General Pool Update

- **General Pool as of June 30, 2014 - $1,741,000,000**
  - Internally Managed Fixed Income - $593 Million
  - Externally Managed Fixed Income - $747 Million
  - Externally Managed Risk Parity - $401 Million

- **Returns for the General Pool:**
  
  The one year return was 6.23% as compared to (0.9%) in the prior year.
  
  Current year performance was driven by strong 15.7% returns in the risk parity portfolio. Prior year performance was adversely impacted by market reactions to Fed Chair Bernanke’s comments about tapering in May/June 2014.
Other Investment Pools - June 30, 2014

<table>
<thead>
<tr>
<th></th>
<th>Balance (in $ thousands)</th>
<th>1 Year Actual</th>
<th>1 Year Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Fixed Income Pool</strong></td>
<td>74,296</td>
<td>7.5%</td>
<td>6.5%</td>
</tr>
<tr>
<td><strong>Total Other Postemployment Benefits Plan Trust Fund (OPEB)</strong></td>
<td>68,774</td>
<td>4.0%</td>
<td>4.4%</td>
</tr>
</tbody>
</table>

- Fixed Income Pool – Outperformed the benchmark with an overweight to corporate securities and high-quality commercial mortgage-backed securities.
- OPEB Pool - Underperformed the benchmark due to weaker than expected hedge fund performance in the September quarter.
Retirement Fund Guidance – Plan Year End

- Actuarial calculations utilize an investment return assumption of 7.75%, measured each year at September 30

<table>
<thead>
<tr>
<th>Quarterly performance for the Year Ended June 30, 2014</th>
<th>Quarterly performance for the Year Ending September 30, 2014 *</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 30, 2013</td>
<td>5.3</td>
</tr>
<tr>
<td>December 31, 2013</td>
<td>4.7</td>
</tr>
<tr>
<td>March 31, 2014</td>
<td>1.8</td>
</tr>
<tr>
<td>June 30, 2014</td>
<td>3.4</td>
</tr>
<tr>
<td>Annualized Return</td>
<td>16.2</td>
</tr>
<tr>
<td>2 months through August 31, 2014</td>
<td>0.2</td>
</tr>
<tr>
<td>11 Months through August 31, 2014</td>
<td>10.4</td>
</tr>
</tbody>
</table>

* A September return above (2.4)% would result in meeting the plan’s 7.75% return assumption.
Questions?
Update on Debt Issuance for Approved Capital Projects
UM

Planning is underway for the next issuance of System Facilities Revenue Bonds. Debt financing previously approved by the Board of Curators but not yet issued totals approximately $256 million.

Based on our latest analysis, we will likely issue the remaining debt in two phases. The first phase should occur sometime this fall, with Bank of America Merrill Lynch (BAML) serving as the lead underwriter. The final phase of issuance should follow sometime in mid-to-late 2015. These plans are subject to change and will ultimately be driven by project cash flow needs and the continuously evolving market interest rate environment. To the extent necessary, interim construction financing will be provided by the University’s commercial paper program.

Our core finance team (Prager & Co., financial advisor; Thompson Coburn, bond counsel; Gilmore & Bell, disclosure counsel) is currently working with BAML on bond issuance documents for the next phase and will be ready for issuance as early as late October. Once plans are finalized, it is likely that a special Board meeting will be needed to approve bond documents prior to issuance.
Update on Debt Issuance for Approved Capital Projects

UM
The Team

Financial Advisor

Bond Counsel

Disclosure Counsel
The Team

These three firms represent the University’s underwriting team, having been selected in 2013 through a competitive process.
# Board Approved Capital Projects

## Debt Financing - Approved But Not Yet Issued (in $ thousands)

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Purpose</th>
<th>Total *</th>
</tr>
</thead>
<tbody>
<tr>
<td>UMC Wolpers and Johnston</td>
<td>Housing</td>
<td>$18,396</td>
</tr>
<tr>
<td>UMC Virginia Avenue South</td>
<td>Housing</td>
<td>$14,507</td>
</tr>
<tr>
<td>UMC Laws/Lathrop/Jones</td>
<td>Housing</td>
<td>$54,125</td>
</tr>
<tr>
<td>UMC Chilled Water Plant</td>
<td>Campus Utilities</td>
<td>$12,539</td>
</tr>
<tr>
<td>UMC Patient Centered Care Center</td>
<td>Classroom &amp; Research</td>
<td>$30,500</td>
</tr>
<tr>
<td>UMC Memorial Stadium East</td>
<td>Athletics</td>
<td>$6,736</td>
</tr>
<tr>
<td>UMC Other Athletic Projects</td>
<td>Athletics</td>
<td>$5,500</td>
</tr>
<tr>
<td>MUHC MOI Expansion</td>
<td>MU Health Care</td>
<td>$30,000</td>
</tr>
<tr>
<td>UMSL Optometry Building</td>
<td>Classroom &amp; Research</td>
<td>$12,000</td>
</tr>
<tr>
<td>UMSL Wellness Center</td>
<td>Recreational Facilities</td>
<td>$20,917</td>
</tr>
<tr>
<td>UMSL Science Learning Building</td>
<td>Classroom &amp; Research</td>
<td>$20,771</td>
</tr>
<tr>
<td>MO S&amp;T Residential Housing</td>
<td>Housing</td>
<td>$30,000</td>
</tr>
</tbody>
</table>

### Debt Financing Approved, Not Yet Issued

$255,991

- Represents remaining amount to be financed for each project. Initial financing was provided by the $150 million debt issuance last fall.
The Plan

- Remaining debt could be issued in two additional phases
  - Fall 2014
  - Summer 2015
- Debt could be a mix of fixed and variable, tax-exempt and taxable.
- Interim financing, as needed, will continue to be provided by the University’s commercial paper program.
The Plan

- Bank of America Merrill Lynch will serve as the lead underwriter on the next phase, likely this fall.
- Our team is currently working on required bond documents and could be ready to issue by mid-to-late October (the KPMG external audit would be complete).
- S&P / Moody’s reviews will be initiated shortly.
- Market conditions will ultimately determine the timing of when we go to market for phase one.
- Depending upon timing, a special Board meeting could be necessary to approve bond documents.
The University’s Borrowing Curve

† Data provided by Prager & Co., LLC. Rates based on University of Missouri specific spreads over the Municipal Market Data curve.
Questions?
Biannual Review of Delegated Authority, Hiring and Termination of External Investment Managers

UM

In June 2012, the Board of Curators approved a new, comprehensive investment policy for the University that included a delegation of authority for the hiring and termination of investment managers. As part of that policy, management is required to submit a report to the Board at least once every two years concerning such delegation and its continued advisability in light of all relevant factors.

Collected Rules and Regulations 140.010 Policy for Management and Oversight of Selected University Investment Pools is attached, with sections specific to the delegated authority highlighted.

Since the time that the delegated authority was approved by the Board of Curators, we have hired or terminated approximately 65 investment managers for the Endowment Pool, General Pool or Retirement Plan (detailed listing attached). Prior to the change in investment policy, each of these actions would have required approval by the Finance Committee and full Board of Curators.

A detailed due diligence package is prepared for each manager hire or termination, with documented approval of the Vice President for Finance, Treasurer, and Investment Consultant. Approval documentation also includes signoff on legal matters by Office of General Counsel, and documented consultation with the President (sample signoff form attached).

Once all approvals have been obtained and documented, a complete due diligence package is forwarded to the Chair of the Board of Curators as well as the Chair of the Finance Committee. A summary of all manager hires and terminations is provided to the entire Board through the Quarterly Investment and Debt Update report.

The process is working smoothly and efficiently as intended.
Chapter 140: Investments

140.010 Policy for Management and Oversight of Selected University Investment Pools

Bd. Min. 5-3-91; Amended Bd. Min. 3-24-95; 1-21-98; Amended Bd. Min. 12-15-06; 7-22-11; Revised in entirety, Bd. Min. 6-26-12. (Note: Board approval on 6-26-12 replaced previous rules 140.010, 140.011, 140.012 and 140.013 with new language and reissued new rules 140.010 through 140.016.)

A. **Introduction** -- This policy establishes guidelines for the management and oversight of certain University investment pools. This policy applies to the following investment pools:

1. CRR 140.012 General Pool
2. CRR 140.013 Endowment Pool
3. CRR 140.014 Fixed Income Pool
4. CRR 140.015 Retirement, Disability and Death Benefit Plan
5. CRR 140.016 Other Postemployment Benefits Plan Trust Fund

This policy does not apply to program-related funds and assets not held primarily for investment, including interests governed by CRR 70.070 “Entrepreneurial Activity.”

B. **Authorities** – The Board of Curators of the University of Missouri has the ultimate authority to determine the proper means for the management and oversight of invested assets. Through this policy, the Board delegates certain specific authorities and responsibilities with respect to the management and oversight of invested assets, which it has determined, with the advice of counsel, to be appropriate as described herein.

1. The following actions shall require Board of Curators approval after consideration of recommendations from University staff:
   a. Selection of master custodians for each investment pool. A master custodian provides a variety of services, including, but not limited to: safekeeping of securities, collection of income and other inflows, disbursement for investment management fees, and a monthly accounting of all transactions.
   b. Selection of external investment consultant (“Investment Consultant”) to assist the Board and University staff in management and oversight duties and to perform such duties as outlined in CRR 140.010 through CRR 140.016 (“Investment Pool Policies”).
   c. Selection of suitable asset sectors with corresponding targets and allowable ranges for each investment pool, after consideration of recommendations in formal asset/liability studies conducted by the Investment Consultant not less than once every three years. Such asset/liability studies shall consider the balance between risk and return, taking into account the specific objectives of each investment pool and such other factors as appropriate in compliance with applicable law.
   d. Selection of suitable spending policies for endowed funds.

October 2-3, 2014
2. The following authorities and responsibilities are hereby delegated by the Board to the Vice President for Finance and Administration, the Treasurer and the Investment Consultant, with any action hereunder requiring unanimous approval by all three persons in consultation with the President. In the event that either of the two University staff positions is vacant, or the incumbent is otherwise unavailable, the President may, on a temporary basis, authorize actions upon the unanimous approval by the remaining two persons or appoint a replacement for the unavailable person until such time that the position is filled or the incumbent becomes available.

   a. Hiring of external investment managers for any of the investment pools covered by this policy, consistent with the respective asset sectors and targets established by the Board and the guidelines outlined in CRR 140.011 “Policy for Investment Manager Selection, Monitoring and Retention.”

   b. Termination of external investment managers for any of the investment pools covered by this policy, consistent with the guidelines outlined in CRR 140.011 “Policy for Investment Manager Selection, Monitoring and Retention.”

3. The following authorities are hereby delegated by the Board to the Vice President for Finance and Administration or her/his designees:

   a. Specific to the General Pool, the authority to manage funds internally, consistent with the guidelines outlined in CRR 140.012 “Investment Policy for General Pool.”

   b. As appropriate, implementation of securities lending programs, provided that securities included in any program shall be fully collateralized and marked to market daily.

   c. Execution of instruments in accordance with CRR 70.020 “Execution of Financial Instruments.”

4. In making the foregoing delegations, the Board has considered the purposes and circumstances of the investment pools, the qualifications and expertise of the persons to whom it has delegated such authorities, and the scope and terms of the delegated authorities. The Board shall continue to evaluate these and other relevant factors, including the overall performance of the investment pools, in conjunction with its ongoing reviews and monitoring as described herein.

C. Responsibilities – Persons responsible for managing funds in the investment pools shall, in rendering advice for a fee, exercising discretionary authority or control over investments, or taking other actions under the Investment Pool Policies: (i) act in accordance with the “prudent investor rule” and invest assets as would a prudent investor similarly situated, considering the circumstances of the investment pool and exercising reasonable care, skill, and caution, and (ii) fulfill fiduciary duties as required by contract and in accordance with the Investment Pool Policies and applicable law but at a minimum consistent with Sections 105.688 and 402.132 of the Revised Statutes of Missouri as amended from time to time or successor statutes, as appropriate. Each such person shall, by accepting his or her appointment or taking any action pursuant to the Investment Pool Policies, be deemed to have agreed to undertake such duties and otherwise perform in accordance with this policy and applicable law.

October 2-3, 2014
1. The Vice President for Finance and Administration or her/his designees are responsible for the following:
   a. Implement and monitor Investment Pool Policies.
   b. Review Investment Pool Policies on an annual basis, with policy amendments submitted to the Board of Curators as necessary.
   c. Evaluate and monitor master custodians and Investment Consultant; report to the Board as necessary.
   d. Periodic reporting to the Board as outlined in Section D of this policy.
   e. Monitor the effects of the spending policy with respect to endowment funds and recommend modifications to the Board as appropriate.
   f. Management of endowed funds in accordance with any restrictions that may apply at the time of receipt, provided such restrictions do not conflict with applicable state statutes and University policies.
   g. Maintain accurate records for the investment pools.

2. Generally, the University is and shall be deemed to be the corporate trustee for all funds held by the University in an express trust, such as funds in the Retirement, Disability and Death Benefit Plan and Other Postemployment Benefits Plan Trust Fund, as well as any other funds held by the University that are deemed to be trust funds under applicable law.

D. Reporting – At minimum, the following reporting to the Board shall be required:
   1. Quarterly: Summary of performance for each investment pool as well as reporting of any actions taken to hire or terminate investment managers under the authority delegated within Section B(2) of this policy.
   2. Annually: Performance review, including all underlying investment managers, for each respective investment pool, relative to established benchmarks and other relevant metrics.
   3. Biannually: The Board recognizes the significance of the delegation, authorities, and responsibilities set forth in paragraph B.2 hereof and intends to review and consider the continuation thereof from time to time; therefore, at least once every two years there will be a report to the Board concerning such delegation in paragraph B.2 and its continued advisability in light of all relevant factors. In the absence of any action by the Board, such delegation will be deemed continued. However, nothing will limit the authority of the Board to review, qualify, or revoke such delegation at any time and for any reason.

E. Proxy Voting – Proxy voting power is an asset of the respective investment pool and is subject to the same management as all other investment pool assets. Accordingly, the investment manager has the responsibility and liability for voting proxies appurtenant to the securities under its management, owned by the respective investment pool. The voting of proxies must be done in a prudent manner and consistent with the investment objectives of the respective investment pool.
<table>
<thead>
<tr>
<th>Date</th>
<th>Firm/Fund</th>
<th>Sector</th>
<th>Action</th>
<th>R</th>
<th>E</th>
<th>GP</th>
<th>Total</th>
<th>Reason for Manager Hire or Termination</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sep-2012</td>
<td>Bridgewater All Weather</td>
<td>Risk Parity</td>
<td>Hire</td>
<td>130</td>
<td></td>
<td></td>
<td>130</td>
<td>Hired as part of long-term diversification strategy for the General Pool</td>
</tr>
<tr>
<td>Sep-2012</td>
<td>AQR GRP</td>
<td>Risk Parity</td>
<td>Hire</td>
<td>134</td>
<td></td>
<td></td>
<td>134</td>
<td>Hired as part of long-term diversification strategy for the General Pool</td>
</tr>
<tr>
<td>Jan-2013</td>
<td>PIMCO Credit Absolute Return</td>
<td>Fixed Income</td>
<td>Hire</td>
<td>95</td>
<td></td>
<td></td>
<td>95</td>
<td>Hired as part of long-term diversification strategy for the General Pool</td>
</tr>
<tr>
<td>Jan-2013</td>
<td>PIMCO GLADI</td>
<td>Fixed Income</td>
<td>Term</td>
<td>225</td>
<td></td>
<td></td>
<td>225</td>
<td>Strategic shift; assets transferred to PIMCO CAR and Income Strategies</td>
</tr>
<tr>
<td>Jan-2013</td>
<td>PIMCO Income Strategy</td>
<td>Fixed Income</td>
<td>Hire</td>
<td>250</td>
<td></td>
<td></td>
<td>250</td>
<td>Hired as part of long-term diversification strategy for the General Pool</td>
</tr>
<tr>
<td>Jan-2013</td>
<td>PIMCO Unconstrained Bond Fund</td>
<td>Fixed Income</td>
<td>Hire</td>
<td>340</td>
<td></td>
<td></td>
<td>340</td>
<td>Hired as part of long-term diversification strategy for the General Pool</td>
</tr>
<tr>
<td>Jan-2014</td>
<td>BlackRock - Passive</td>
<td>Global Equity</td>
<td>Term</td>
<td>358</td>
<td>137</td>
<td></td>
<td>495</td>
<td>Strategic shift; assets transferred to U.S. and non-U.S. BlackRock accounts</td>
</tr>
<tr>
<td>Jan-2014</td>
<td>BlackRock - Passive</td>
<td>Domestic Equity</td>
<td>Hire</td>
<td>195</td>
<td>75</td>
<td></td>
<td>270</td>
<td>Hired to provide additional flexibility in allocating assets to U.S./non-U.S.</td>
</tr>
<tr>
<td>Jan-2014</td>
<td>BlackRock - Passive</td>
<td>International Equity</td>
<td>Hire</td>
<td>163</td>
<td>62</td>
<td></td>
<td>225</td>
<td>Hired to provide additional flexibility in allocating assets to U.S./non-U.S.</td>
</tr>
<tr>
<td>Feb-2014</td>
<td>Wellington</td>
<td>Global Equity</td>
<td>Term</td>
<td>160</td>
<td>62</td>
<td></td>
<td>222</td>
<td>Terminated for performance reasons</td>
</tr>
<tr>
<td>May-2014</td>
<td>BlackRock - Passive</td>
<td>International Equity</td>
<td>Hire</td>
<td>87</td>
<td>na</td>
<td></td>
<td>87</td>
<td>Hired to provide additional flexibility in allocating assets to U.S./non-U.S.</td>
</tr>
<tr>
<td>May-2014</td>
<td>BlackRock - Passive</td>
<td>Domestic Equity</td>
<td>Hire</td>
<td>66</td>
<td>na</td>
<td></td>
<td>66</td>
<td>Hired to provide additional flexibility in allocating assets to U.S./non-U.S.</td>
</tr>
<tr>
<td>Feb-2013</td>
<td>Capital Guardian</td>
<td>EM Equity</td>
<td>Term</td>
<td>76</td>
<td>39</td>
<td></td>
<td>115</td>
<td>Terminated for performance reasons</td>
</tr>
<tr>
<td>Feb-2013</td>
<td>BlackRock</td>
<td>EM Equity</td>
<td>Hire</td>
<td>40</td>
<td>100</td>
<td></td>
<td>140</td>
<td>Hired for their history of innovation, ability to exploit market inefficiencies</td>
</tr>
<tr>
<td>Sep-2012</td>
<td>Capital Guardian</td>
<td>Fixed Income</td>
<td>Term</td>
<td>176</td>
<td>95</td>
<td></td>
<td>271</td>
<td>Terminated for performance reasons</td>
</tr>
<tr>
<td>Sep-2012</td>
<td>NISA Investment Advisors</td>
<td>TIPS</td>
<td>Term</td>
<td>124</td>
<td>32</td>
<td></td>
<td>156</td>
<td>Terminated to consolidate University's TIPS exposure to PIMCO only</td>
</tr>
<tr>
<td>Sep-2014</td>
<td>Reams Unconstrained Bond Fund</td>
<td>Fixed Income</td>
<td>Term</td>
<td>107</td>
<td>na</td>
<td></td>
<td>107</td>
<td>Hired to provide additional diversification in the fixed income sector</td>
</tr>
<tr>
<td>Jul-2012</td>
<td>Corbin Partners</td>
<td>Hedge Fund</td>
<td>Term</td>
<td>48</td>
<td>22</td>
<td></td>
<td>70</td>
<td>Terminated as part of the hedge fund allocation restructuring</td>
</tr>
<tr>
<td>Jul-2012</td>
<td>AQR Delta</td>
<td>Hedge Fund</td>
<td>Hire</td>
<td>76</td>
<td>56</td>
<td></td>
<td>132</td>
<td>Hired as part of the hedge fund allocation restructuring -- offers liquidity</td>
</tr>
<tr>
<td>Jul-2012</td>
<td>EnTrust 1839</td>
<td>Hedge Fund</td>
<td>Hire</td>
<td>107</td>
<td>71</td>
<td></td>
<td>178</td>
<td>Hired as part of the hedge fund allocation restructuring -- strategic partnership</td>
</tr>
<tr>
<td>Sep-2012</td>
<td>EnTrust Diversified Fund</td>
<td>Hedge Fund</td>
<td>Term</td>
<td>48</td>
<td>21</td>
<td></td>
<td>69</td>
<td>Terminated as part of the hedge fund allocation restructuring</td>
</tr>
<tr>
<td>Feb-2014</td>
<td>Bridgewater Pure Alpha MM</td>
<td>Hedge Fund</td>
<td>Hire</td>
<td>44</td>
<td>16</td>
<td></td>
<td>60</td>
<td>Hired as an extension of University's allocation to Bridgewater</td>
</tr>
<tr>
<td>Sep-2012</td>
<td>Warburg Pincus XI</td>
<td>Private Equity</td>
<td>Hire</td>
<td>10</td>
<td>5</td>
<td></td>
<td>15</td>
<td>Core Private Equity -- Follow-on investment</td>
</tr>
<tr>
<td>Jan-2013</td>
<td>Third Rock Ventures III</td>
<td>Private Equity</td>
<td>Hire</td>
<td>36</td>
<td>14</td>
<td></td>
<td>50</td>
<td>Special Situations</td>
</tr>
<tr>
<td>May-2013</td>
<td>Cerberus Levered Loan II</td>
<td>Private Equity</td>
<td>Hire</td>
<td>20</td>
<td>12</td>
<td></td>
<td>32</td>
<td>Growth Equity</td>
</tr>
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<td>Nov-2013</td>
<td>Great Hill V</td>
<td>Private Equity</td>
<td>Hire</td>
<td>33</td>
<td>13</td>
<td></td>
<td>46</td>
<td>Buyout - Follow-on investment</td>
</tr>
<tr>
<td>May-2014</td>
<td>Sycamore II</td>
<td>Private Equity</td>
<td>Hire</td>
<td>13</td>
<td>8</td>
<td></td>
<td>20</td>
<td>Venture Capital - Follow-on investment</td>
</tr>
<tr>
<td>Jun-2014</td>
<td>Khosla Ventures V</td>
<td>Private Equity</td>
<td>Hire</td>
<td>7</td>
<td>3</td>
<td></td>
<td>10</td>
<td>Venture Capital - Follow-on investment</td>
</tr>
</tbody>
</table>

**Investment / Commitment ($ millions)**

<table>
<thead>
<tr>
<th>Date</th>
<th>Firm/Fund</th>
<th>Sector</th>
<th>Action</th>
<th>R</th>
<th>E</th>
<th>GP</th>
<th>Total</th>
<th>Reason for Manager Hire or Termination</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Open - Fin - Info 4-5</td>
</tr>
<tr>
<td>Date</td>
<td>Firm/Fund</td>
<td>Sector</td>
<td>Action</td>
<td>R</td>
<td>E</td>
<td>GP</td>
<td>Total</td>
<td>Reason for Manager Hire or Termination</td>
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<tr>
<td>--------</td>
<td>----------------------------</td>
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<td>-----------------------------------------------------------------</td>
</tr>
<tr>
<td>Sep-2014</td>
<td>Asia Alternatives IV</td>
<td>Private Equity</td>
<td>Hire</td>
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<td>5</td>
<td></td>
<td>15</td>
<td>Asian Fund of Funds - Follow-on investment</td>
</tr>
<tr>
<td>Sep-2014</td>
<td>Asia Alternatives IV - co-investment</td>
<td>Private Equity</td>
<td>Hire</td>
<td>50</td>
<td>25</td>
<td></td>
<td>75</td>
<td>Access to Asia Private Equity Funds</td>
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<tr>
<td>Jun-2013</td>
<td>Brookfield</td>
<td>Real Estate</td>
<td>Hire</td>
<td>15</td>
<td>10</td>
<td></td>
<td>25</td>
<td>Opportunistic Fund</td>
</tr>
<tr>
<td>Jan-2014</td>
<td>DRA Growth &amp; Income VIII</td>
<td>Real Estate</td>
<td>Hire</td>
<td>30</td>
<td>20</td>
<td></td>
<td>50</td>
<td>Value-Added</td>
</tr>
<tr>
<td>Mar-2014</td>
<td>Greenfield VI</td>
<td>Real Estate</td>
<td>Hire</td>
<td>20</td>
<td>10</td>
<td></td>
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<td>Value-Added</td>
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<tr>
<td>May-2014</td>
<td>Ares US Real Estate VIII</td>
<td>Real Estate</td>
<td>Hire</td>
<td>10</td>
<td>5</td>
<td></td>
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<tr>
<td>Jun-2014</td>
<td>CrossHarbor III</td>
<td>Real Estate</td>
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<td>20</td>
<td>10</td>
<td></td>
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<td>Opportunistic Fund - Follow-on investment</td>
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<tr>
<td>Sep-2014</td>
<td>Angelo Gordon</td>
<td>Real Estate</td>
<td>Hire</td>
<td>tbd</td>
<td>tbd</td>
<td></td>
<td>tbd</td>
<td>Pending Hire -- Value Added</td>
</tr>
<tr>
<td>Sep-2014</td>
<td>Harrison Street</td>
<td>Real Estate</td>
<td>Hire</td>
<td>tbd</td>
<td>tbd</td>
<td></td>
<td>tbd</td>
<td>Pending Hire -- Core</td>
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<tr>
<td>Jul-2013</td>
<td>AQR GRP</td>
<td>Risk Parity</td>
<td>Hire</td>
<td>30</td>
<td>17</td>
<td></td>
<td>48</td>
<td>Hired as part of the new risk parity allocation</td>
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<tr>
<td>Jul-2013</td>
<td>Bridgewater All Weather</td>
<td>Risk Parity</td>
<td>Hire</td>
<td>30</td>
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<td>48</td>
<td>Hired as part of the new risk parity allocation</td>
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</tbody>
</table>
## Approval of Investment Manager Hire

<table>
<thead>
<tr>
<th>Investment Manager (Fund)</th>
<th>Investment Pool</th>
<th>Initial Investment</th>
<th>Attachments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sample Investment Manager</td>
<td>Endowment Pool</td>
<td>$xx million</td>
<td>• Investment Memorandum – SIS</td>
</tr>
<tr>
<td>Sample Investment Manager</td>
<td>Retirement Plan</td>
<td>$xx million</td>
<td>• Presentation Book – Sample Investment Manager</td>
</tr>
<tr>
<td>Sample Investment Manager</td>
<td></td>
<td></td>
<td>• Thompson Coburn – Summary of Legal Documents Memorandum</td>
</tr>
</tbody>
</table>

Initial investment(s) noted above may be subsequently adjusted as needed, subject to compliance with guidelines contained within investment policies approved by the Board.

The Office of General Counsel, in conjunction with the Thompson Coburn law firm, has completed a review of the agreements and other disclosure documents for this proposed investment. The attached Thompson Coburn memorandum includes advice on whether the Fund documents, “contain provisions that generally are available to institutions” investing in this type of investment, and “highlight[s]... certain provisions that [they] believe should be considered in determining whether or not to invest in the Fund.”

---

Stephen J. Owens  
General Counsel

---

After consideration of all due diligence activities and consistent with the authorities and responsibilities delegated by the Board in CRR 140.010.B.2, we hereby authorize the investment of funds in **Sample Investment Manager** as noted above.

---

Brian D. Burnett, Ph.D.  
Vice President for Finance and Chief Financial Officer

---

Thomas F. Richards, CPA  
Treasurer and Chief Investment Officer

---

Barry Dennis  
Strategic Investment Solutions

I have been consulted concerning the transaction noted above.

---

Timothy M. Wolfe  
President

October 2-3, 2014
At the January 2014 meeting, the Board approved the $17M new Optometry and Nursing Building Project-Phase One-Optometry Clinic to be funded from $12M in debt financing and $5M from Campus/College of Optometry Reserves. Additionally, at the January 2014 meeting, the Board approved employing HOK, St. Louis, Missouri as the Project Architect.

UMSL offers the only Doctor of Optometry program in Missouri. The UMSL College of Optometry is one of only 21 optometry schools/colleges in the United States. In FY2013, UMSL awarded 40 Doctor of Optometry degrees out of a total of approximately 1,525 nationwide. Over its 33 year history, the UMSL College of Optometry has awarded 1,161 Doctor of Optometry degrees. The quality of UMSL’s optometry students and graduates is competitive with its peers. However, the current facilities impede progress toward the development of a top tier program.

The long-term plan is to locate the College of Nursing alongside the College of Optometry. The three-phase plan will create unique educational and patient care experiences differentiating UMSL from other programs. However, the most urgent programmatic enhancement needed for the College of Optometry is student clinical education experiences. Phase One of the plan is directed toward the clinical education for students for patient care experience.

In 2009, a Program Planning Study was completed to investigate the co-location of the College of Optometry and College of Nursing in a building to be located on the South Campus as recommended in the Campus Master Plan. In 2013 the study was updated to address the immediate need for clinical space to enhance student clinical education experiences, prepared a phasing plan and updated the project budget. The Optometry Clinic represents Phase One of a three-phase plan that will eventually result in the construction of approximately 253,000 GSF of new space that will include classrooms, instructional labs, research labs and support space, faculty and administrative offices, multipurpose and building support areas.

Phase One will provide approximately 48,000 GSF of integrated health care facility that includes 35,000 GSF of space for child and adult eye care, primary health care provided by the School of Nursing and administrative/support space and 13,000 SF of leasable shell space for complementary services such as dental health. The future Phase Two will provide an additional 95,000 GSF for the College of Optometry and Phase Three will provide an additional 110,000 GSF for the College of Nursing.

The new building uses traditional brick to recognize and complement the existing campus architecture, and offers a futuristic expression with the use of glass and metal panels. The building will be designed and constructed to achieve the US Green Building Council Leadership in Energy and Environmental Design Silver Certification.

The construction estimate for this project is approximately $263/GSF. Construction is planned to be completed in June of 2016. Site location map, a site plan, floor plans, building elevations, and renderings of the building design concept are attached.
NEW OPTOMETRY AND NURSING BUILDING: PHASE ONE

UNIVERSITY OF MISSOURI ST LOUIS
OPTOMETRY AND NURSING BUILDING: PHASE ONE
SITE PLAN - OVERALL

KEY
1. VEHICULAR DROP OFF
2. MAIN ENTRY
3. SERVICE YARD
4. SERVICE ENTRY
5. WEST ENTRY
6. MONUMENTAL SIGN
7. BIORETENTION AREA
8. PEDESTRIAN CONNECTION TO MARRILAC HALL
1 – WEST ELEVATION

2 – SOUTH ELEVATION
OPTOMETRY AND NURSING BUILDING: PHASE ONE
EXTERIOR ELEVATIONS

3 – EAST ELEVATION

4 – NORTH ELEVATION

October 2-3, 2014
Management is recommending that the Board of Curators approve the retention of Strategic Investment Solutions, Inc. (“SIS”) for an additional year. SIS, a fiduciary to the Board, provides general investment consulting services to the University.

SIS was hired by the Board on October 20, 2011, subject to continuing annual review and approval by the Board. Under terms of the agreement approved by the Board, fees are fixed for five years at $450,000 per year. Attached is an overview of SIS for your review.
Recommended Action – Investment Consultant Annual Approval, UM

It was recommended by Vice President Burnett, endorsed by President Wolfe, recommended by the Finance Committee, moved by Curator ____________ and seconded by Curator ____________, that the investment consulting firm, Strategic Investment Solutions, Inc., be approved for one year, with subsequent annual approval to occur on or before October 19, 2015:

Roll call vote Finance Committee
            YES  NO
Curator Covington
Curator Cupps
Curator Goode
Curator Phillips
Curator Steward
The motion ________________.

Roll call vote Full Board:
            YES  NO
Curator Bradley
Curator Covington
Curator Cupps
Curator Downing
Curator Goode
Curator Henrickson
Curator Phillips
Curator Steward
The motion ________________.
Strategic Investment Solutions, Inc. (SIS) was incorporated in January 1994 as a private Subchapter S corporation in the State of California and was registered as an investment advisor under the SEC Investment Advisors Act of 1940 on April 14, 1997. We opened for business in July 1994, and currently provide consulting services on an ongoing basis to 28 public, corporate, endowment, foundation, non-US government and private wealth funds.

Our mission is to help sophisticated plan sponsors define and realize the goals of their investment programs by providing them with objective information, guidance and expert advice with respect to the disciplined management of their investment funds. We also aspire to provide a rewarding career for capable investment professionals who want to practice their profession in an environment that is devoted entirely to consulting, supported by state-of-the-art technology and investment market research, and free from any conflicts of interest. We emphasize client advocacy, co-fiduciary responsibility, and follow a global approach to consulting.

A staff of 29 investment professionals specialize in the following disciplines: Quantitative Consulting, Manager Research, Style Analysis, Performance Measurement and Attribution, and Private Markets Consulting. The activities of our consultants and specialists are supported by our Consulting Support Partners, external organizations that SIS has contracted with to provide depth, data and software support to our internal capabilities. These external organizations include:

- InvestorForce: Manager and plan sponsor performance histories, US equity and fixed income performance attribution, portfolio characteristics and comparisons
- BARRA: International and US Equity (E3) models; risk exposures and performance attribution
- OPTIMIZE: Asset allocation system
- DB Sim: Asset allocation and asset/liability modeling system
- eVestmentAlliance: Public markets database
- MPI Stylus: Returns-based style analysis, regression analysis
- Morningstar: Mutual fund information
- Morningstar Direct: Analytics, index information
- Bloomberg: Securities pricing data
- Insignis Portfolio Intelligence: Portfolio analytics
- HFN: Hedge fund database
- Private i: Private markets analytics and performance
- Preqin: Private markets database
SIS provides a full range of consulting services that cover the most important areas of effective plan administration: Strategic Planning, Plan Implementation, and Performance Measurement and Monitoring. In addition, we provide clients with specialized services that are tailored to meet their specific needs:

### SERVICES

<table>
<thead>
<tr>
<th>Strategic Planning</th>
<th>Plan Implementation</th>
<th>Performance Measurement and Monitoring</th>
<th>Alternative Investments Consulting</th>
<th>Specialized Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trustee Education</td>
<td>Manager Search and Selection</td>
<td>Return Calculation</td>
<td>Investment Advisory, Monitoring, and Reporting Services</td>
<td>Global Custodian/Master Trustee Search</td>
</tr>
<tr>
<td>Asset/Liability Analysis</td>
<td>Asset Transition Coordination</td>
<td>Manager Evaluation and Comparison</td>
<td>Private Equity</td>
<td>Commission Recapture/Brokerage Policy Review</td>
</tr>
<tr>
<td>Manager Structure Analysis</td>
<td>Manager Review and Due Diligence</td>
<td>Plan Comparison</td>
<td>Real Assets</td>
<td>Securities Lending Policy Review</td>
</tr>
<tr>
<td>Investment Policy and Process Review</td>
<td>Review of Manager Investment Philosophy &amp; Process</td>
<td>Domestic and Intl Performance Attribution</td>
<td>Hedge Funds</td>
<td>MBE/WBE Search and Selection</td>
</tr>
<tr>
<td>Investment Policy and Guidelines</td>
<td>Fee Negotiation</td>
<td>Characteristic Review</td>
<td></td>
<td>Nuclear Decommissioning Trust Strategic Planning</td>
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<tr>
<td>Asset Rebalancing</td>
<td>Ongoing research</td>
<td>Presentation of Performance Results</td>
<td></td>
<td>Tax-Smart Asset Allocation</td>
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<tr>
<td>Risk Analysis</td>
<td></td>
<td></td>
<td></td>
<td>DC Consulting/Investment Option Selection</td>
</tr>
<tr>
<td>Private Equity Investing</td>
<td></td>
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<td></td>
<td>Client-Directed Trustee Education Seminars</td>
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<tr>
<td>Plan Implementation Manager Search and Selection</td>
<td></td>
<td></td>
<td></td>
<td>Client-Directed Research</td>
</tr>
</tbody>
</table>

SIS has one line of business — providing investment consulting services to plan sponsors. We do not sell products or services nor receive direct or indirect compensation from money managers, brokers, and other investment organizations. We do not sponsor educational conferences and seminars to add to our revenue stream. Our independence and pure consulting focus allow us to do
our work objectively, free from conflicting and competing interests, and act only in the best interest of our clients and the beneficiaries of their funds.

SIS has a diverse client base that shares certain characteristics in common: a large pool of assets (over $500 million, with the exception of Bay Area eleemosynary funds), a sophisticated investment staff, and a belief in maintaining the integrity of well-conceived investment policy and objectives. SIS currently consults to 28 public, corporate, endowment, foundation and private wealth funds, the majority of which combine multiple plans (defined benefit, defined contribution, VEBAs, etc.). Together, these funds represent more than $400 billion in assets. SIS has also completed project-only work for more than 25 institutional funds, including three non-US funds — the Central Bank of Chile, the Swedish National Pension Fund 6, and the University of British Columbia.

### AS OF SEPTEMBER 2014

<table>
<thead>
<tr>
<th></th>
<th>NUMBER</th>
<th>%</th>
<th>ASSETS ($)</th>
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<tbody>
<tr>
<td><strong>Endowments and Foundations</strong></td>
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<td>15.2</td>
<td>$4.9</td>
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<tr>
<td><strong>Public</strong></td>
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<td>48.5</td>
<td>401.2</td>
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<tr>
<td><strong>Corporate</strong></td>
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<tr>
<td><strong>Private Wealth</strong></td>
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<tr>
<td><strong>Total</strong></td>
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<td>100.0</td>
<td>$425.46</td>
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### Public Funds
- Alameda County Employees Retirement Association
- Maine Public Employees Retirement System
- Merced County Employees Retirement Association
- New Jersey State Treasurer
- New York City Police Pension Fund
- North Carolina Dept. of State Treasurer
- Oklahoma Public Employees Retirement System
- Sacramento Employees Retirement System
- San Joaquin County Employees Retirement Assn.
- San Mateo County Employees Retirement Association
- Stanislaus County Employees Retirement Association
- Tennessee Consolidated Retirement System
- West Virginia Investment Management Board
- Wisconsin State Investment Board

### Corporate Funds
- Boise Cascade
- Cox Enterprises
- J.R. Simplot
- Southern Company
- Sutter Health
- The Williams Companies

### Endowments and Foundations
- University of Missouri
- Idaho Community Foundation
- Buck Trust/Marin Community Foundation
- Goldman Environmental Foundation

### Four Private Wealth Trusts
- Alcon Laboratories
- Ameritech Corp.
- Arizona Public Service
- Arizona State Retirement System
- Automobile Club of Southern California
- CalPERS
- Central Bank of Chile
- Colorado Public Employees
- Consolidated Freightways
- County of Orange
- Genentech Inc.
- Hewlett Foundation
- Houston Police Officers Pension
- Howard Hughes Medical
- ICMA
- Illinois State Investment Board
- Illinois State Universities Retirement
- Kaiser Permanente
- Los Angeles County Employees Retirement Association
- Loyola University
- New York State Common Fund
- Nortel Networks
- Ohio PERS
- OIC/Washington State Investment Board
- PG&E
- Swedish National Pension Fund 6
- Texas Utilities
- University of British Columbia
We limit the number of clients that will be retained by consultants and the firm as a whole. The maximum number of clients that can be assigned to a consultant is 12. The majority of our consultants currently have less than 10 clients in their book of business. The average number of clients per consultant is less than five. Our consultants have the support of other investment professionals at SIS who have the know-how and experience to back them with information and research, and to handle projects unique to their areas of expertise. The guiding principle for our business development policy is this: SIS will not take on new business at the expense of existing relationships.

SIS specializes in strategic planning (asset allocation and liability analysis, manager structure analysis, and investment policy development). Our asset allocation and liability process is arguably the most sensible, best documented, and effectively communicated investment policy service in the industry. Optimal asset allocation alternatives are tested in a Monte Carlo simulation to “experience” good and bad economic scenarios. For each asset allocation we determine (1) ranges of returns and risk; (2) ranges of asset values; and (3) the probabilities of occurrence. Our manager structure process is designed to maintain the integrity of the asset allocation targets as we integrate active management into the structure. It is approached from both a characteristic and historical return basis. Employing both return-based and characteristic-based approaches, we aim to build style-neutral structures that allow active managers to pursue their best ideas with conviction. SIS has developed models for taxable entities (such as family trusts) to minimize risk and maximize after-tax returns. Lou Kingsland, who pioneered the development of commercially viable asset allocation models, chairs our Investment Policy Committee and created our proprietary models; he works exclusively for SIS.

Our combined experience in working with and understanding money management firms is integral to the evaluation of managers. The managers that meet our quantitative screening criteria are subjected to detailed qualitative analysis. We focus on potential performance precursors, such as significant personnel and account turnover, organizational instability, suspect performance composites, etc. Frequent face-to-face and on-site meetings with money managers assist greatly in our due diligence effort. We augment our purchased database information by querying critical issues that often influence selection decisions, such as:

- Individual Performance Within Firm
- Actual Fee Structure Available—“Favored Nation Clauses”
- Composite Construction Practices
- Deviations from GIPS Compliance
- Legal Activities, Investigations, Code of Ethical Conduct
- Succession Plans
- Compensation Structures
SIS closely scrutinizes approximately 500 investment products on a regular basis. Each year, we screen our databases in order to identify the top half of the manager universe for each style of management, and concentrate our efforts toward gaining an in-depth understanding of those organizations and their relevant products.

A dedicated manager research team composed of four professionals oversees the entire effort. Twelve consulting professionals have primary responsibility for at least two to as many as six styles of management, which includes in-house research and meetings with investment managers for those styles. SIS professionals are also assigned three to five “global managers” — large firms with quality products across asset classes, including international. Each team member is responsible for understanding his or her “global manager” from a top-down perspective, as well as discovering what those firms see on the horizon as far as investment trends, new products, etc.

We meet with managers at their offices in order to meet with all investment professionals associated with a given product, gain a more comprehensive “feel” for the organization, and assess the veracity of their written material (e.g., questionnaire response). Since we opened our firm in July 1994, SIS professionals have conducted more than 6,000 face-to-face manager interviews, more than 900 of which were conducted on-site.

We use external databases and one proprietary database in our manager research effort. External databases are updated quarterly.

- **eASE** (published by eVestmentAlliance), **Altvest** (published by Investor Force), and **Morningstar Direct** — A combined universe of more than 20,000 manager composites and/or funds.

- In addition, we use MPI’s **Stylus Suite** software to independently confirm that a manager actually conforms to its own definition of style.

- Our Manager Research Group has developed (and is continually updating) a proprietary SQL-based database that facilitates the collection and dissemination of manager information derived from manager meetings, due diligence reviews, and onsite inspections. Additionally, the database serves as a company wide resource for tracking all forms of manager correspondence, monitoring search activity and

<table>
<thead>
<tr>
<th>DATABASES</th>
<th>STYLE GROUPS</th>
<th>AS OF DECEMBER 2013</th>
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</thead>
<tbody>
<tr>
<td>EvestmentAlliance</td>
<td>Value</td>
<td>300</td>
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<tr>
<td>Morningstar</td>
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<td>Altvest (Hedge Funds)</td>
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<td>Private I (Private Markets)</td>
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<td>SIS SQL Database</td>
<td>Small Cap Growth</td>
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<td>Emerging Markets</td>
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<td></td>
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<td></td>
<td>Diversified Fixed</td>
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<td></td>
<td>High Yield</td>
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<td></td>
<td>Mortgage</td>
<td>50</td>
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<td></td>
<td>Cash</td>
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<td></td>
<td>International/Global Fixed</td>
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<td></td>
<td>Passive</td>
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<tr>
<td></td>
<td>Hedge Funds</td>
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<tr>
<td></td>
<td>Private Markets</td>
<td>1,526</td>
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</table>
maintaining a research focus list. The database allows any employee, at any time, access to SIS's entire breadth of knowledge regarding all of our clients and the entire universe of managers with which SIS maintains a relationship.

The following types of information on investment managers are provided by these databases:

- Organizational information
- Investment professional statistics and biographies
- Asset breakdown (product/client type)
- Representative client list
- Asset and personnel turnover
- Detail on investment approaches (style, strategy, portfolio characteristics, fees, etc.)
- Absolute and relative performance
- Risk statistics
- Composite detail
- Account dispersion

Our performance measurement services cover the major public and private markets asset classes. Our main tool for general investment consulting performance measurement is the InvestorForce Performance Reporting Network (iPRN), which allows SIS to drive greater operational efficiencies in several key areas including data aggregation, performance calculation and real-time analysis into client, manager and market movement as well as the timely, automated production of performance reports. SIS uses iPRN, BARRA, and our own proprietary systems to provide portfolio analytics.

The content, format and level of detail of performance reports are developed jointly by clients and their SIS consultant. Our standard performance measurement reporting package would include the following sections: Executive Summary, Capital Markets Review, Asset Allocation Review, Performance Detail at Total Fund, Asset Class and Manager Levels, and Performance Attribution and Analytics.

Many of our clients allocate 3%-30% of their assets to the private markets (buyouts, venture capital, debt-related and international investments). As in public markets investments, we apply the “three legs” of managing an investment program to the private markets arena: strategic planning, policy implementation, and monitoring. Specifically, we assist our clients in the following areas:

- Review of current alternative investments program
- Private markets education
- Restructuring of current program
- Private markets asset class allocation review
- Development of private markets investment policy and guidelines
- Partnership reviews and recommendations
- Due diligence reviews of current and prospective partnerships
- Ongoing oversight and performance measurement of private markets investments

SIS has a dedicated team of consultants who specialize in private markets consulting. We use a combination of in-house research and due diligence and third-party databases to support our efforts, including Private i, a robust database and performance measure-
ment application developed by The Burgiss Group, and VentureXpert, published by Thompson Financial. We believe that success in this asset class is not a random occurrence, but a discipline that can be monitored and replicated — both by the general partners and the plan sponsor — and we help provide that discipline through our services.

**TRUSTEE EDUCATION**

SIS develops educational programs for our clients’ trustees, typically as an integral part of the strategic planning/asset allocation process. We have conducted various types of on-site training and education workshops for institutional investors covering topics as:

- Ethics
- Performance Measurement
- Securities Lending
- Mortgage-Backed Securities
- Asset Allocation
- Investment Industry Evolution
- New Trustee Education
- Option Strategies
- International Investing
- 401(k) Participation
- Capital Market Theory
- Venture Capital Investing
- “Soft Dollars”
- Alternative Investments
- Manager Search
- Emerging Markets
- Hedge Funds

**ADDITIONAL INFORMATION**

If you would like to discuss your potential consulting needs with us, either on a project only or retainer basis, please contact any of the following at SIS:

**Barry W. Dennis**
**John P. Meier, CFA**
**Patrick F. Thomas, CFA**
**Faraz Shooshani**

Strategic Investment Solutions, Inc.
333 Bush Street, Suite 2000
San Francisco, CA 94104
(415) 362-3484 — Phone
(415) 362-2752 — Fax
staff@sis-sf.com
BARRY W. DENNIS
Managing Director and Co-Founder of SIS

Barry Dennis has 38 years of institutional investment experience, over 20 years of which include direct consulting to institutional plan sponsor clients. At Continental Illinois National Bank and Trust Company of Chicago, Barry focused on investment systems, index fund management, performance measurement, asset/liability modeling and portfolio manager/investment analyst evaluation.

In 1983, he joined Callan Associates Inc. as a Senior Consultant in the firm’s Chicago Office. In 1988, he moved west to manage the San Francisco Consulting Office of Callan. Barry was appointed Chairman of Callan’s Manager Search Committee in 1992, a position he held until his resignation in 1994. He was also a member of the firm’s Management Committee and served as the primary consultant to many of the firm’s largest and most prominent clients.

MBA Finance, Keller Graduate School of Management, B.A. English, University of Wisconsin. Mentor in Finance to graduate students in the Toigo Fellowship Program. Member, Investment Committee of the Stern Grove Festival, America’s longest running free concert series.

JOHN P. MEIER, CFA
Managing Director and Head of Quantitative Consulting

John P. Meier, CFA, has responsibility for the firm’s systems and technology, directing client’s strategic planning activities and researching quantitative investment strategies. John is a leading authority in the areas of establishing performance benchmarks and global portfolio performance attribution. His articles on investing have been published in Pensions and Investments, Futures, Risk and Quantitative International Investing.

From 1988 to 1994, John was a Senior Product Manager at BARRA, responsible for equity risk and valuation models and services covering over 40 markets around the world. Prior to joining BARRA, he spent nine years with The Standard Oil Company in Anchorage, Cleveland and San Francisco as a Senior Production and Process Engineer. He also worked as an Analyst with Liquidity Fund Investment Corp., developing a mutual fund of publicly traded real estate securities.

M.B.A. in Finance, University of California at Berkeley. B.S. in Chemical Engineering, Michigan State University. CFA charterholder and resource person of the CFA Institute and the Securities Analysts of San Francisco. Member, CGIPS (Certificate in Global Investment Performance Standards) Advisory Council.

LOUIS KINGSLAND, JR.
Chairman, Investment Policy Committee

Louis Kingsland, Jr., is responsible for developing and maintaining SIS’s asset optimization and liability simulation models. A recognized authority in the investment field since the 1970’s, Lou was most recently Executive Vice President of Mellon Capital Management in San Francisco. He was Senior Vice President of
PROFESSIONAL BIOGRAPHIES

Callan Associates Inc., where he developed Callan’s capital market projection process, investment strategy, asset allocation, investment style analysis, performance attribution and international portfolio analysis capabilities. Lou filled a similar role at Wilshire Associates, where he developed the first commercially available asset allocation and liability simulation model and asset mix optimizer, both still in wide use today.

From 1967-1976, Lou was an engineering manager at the Jet Propulsion Laboratory in Pasadena, California. He served as the Deputy Mission Director on The Viking Project that successfully landed two spacecraft on Mars, for which he was awarded NASA’s Distinguished Service Medal. While at J.P.L., he acted as a consultant to Oliphant & Company and helped to create, develop, produce and market the first regular compilation of stock market volatility and regression statistics, which led to Forbes Magazine designating 1971 as “The Year of the Beta Factor.”

Graduate, Air Force Academy, M.S. in Engineering, CalTech.

PAUL S. HARTE
Managing Director

Paul Harte is responsible for general consulting, investment manager research and due diligence at SIS. Paul has 29 years of investment management experience. He was formerly Senior Portfolio Manager at Leylegen Investment Management, responsible for trading, research, stock selection, and the day-to-day active management of 50 portfolios. Paul also served as financial analyst at Montgomery Financial Services Corp. and was a registered sales assistant at Merrill Lynch.


PATRICK F. THOMAS, CFA
Managing Director

Patrick F. Thomas, CFA, is primarily responsible for general consulting and investment manager research at SIS. From 1992 to 1996, he served as Senior Analyst for McKesson Corporation and was responsible for all aspects of portfolio analysis of the company’s combined $1.2 billion Retirement Plans, ESOPs and Foundation. Patrick also performed corporate financial analysis and was McKesson’s Corporate Cash Manager during his tenure at McKesson. Prior to joining McKesson, Patrick was an analyst for Wells Fargo Investment Advisors (now Barclays Global) and Assistant Floor Broker for Merrill Lynch on the Pacific Stock Exchange Options Floor.

MBA in Finance, Georgetown University. B.A. English, University of California. CFA charterholder.

ANNE K. WARD
Managing Director and Director of Measurement Systems

Anne K. Ward has 26 years of investment experience. She was portfolio manager at Wells Fargo Nikko Investment Advisors, where she implemented passive domestic non-S & P 500 equity index strategies for commingled institutional funds with total assets valued at $13 billion. She managed all aspects of the
portfolio construction process and maintained proprietary equity benchmarks. During her employment at Wells Nikko. In 1993, she joined Harris Bretall Sullivan & Smith, Inc. as a Performance Analyst, where she spearheaded the project to conform the firm’s 22-year historical investment performance to comply with AIMR standards.

MBA in Finance, University of San Francisco. B.S. Accountancy, University of Illinois at Urbana.

FARAZ SHOOSHANI
Managing Director and Director of Private Markets

Faraz Shooshani is responsible for directing and supervising SIS’s consulting efforts in private equity and alternative investments, including venture capital, buyout, distressed securities, and other funds. He was formerly Associate Director of Investments at Caltech, where he helped manage the university’s permanent endowment and life-income portfolios. He founded Catapult Ventures, a consulting company that provided venture development services to IT startup companies. He also served as senior revenue analyst at Intel Corporation for its Profit and Loss Group, and consultant at Booz Allen Hamilton.

MBA, Yale School of Management. B.A. Economics, University of California at Berkeley.

MARGARET S. JADALLAH
Senior Vice President

Margaret Jadallah joined SIS as a founding member in 1994 and served as Director of Manager Research for 13 years where she helped place over $10 billion of assets with external managers. She rejoined SIS in 2014 as a general consultant and is primarily responsible for client service, manager research and due diligence review.

Margaret was most recently with Bivium, which she joined in 2008, and was responsible for manager research and due diligence effort across products and asset classes. Her responsibilities at the firm also include client servicing, portfolio construction assistance, manager performance monitoring and new product development. Margaret has over 25 years of investment experience. She was a Principal at Harris myCFO where she was responsible for consulting to ultra high net worth individuals on both traditional and alternative investments. Prior experience includes four years spent at Callan Associates as Vice President in their Manager Research group.

MBA in Finance from Haas School of Business, UC Berkeley. BA in Economics from Smith College.

CURT N. SMITH, CFA
Senior Vice President

Curt Smith has 30 years of investment experience. He is responsible for private equity consulting and partnership reviews. Curt worked for Union Bank of California for eight years as their manager of closely held businesses, which included limited partnerships, private companies, and other entities. Prior to joining The Bank of California (the predecessor of Union Bank of
PROFESSIONAL BIOGRAPHIES

DEBORAH E. GALLEGOS  
Senior Vice President

Deborah E. Gallegos has 25 years of experience in public fund administration, investment management, and plan sponsor consulting. She is responsible for manager research, and oversees the conduct of manager search and selection projects in the public markets asset classes. Deborah served as New York City’s Chief Investment Officer, where she supervised the development of the overall investment policies, standards and guidelines for the City’s five pension systems totaling $90 billion in assets. She was also Director of the NYCRS $8 billion alternative investment program. Previously, Deborah served as Deputy State Investment Officer for the New Mexico State Investment Council where she oversaw a $1 billion private equity program and worked with the governor on investing $11.8 billion in assets. She was a Vice President at JP Morgan Fleming Asset Management, where she worked for six years for its Global Emerging Markets Fund, and also worked for Morgan Stanley & Co. in its equity research group.  
MBA in Finance and BA in Political Economy from the University of California, Berkeley. Member, Investment Committee, Stern Grove Festival Foundation. Governing Board Member, Robert Toigo Foundation. Board Member, New Mexico Community Foundation.

MARC GESELL, CFA  
Vice President

Marc Gesell, CFA, is responsible for quantitative analysis and systems/database development for our strategic planning services, particularly asset allocation/liability modeling and manager structure analysis. He also provides research and technical support in the ongoing development of SIS’s capital markets assumptions. Marc has 19 years of experience in software research and development, asset allocation modeling, and investment analysis. In the financial sector, he most recently served as portfolio manager and Assistant Vice President for First Interstate Bank (now Wells Fargo Bank), where he managed $200 million in private client accounts. In this capacity, he was responsible for establishing clients’ strategic plans, investment objectives, asset allocation mixes, and portfolio structure.  
MBA in Finance, San Francisco State University. B.S. in Computational Mathematics, Arizona State University. CFA charterholder.

JONATHAN BRODY, CFA  

Jonathan Brody, CFA, is a member of the manager research group...
PROFESSIONAL BIOGRAPHIES

Vice President

Jonathan has 17 years of investment experience and 8 years of manager research experience. Prior to joining SIS, he was a Senior Analyst in investment research at mPower Advisors (now owned by Morningstar Associates, LLC), where his responsibilities included fund analysis, quantitative modeling and portfolio construction. Jonathan began his career in the investment industry by completing the management training program at Franklin Templeton in the firm’s portfolio management and research departments.

Masters and Ph.D. in Philosophy, Johns Hopkins University.
B.A. Philosophy, Reed College. CFA charterholder.

STEVEN C. HEMPLER

Vice President

Steven C. Hempler is primarily responsible for supervising the operations of our performance measurement services. Steve has 19 years of accounting, auditing and investment experience. He was formerly a Senior Cash Analyst at Providian Financial.

B.A. in Business Administration and Accounting, California Polytechnic State University.

STEPHEN QUIRK, CFA

Vice President

Stephen Quirk, CFA, has been in the financial services industry since 1995. Previously, he managed emerging manager portfolios and led the Risk Management Group at Progress Investment Management Company. Prior to that, he was an investment data analyst at MSCI Barra, Inc. Stephen joined SIS at its San Francisco Office in September 2011. Within SIS’s Quantitative Consulting Group, Stephen assists with strategic planning, asset allocation and liability modeling studies, manager structure studies, quantitative analysis of client portfolios, and manager research.

B.S. in Finance, Siena College. CFA charterholder and member of the CFA Society of San Francisco.

NATHAN A. PRATT

Vice President

Nathan A. Pratt works under the direction of the Senior Consultant team to provide customized solutions for clients and their assets. Nathan has been in the financial services industry since 2005. Previously, he was at San Joaquin County Employees’ Retirement Association (SJCERA) in their investment division and at Velocity Venture Capital in Folsom, CA.

M.B.A., University of the Pacific. B.A. in Communications, Azusa Pacific University. Member, CFA Society of Sacramento.

JOHN NICOLINI, CFA

Vice President

John Nicolini, CFA, heads the real assets research effort and works with a number of clients in general consulting. John is responsible for manager due diligence, manager monitoring, general consulting, and client search activity. Prior to joining SIS in 2010, John worked in the manager research group at Highland Associates in Birmingham, Alabama. John was responsible for the firm’s equity and fixed income manager research and monitoring. In addition, he worked closely with institutional investors in
developing asset allocations and capital market projections. Prior to Highland Associates, John worked with WAKM Asset Management in manager research and client service.

B.S. in Finance, Auburn University. Chartered Financial Analyst charterholder and is a member of the CFA Institute.

EMMANUEL CANTERAS
Vice President—Administration

Emmanuel Canteras, VP Administration, was a Communications Analyst at Callan Associates for one and a half years, where he was responsible for developing marketing materials and proposals for new business. Before joining Callan, he managed the day-to-day operations of the Philippine National Committee of the Pacific Economic Cooperation Council, an international organization composed of more than 20 nations from the Pacific Rim. Emmanuel served as speech writer for the Philippine Prime Minister before he immigrated to the United States in 1986. He was also the executive assistant of the Secretary General of the Republic for more than four years, and was a member of the Secretariat of the Philippine Cabinet.

B.A. Political Science, cum laude, University of the Philippines. Fellow, Junior Professionals Program, Asia Foundation and U.S. Agency for International Development.
FY 2016 State Capital Appropriations Request
STEM Laboratory Renovations
UMSL

The University of Missouri-St. Louis requests to add a Higher Education Capital Fund (HECF) state capital appropriations request in the amount of $750,000 for laboratory renovations in Benton-Stadler Science Complex to the FY 2016 State Capital Appropriations Request. The remainder of the $1.5 million project will be funded by donations totaling $750,000. Under the HECF, also known as the 50/50 Match Program, campus projects with private donations or grants equal to half the cost of the project can apply for matching state funds for the remaining half.

The University of Missouri-St. Louis proposes to renovate one of the existing laboratories in the Benton-Stadler Science Complex to create an environmental engineering laboratory furnished with state-of-the-art equipment dedicated to water and wastewater quality analysis. DNA sequencing is a powerful method for looking at plants and other organisms. The proposed facility will accommodate next-generation technology allowing students and faculty to understand how assemblages of microorganisms break down pollutants and wastes. DNA sequencing will help to identify these organisms and understand how manipulating microbial consortia could lead to more effective and efficient processing. The Peabody Environmental Engineering Laboratory will increase our capacity and provide the capability to explore the makeup of complex biological communities upon which human communities and a large component of civil engineering depend.

In addition, UMSL proposes to renovate its existing physics laboratories, which are heavily utilized by engineering and other STEM students. These labs are used by all students majoring in engineering, chemistry, biology, physics, math, and computer science. All engineering students are required to take introductory physics classes. Funding is needed to renovate physics laboratories located in the Benton-Stadler Science Complex, which has had only minor updates since it was built in the mid-1960s.

Since its inception in 1993, the UMSL Joint Engineering program has graduated 580 students; including 274 students over the past five years. Of these, 29% are minority students and 16% are women. Nearly 60% qualify for federal support as determined by the FAFSA (Federal Application for Student Aid). Approximately 90% of students come from the St. Louis area and after graduating, they primarily (about 80%) stay and work in the St. Louis area in engineering disciplines.
Recommended Action - FY 2016 State Capital Appropriations Request, STEM Laboratory Renovations, UMSL

It was recommended by Chancellor George, endorsed by President Wolfe, recommended by the Finance Committee, moved by Curator ________________ and seconded by Curator ________________, that the following action be approved:

that the President be authorized to submit to the appropriate state offices, the University’s application/request for a 50% matching appropriation in the amount of $750,000 for laboratory renovations in Benton-Stadler Science Complex at the University of Missouri-St. Louis.

Roll call vote Finance Committee
YES  NO
Curator Covington
Curator Cupps
Curator Goode
Curator Phillips
Curator Steward

The motion ________________.

Roll call vote Full Board:
YES  NO
Curator Bradley
Curator Covington
Curator Cupps
Curator Downing
Curator Goode
Curator Henrickson
Curator Phillips
Curator Steward

The motion ________________.
The University of Missouri-Columbia requests to add a Higher Education Capital Fund (HECF) state capital appropriations request in the amount of $3 million to add a fourth floor to the three-story addition currently in design for the Missouri Orthopaedic Institute (MOI) to the FY 2016 State Capital Appropriations Request. The remainder of the $6 million project will be funded by a $3 million donation. Under the HECF, also known as the 50/50 Match Program, campus projects with private donations or grants equal to half the cost of the project can apply for matching state funds for the remaining half.

The MOI expansion for MU Health Care is a 3-story, 65,400 GSF addition and 15,900 GSF renovation to the existing 117,000 GSF facility completed in 2010. This project received project approval from the Board of Curators in September 2013. In 2012 the volume of patients was 55,966 with a gross revenue of $134,348,130. The projected numbers for the new facility in 2020 is 93,599 patients with a gross revenue of $387,891,677.

The addition under design for MU Health Care is well suited to include a fourth floor for academics to connect with the fourth floor of the existing building dedicated to the academic functions of the School of Medicine Orthopaedic Department. The floor plate will be similar to the currently designed addition and will include research wet labs and work spaces tied to orthopaedic advances. Additionally, collaboration and display areas are envisioned which will connect with conferencing space to provide educational opportunities related to the advances and outcomes discovered in the laboratory and clinical settings, all happening under one roof at MOI.

This academic space will serve to bring together world class scientists and clinicians so that progress can be achieved efficiently and effectively. The mission is to strive for relentless pursuit of discoveries and advances in orthopaedic diagnostics and treatments aimed at saving quality of life through improvements in healthcare training and delivery. The opportunities provided with this additional space will bring discoveries to real world application as never before.
Recommended Action - FY 2016 State Capital Appropriations Request, Missouri Orthopaedic Institute 4th Floor Addition, MU

It was recommended by Chancellor Loftin, endorsed by President Wolfe, recommended by the Finance Committee, moved by Curator ________________ and seconded by Curator ________________, that the following action be approved:

that the President be authorized to submit to the appropriate state offices, the University’s application/request for a 50% matching appropriation in the amount of $3,000,000 to add a fourth floor to the three-story addition currently in design for the Missouri Orthopaedic Institute (MOI) at the University of Missouri-Columbia.

Roll call vote Finance Committee
Curator Covington
Curator Cupps
Curator Goode
Curator Phillips
Curator Steward

The motion ________________.

Roll call vote Full Board:
Curator Bradley
Curator Covington
Curator Cupps
Curator Downing
Curator Goode
Curator Henrickson
Curator Phillips
Curator Steward

The motion ________________.
No. 4

Recommended Action - Adjourn Board of Curators Finance Committee Meeting

It was moved by Curator __________ and seconded by Curator __________, that the Board of Curators Finance Committee Meeting, October 2-3, 2014, be adjourned.

Roll call vote of the Committee: YES NO

Curator Covington
Curator Cupps
Curator Goode
Curator Phillips
Curator Steward

The motion _______________.
GOVERNANCE, RESOURCES AND PLANNING COMMITTEE

Wayne Goode, Chairman
David R. Bradley
Ann K. Covington
Don Downing, ex officio
Tim M. Wolfe, ex officio

The Governance Committee shall consist of three curators. The Board Chair and the President of the University shall serve as ex officio members of the committee. Ordinarily, not more than two of the three committee members shall be new in any given year. When possible, the immediate past chair of the board shall serve as chair of the committee. The committee shall have a broad mandate from the board to work with the board chair and the president of the university to help the board function effectively, efficiently and with integrity. Its responsibilities shall minimally include:

a. ensuring that a substantive orientation process is in place for all new board members
b. overseeing, or determining with the board chair and president, the timing and process of periodic board self-assessment;
c. encouraging board members to participate periodically in in-service education opportunities;
d. ensuring that the board adheres to its rules of conduct, including conflict-of-interest and disclosure policies, and that it otherwise maintains the highest levels of integrity in everything it does; and
e. shall periodically review the adequacy of the board's bylaws and other Collected Rules and Regulations adopted by the Board that pertain to its internal operations. All recommendations for bylaws amendment shall first be considered by this committee.

In sum, this committee is responsible for good governance especially those policies and practices affecting the performance of the governing board and its members in service to the University of Missouri and to the public trust.
## Annual Governance Committee Meeting Topics

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<td>November/December</td>
<td>Review Curator Orientation Plan (biennially)</td>
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The University of Missouri-Kansas City requests approval of the 2014 Campus Master Plan Update.

In accordance with the University of Missouri Collected Rules and Regulations 70.060, each campus is required to bring updated Campus Master Plans for approval to the Board of Curators every three years, or when significant changes are proposed. The 2014 Campus Master Plan builds upon planning from the 2002, 2005 and 2008 Master Plans and integrates the 2014 - 2018 Strategic Planning goals into a unified framework to guide the future growth and development of the campus within the context of the University of Missouri’s Mission.

**Vision Statement:**
UMKC will become a model urban research university characterized by signature graduate and professional programs, a dynamic undergraduate population, a highly diverse faculty, staff and student body, and active engagement with its city and region.

**Mission Statement:**
UMKC’s mission is to lead in life and health sciences; to deepen and expand strength in the visual and performing arts; to develop a professional workforce and collaborate in urban issues and education; and to create a vibrant learning and campus life experience.

**Strategy Statement:**
By 2020 we will grow enrollment to 20,000 and increase graduation rates 10% by ensuring student success through a small-college experience as Kansas City’s community-engaged urban research institution while leveraging our strengths in the visual & performing arts, life and health sciences, and entrepreneurship.

The Campus Master Plan document identifies the principles that have guided the master planning process and that support the above mission.

**2014 Master Plan:**

- Supports UMKC’s Strategic Plan Linkages by tying the Master Plan Principles and the 2014 Master Plan Projects directly to the linkages.

- Supports Strategic Plan Linkage to “Place Student Success at the Center” by identifying key renovations to outdated academic buildings within the academic core of the campus.

- Supports Strategic Plan Linkage to “Lead in the Life and Health Sciences” by identifying key renovations to outdated academic buildings which are the primary

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buildings that support STEM, while providing the future framework for growth in educational and research space in the Health Sciences on the Hospital Hill Campus.

- Supports Strategic Plan Linkage to “Advance Urban Engagement” by identifying campus edge developments on both Oak Street and Troost Avenue that support economic development and retail activity that leverages community and campus needs with private developer partnerships.

- Supports Strategic Plan Linkage to “Excel in the Visual and Performing Arts” by identifying the future Downtown Campus for the Arts, which will be anchored by the new Conservatory of Music and Arts building.

- Supports Strategic Plan Linkage to “Embrace Diversity” by identifying facilities that will emphasize STEM related student and career interest in underrepresented populations.

- Supports Strategic Plan Linkage to “Promote Research and Economic Development” through the 215 Volker Free Enterprise Center which will support both UMKC based entrepreneurial activities in the School of Computing and Engineering and the Bloch School of Management, as well as the broader community.

- Supports Strategic Plan Linkage to “Increase Sources of Revenue” through identifying 50/50 Capital Match projects which leverage private giving with State funding. The Free Enterprise Center has fully raised 100% of its $7.4M private funds and the Downtown Conservatory of Music and Dance has raised over 50% of the $48M private fund goal.
Recommended Action - 2014 Campus Master Plan Update, UMKC

It was recommended by Chancellor Morton, endorsed by President Wolfe, recommended by the Governance, Resources and Planning Committee, moved by Curator ______________ and seconded by Curator ______________, that the following action be approved:

that the 2014 University of Missouri-Kansas City Campus Master Plan Update be approved.

Roll call vote Governance, Resources and Planning Committee  YES  NO
Curator Bradley
Curator Covington
Curator Goode

The motion ______________.

Roll call vote Full Board:  YES  NO
Curator Bradley
Curator Covington
Curator Cupps
Curator Downing
Curator Goode
Curator Henrickson
Curator Phillips
Curator Steward

The motion ______________.
2014 Campus Master Plan Update

Board of Curators Presentation

October 2/3, 2014
Vision Statement

• UMKC will become a model urban research university characterized by signature graduate and professional programs, a dynamic undergraduate population, a highly diverse faculty, staff and student body, and active engagement with its city and region.
Mission Statement

• UMKC’s mission is to lead in life and health sciences; to deepen and expand strength in the visual and performing arts; to develop a professional workforce and collaborate in urban issues and education; and to create a vibrant learning and campus life experience.
Strategy Statement

• By 2020 we will grow enrollment to 20,000 and increase graduation rates 10% by ensuring student success through a small-college experience as Kansas City’s community-engaged urban research institution while leveraging our strengths in the visual & performing arts, life and health sciences, and entrepreneurship.
Strategic Plan Linkages

• Place Student Success at the Center
• Lead in the Life and Health Sciences
• Advance Urban Engagement
• Excel in the Visual and Performing Arts
• Embrace Diversity
• Promote Research and Economic Development
• Increase Sources of Revenue
Volker Campus Since 2008 – Placing Student Success at the Center

CAPITAL IMPROVEMENT PLAN

Projects Recently Completed (Since 2008 Master Plan)

- Atterbury Student Success Center
- Student Union
- Herman and Dorothy Johnson Residence Hall
- Durwood Soccer Stadium
Volker Campus Since 2008 –
Academic and Support Facilities

CAPITAL IMPROVEMENT PLAN

Projects Recently Completed
(Since 2008 Master Plan)

• Miller Nichols Library “Robot” addition
• Miller Nichols Learning Center
• Henry W. Bloch Executive Hall for Entrepreneurship and Innovation
• Cherry Street Parking Structure
Volker Campus 2014 Draft Plan

Projects in Planning, Design or Construction

1. Biological Sciences and Spencer Chemistry renovation and addition
2. 215 Volker Free Enterprise Center
3. James C. Olson Performing Arts Center lobby addition and Spencer Theatre renovation
4. Troost Avenue development
5. Engineering Lab Building
6. Academic building with high renovation needs
7. Climate Sustainability Center
8. Oak Street West Development and Kansas City Young Matrons
9. Fraternity/sorority housing
STEM Teaching Facility Renovations

Biological Sciences and Spencer Chemistry buildings renovations and strategic additions

- Constructed in 1968; 153,827 GSF
- $30.8M Deferred Maintenance; 0.50 FCNI.
STEM Teaching Facility Renovations

Biological Sciences and Spencer Chemistry buildings renovations and strategic additions

- Key undergraduate sciences teaching labs.
215 Volker Free Enterprise Center
Oak Street West Development/Whole Foods
Fraternity/Sorority Housing

Future Housing
Beta Theta Pi
Chi Omega
Lambda Chi
Hospital Hill Campus Since 2008 – Student Success and Urban Engagement

• Hospital Hill Apartments and Parking Structure
Hospital Hill Campus Since 2008 – Student Success and Urban Engagement

• Hospital Hill Apartments and Parking Structure – Study Rooms and Lobby.
Hospital Hill 2014 Draft Plan

Projects in Planning, Design or Construction
1. School of Medicine renovation and addition
2. School of Dentistry renovation and addition
3. Health Sciences Education Building, Phase II
4. Translational Clinical Research Building
5. Health Sciences Research Building, Phase II

Projects Completed Since 2008 Master Plan
6. Hospital Hill student housing and parking structure

OPEN – GOV R&P – 1-19
October 2-3, 2014
STEM Teaching Facility Renovations

School of Medicine building renovation and strategic addition

- Constructed in 1971; 256,303 GSF
- $38.9M Deferred Maintenance; 0.49 FCNI.
Downtown Campus for the Arts 2014 Draft Plan

- Conservatory of Music and Dance Site:
  - 4.4 miles or a 12 minute drive from Volker Campus
  - 1.4 miles or a 5 minute drive from Hospital Hill Campus
Downtown Campus for the Arts
2014 Draft Plan

- Conservatory of Music and Dance
- Concept Images
The University of Missouri – St. Louis requests approval of the Great Streets Natural Bridge Community Development Corporation and the Great Streets Natural Bridge Urban Redevelopment Corporation as “operating entities” under CRR 70.070, “Entrepreneurial Activity”; that the Chancellor of the University of Missouri – St. Louis and his successors in office be authorized to act as the sole member of the Great Streets Natural Bridge Community Development Corporation; that Curator Wayne Goode, Chancellor Thomas George and Assistant to the Provost for Public Affairs and Economic Development Elizabeth Van Uum be authorized to serve as directors of Great Streets Natural Bridge Community Development Corporation; and that Assistant to the Provost for Public Affairs and Economic Development Elizabeth Van Uum be authorized to serve as a director of Great Streets Natural Bridge Urban Redevelopment Corporation.

The Great Streets Natural Bridge Community Development Corporation (the “CDC”) is a Missouri nonprofit corporation that was organized on February 2, 2013, to combat community deterioration and guide and assist redevelopment in the area bounded by I-70, I-170, St. Charles Rock Road, and Lucas and Hunt Road. Its three board members are Dr. Thomas George, Chancellor of the University of Missouri – St. Louis, Ms. Elizabeth Van Uum, Assistant to the Provost for Public Affairs and Economic Development, and Mr. Wayne Goode, a member of the Board of Curators. The CDC has filed a Form 1023 application with the United States Internal Revenue Service for Section 501(c)(3) status and is awaiting approval.

As sole shareholder, the CDC organized the Great Streets Natural Bridge Urban Redevelopment Corporation (the “353 Corporation”). This is a for-profit Urban Redevelopment Corporation organized under Chapter 353 of the Revised Statutes of Missouri. Upon entering into an agreement with the City of Normandy, Missouri, or other jurisdictions, the 353 Corporation may exercise certain powers which the CDC could not. Foremost among these powers is the ability to incentivize real estate projects through the grant of tax abatement and the right to exercise certain controls on development in the designated “redevelopment area”. The 353 corporation has no employees of its own, and is staffed by the employees of the CDC. The Board of the 353 corporation is composed of 1 campus representative, Elizabeth Van Uum, and 4 community leaders including the Mayor of Normandy, Patrick Green, the CEO/President of Beyond Housing, Chris Krehmeyer, the CEO/President of North County Incorporated, Rebecca Zoll, and former State Senator Rita Days, currently the St. Louis County Director of Elections. The two entities are designed to work in complete synchrony, and jointly operate under the name “University Square”.

The University’s success in shepherding the Express Scripts International Headquarters relocation to the campus encouraged the local community to request the campus take an active role in supporting redevelopment. To that end, the campus led the effort to secure funding from the Missouri Department of Highways and Transportation for the Great Streets – Natural Bridge Project, a $20+M project, that forms the backbone of the University Square area. Phase 1, from Hanley Road to Lucas and Hunt Road, of the 2 phases of the project is currently under construction, with completion scheduled for
December 2015. Natural Bridge Road is a critical road in St. Louis County that divides the north and south campuses of University of Missouri – St. Louis. It has historically served as the main commercial area of the neighborhood. The condition of, and activities that occur along, this road impacts the University experience of students, faculty, staff and visitors. There are no University funds involved in the Natural Bridge-Great Streets project.

The University Square entities were created at the request of the St. Louis County Economic Development Council to help combat community deterioration and guide and assist redevelopment in the 2 1/2 mile area bounded by I-70, I-170, St. Charles Rock Road and Lucas and Hunt Road. President Denny Coleman contacted Chancellor George in December of 2012 and offered funding for this project. This area includes 8 separate municipalities and portions of unincorporated St. Louis County. Because of the small size of the municipal entities, none of them have the capacity to lead or attract significant commercial investment. The University Square entities desire to play an active role in attempting to positively guide development within the corridor. It is a goal of the University Square entities to help the Greater Normandy area become a more attractive place to live, have a business, or work. This should help attract job opportunities to the community and make it a more attractive residential destination – helping improve the general vitality of the community and its diverse racial balance.

The University Square entities will operate as an umbrella development coordinator and facilitator of the various activities necessary to further the redevelopment of the Natural Bridge area. As such, as individual development phases occur both the short term construction financing and the long term permanent financing will be the responsibility of other development entities, not the University Square entities. University Square will promote and market the area, assist developers in obtaining incentives and zoning approvals, and overall guide development along the lines of the agreed upon redevelopment plan.

No cash investment has been made or is contemplated for the University Square entities. The CDC has been awarded a grant from the St. Louis County Port Authority for $250,000 to enable it to undertake its activities. The University has entered into a Cooperation Agreement with the CDC and provides in-kind services through its existing administrative structure. Specifically the University has provided (1) surplus space in Woods Hall for the office; (2) IT equipment and services including telephone and computer access and related technical assistance; (3) use of the MoCode System to affect purchases of goods and services (provided that the CDC promptly reimburse the system for any expenditure); and (4) use of the University personnel system for personnel services. The University Finance office has also assisted in the procurement of accounting services and will assist in the preparation of annual financial reports, tax returns, and audits that may occur.
No. 2

Recommended Action - Approval – Participation in Operating Entity

It was recommended by Chancellor George, endorsed by President Wolfe, moved by Curator _________________ and seconded by Curator ________________, that the following action be approved:

That the Great Streets Natural Bridge Community Development Corporation and the Great Streets Natural Bridge Urban Redevelopment Corporation are hereby approved as “operating entities” under CRR 70.070, “Entrepreneurial Activity”;

That the Chancellor of the University of Missouri – St. Louis and his successors in office be authorized to act as the sole member of the Great Streets Natural Bridge Community Development Corporation;

That Curator Wayne Goode, Chancellor Thomas George and Assistant to the Provost for Public Affairs and Economic Development Elizabeth Van Uum be authorized to serve as directors of Great Streets Natural Bridge Community Development Corporation; and

That Assistant to the Provost for Public Affairs and Economic Development Elizabeth Van Uum be authorized to serve as a director of Great Streets Natural Bridge Urban Redevelopment Corporation.

Roll call vote of the Committee: YES NO
Curator Bradley
Curator Covington
Curator Goode

The motion ________________.

Roll call vote of the Board: YES NO
Curator Bradley
Curator Covington
Curator Cupps
Curator Downing
Curator Goode
Curator Henrickson
Curator Phillips
Curator Steward

The motion __________________.
No. 3

Recommended Action - Adjourn Board of Curators Governance, Resources and Planning Committee Meeting.

It was moved by Curator __________ and seconded by Curator __________, that the Board of Curators Governance, Resources and Planning Committee meeting, October 2-3, 2014, be adjourned.

Roll call vote of the Committee: YES NO
Curator Bradley
Curator Covington
Curator Goode

The motion ____________.
The Academic, Student and External Affairs Committee may have referred to it matters relating to curricula, faculty and student affairs, government relations and external relations.

1. The Executive Vice President for Academic Affairs, the Vice President for Government Relations and the Assistant Director of Strategic Communications, of the University or some other person(s) designated by the President shall be an ex officio member of this Committee and be responsible for the agenda and for transmitting Committee recommendations.

2. The Academic, Student and External Affairs Committee shall be the Board Committee on external affairs and shall be responsible for review of University of Missouri System, including each campus, activities and efforts that effect public perception of the entire University System and its mission.
   a. Coordinate policy and planning relative to institutional relations with outside constituencies in conjunction with the President of the University and the offices of Governmental Relations and Strategic Communications. This may include activities pertaining to government affairs, alumni affairs, community relations, parent organizations and the media.
   b. Consider, with the President, all recommendations and observations that the Board directs to the committee and to report to the Board all recommended actions and policies for Board consideration to advance the University.
c. Support long range planning efforts of the Board by developing plans aimed toward elevating the status of public higher education to all local, state and federal constituencies and agencies, including the Missouri Legislature and the general public.

d. Assist the Board and administration with articulating the mission of the University, its resource and revenue requirements to all local, state and federal constituencies and agencies, including the Missouri Legislature and the general public.

e. Assist the Board and the University administration (the University System and each of its campuses), in establishing and maintaining such development and fund raising policies, procedures and programs as are deemed appropriate to obtain donor financial support for the University as a whole and each of its campuses in order to fulfill identified financial goals necessary for the University to accomplish its mission. The committee shall assist the Board in identifying ways to participate and encourage active participation of the Board and its individual members in the development activities of the University.
**Annual Academic, Student & External Affairs Committee Meeting Topics**

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UNIVERSITY RELATIONS

There are no materials for this information item.
COMBINED

ACADEMIC, STUDENT & EXTERNAL AFFAIRS

AND

COMPENSATION AND HUMAN RESOURCES

COMMITTEE MEETING
TITLE IX UPDATE

Materials for this information item will be distributed at the meeting.
SUMMARY

In January 2014, President Wolfe launched an intensive effort to review, evaluate and improve the University’s policies and practices relating to sexual assaults and mental health. The goal of the effort is to become a leader and exemplar of best practices in higher education. A Mental Health and Sexual Assault Task Force was formed which has, among other things, created and published an inventory of services available to students and others; reviewed and assessed existing policies and practices related to sexual assault and mental health; and made recommendations for changes in certain Collected Rules and Regulations.

Upon the recommendation of the President and the Task Force, the Board adopted amendments to certain Collected Rules and Regulations relating to Title IX on June 19, 2014. At the June 19, 2014, the Board also delegated temporary authority to President Wolfe to enter executive orders regarding sexual assault and mental health issues that supersede or conflict with existing Collected Rules and Regulations of the University. The executive orders were to take effect immediately but be subject to ratification by the Board at its meeting on October 2-3, 2014.

On September 22, 2014, President Wolfe issued Executive Order No. 41, which is a revised set of rules covering sex discrimination and student conduct procedures. Executive Order 41 is the result of the diligent and thorough work of many people since January. Its purpose is to better define our existing prohibitions against all forms of sex discrimination (including sexual assault, which is redefined as sexual misconduct) as they relate to all members of the university community; and to establish an improved resolution process for all forms of alleged discrimination when the accused is a student or student organization. Significant revisions under this executive order include:

- Clarifying that the university’s prohibitions against sex discrimination, sexual harassment and sexual misconduct apply to students, employees, volunteers and visitors (new Chapter 600, “Equal Employment/Educational Opportunity,” Section 600.020);
- Clarifying definitions of sex discrimination to be consistent with existing law and best practices (Sections 600.020.c.1-6 and 200.010B.7);
- Simplifying requirements for mandated reporters, making it mandatory for any employee of the university that becomes aware of sex discrimination to report all information to the Title IX coordinator (unless expressly exempted from doing so) (Section 600.020.E.);
- Creating a new equity resolution process for all discrimination claims when the accused is a student or student organization, with equity resolution hearing panelists for discrimination claims being trained administrators or staff appointed by the chancellor (Section 200.025.B.9, G.6.a.)
• Removing current rules on sexual harassment and positive work environment (currently 330.060 and 330.080 respectively) and substituting this new set of rules.

The revised Collected Rules and Regulations making up Executive Order No. 41 were vetted with the chancellors, provosts, vice chancellors for student affairs, Title IX coordinators, student conduct officers, faculty governing bodies and other university stakeholders. As with anything that involves comprehensive change and the balancing of equally important but sometimes competing objectives, not everyone agreed on everything. The revisions reflected by the executive order represent both the best consensus of the reviewers and the best practices among colleges and universities. Additional changes to enhance the University’s Title IX and mental health programs are anticipated after University constituencies have been further consulted.
Recommended Action – Amendments and New Rules related to University’s Sex Discrimination and Student Conduct Policies

It was recommended by Mental Health & Sexual Assault Task Force, endorsed by President Wolfe, moved by Curator _____________ and seconded by Curator _____________, that the following action be approved:

The revised and new Collected Rules and Regulations making up Executive Order No. 41 and relating to the University’s Sex Discrimination and Student Conduct policies, including Collected Rules and Regulations 200.010, 200.020, 200.025, 320.010, 330.060, 330.062, 330.080, 600.010, 600.020 and 600.030, be approved, as set forth in the attached rules, and adopted by the Board as Collected Rules and Regulations.

Roll call vote of Committees:  YES     NO
Curator Bradley
Curator Covington
Curator Cupps
Curator Cupps
Curator Goode
Curator Henrickson
Curator Phillips
Curator Steward

The motion ____________.

Roll call vote of Board:   YES        NO
Curator Bradley
Curator Covington
Curator Cupps
Curator Downing
Curator Goode
Curator Henrickson
Curator Phillips
Curator Steward

The motion ____________.
200.010 Standard of Conduct

Chapter 200: Student Conduct

Amended Bd. Min. 3-20-81; Bd. Min. 8-3-90, Bd. Min 5-19-94; Bd. Min. 5-24-01, Bd. Min. 7-27-12; Bd. Min. 12-7-12; Bd. Min. 6-19-14.

A student at the University assumes an obligation to behave in a manner compatible with the University's function as an educational institution and voluntarily enters into a community of high achieving scholars. Consequently, students must adhere to community standards in accordance with the University's mission and expectations.

These expectations have been established in order to protect a specialized environment conducive to learning which fosters integrity, academic success, personal and professional growth, and responsible citizenship.

A. Jurisdiction of the University of Missouri generally shall be limited to conduct which occurs on the University of Missouri premises or at University-sponsored or University-supervised functions. However, the University may take appropriate action, including, but not limited to the imposition of sanctions under Sections 200.020 and 200.025 of the Collected Rules and Regulations against students for conduct occurring in other settings, including off-campus, in order to protect the physical safety of students, faculty, staff, and visitors or if there are effects of the conduct that interfere with or limit students' ability to participate in or benefit from the University's educational programs and activities.

B. Conduct for which students are subject to sanctions falls into the following categories:

1. Academic dishonesty, such as cheating, plagiarism, or sabotage. The Board of Curators recognizes that academic honesty is essential for the intellectual life of the University. Faculty members have a special obligation to expect high standards of academic honesty in all student work. Students have a special obligation to adhere to such standards. In all cases of academic dishonesty, the instructor shall make an academic judgment about the student's grade on that work and in that course. The instructor shall report the alleged academic dishonesty to the Primary Administrative Officer.

   a. The term cheating includes but is not limited to: (i) use of any unauthorized assistance in taking quizzes, tests, or examinations; (ii) dependence upon the aid of sources beyond those authorized by the instructor in writing papers, preparing reports, solving problems, or carrying out other assignments; (iii) acquisition or possession without permission of tests or other academic material belonging to a member of the University faculty or staff; or (iv) knowingly providing any unauthorized assistance to another student on quizzes, tests, or examinations.

   b. The term plagiarism includes, but is not limited to: (i) use by paraphrase or direct quotation of the published or unpublished work of another person without fully and properly crediting the author with footnotes, citations or bibliographical
reference; (ii) unacknowledged use of materials prepared by another person or agency engaged in the selling of term papers or other academic materials; or (iii) unacknowledged use of original work/material that has been produced through collaboration with others without release in writing from collaborators.

c. The term **sabotage** includes, but is not limited to, the unauthorized interference with, modification of, or destruction of the work or intellectual property of another member of the University community.

2. **Forgery, alteration, or misuse of University documents, records or identification, or knowingly furnishing false information to the University.**

3. **Obstruction or disruption of teaching, research, administration, conduct proceedings, or other University activities, including its public service functions on or off campus.**

4. **Physical abuse or other conduct which threatens or endangers the health or safety of any person.**

5. **Stalking** another by following or engaging in a course of conduct with no legitimate purpose that puts another person reasonably in fear for his or her safety or would cause a reasonable person under the circumstances to be frightened, intimidated or emotionally distressed.

6. **Violation of the University’s Equal Employment/Education Opportunity Policy** located at Section 320.010 of the Collected Rules and Regulations. These violations include, but are not limited to:

   a. **Harassment.** Harassment in violation of the University’s anti-discrimination policies, is unwelcome verbal or physical conduct, on the basis of actual or perceived membership in a protected class as defined in the University’s anti-discrimination policies, that creates a hostile environment by being sufficiently severe or pervasive and objectively offensive that it interferes with, limits or denies the ability of an individual to participate in or benefit from educational programs or activities or employment access, benefits or opportunities.

   b. **Sex Discrimination, Sexual Harassment and Sexual Misconduct** as further defined in Section 600.020 and/or referenced in Section 200.010B7 below.

   c. **Bullying.** Bullying is defined as repeated and/or severe aggressive behavior likely to intimidate or intentionally hurt, control or diminish another person, physically or mentally on the basis of actual or perceived membership in a protected class.

   d. **Retaliation.** Retaliation is any adverse action taken against a person because of that person’s participation in protected activity. The University strictly prohibits retaliation against any person for making any good faith report or for filing, testifying, assisting, or participating in any investigation or proceeding involving allegations of discrimination in violation of the University’s Equal Employment/Education Opportunity Policy.
e. **False Reporting.** False reporting is making an intentional false report or accusation as opposed to a report or accusation, which, even if erroneous, is made in good faith.

7. **Violation of the University's Sex Discrimination, Sexual Harassment and Sexual Misconduct in Education/Employment Policy in Section 600.020 of the Collected Rules and Regulations.** These violations include:

   a. **Sex Discrimination.** Sex discrimination occurs when a person has been treated inequitably on the basis of sex, gender identity, or gender expression. Specifically, the University of Missouri System upholds Title IX, which states in part that “[n]o person in the United States shall on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity.” Sexual harassment, sexual misconduct, sexual exploitation, stalking on the basis of sex and dating/intimate partner violence are forms of sex discrimination.

   b. **Sexual Harassment.** Sexual harassment is defined as:
   1) Unwelcome sexual advances or requests for sexual activity by a person or persons in a position of power or authority to another person, or
   2) Other unwelcome verbal or physical conduct of a sexual nature by a person to another person, when:
      a) Submission to or rejection of such conduct is used explicitly or implicitly as a condition for academic or employment decisions; or
      b) Such conduct creates a hostile environment by being sufficiently severe or pervasive and objectively offensive that it interferes with, limits or denies the ability of an individual to participate in or benefit from educational programs or activities or employment access, benefits or opportunities.

   c. **Sexual Misconduct.** Sexual misconduct is: 1) nonconsensual sexual intercourse; 2) nonconsensual sexual contact involving the sexual touching of the genitals, breast or anus of another person or the nonconsensual sexual touching of another with one’s own genitals whether directly or through the clothing; 3) exposing one’s genitals to another under circumstances in which he or she should reasonably know that his or her conduct is likely to cause affront or alarm; or 4) sexual exploitation.

   d. **Stalking on the Basis of Sex.** Stalking on the basis of sex is following or engaging in a course of conduct on the basis of sex with no legitimate purpose that puts another person reasonably in fear for his or her safety or would cause a reasonable person under the circumstances to be frightened, intimidated or emotionally distressed.

   e. **Dating/Intimate Partner Violence.** Violence committed by a person who is or has been in a social relationship of a romantic or intimate nature with the recipient of the violent behavior.
f. Sexual Exploitation. Sexual exploitation occurs when one person takes nonconsensual or abusive sexual advantage of another person for his/her own advantage or benefit or for the advantage or benefit of anyone other than the person being exploited and which behavior does not constitute any other form of sexual misconduct. Examples of sexual exploitation include, but are not limited to, the following activities done without the consent of all participants:
1) Invasion of sexual privacy;
2) Prostituting another person;
3) Taping or recording of sexual activity;
4) Going beyond the boundaries of consent to sexual activity (letting your friends hide to watch you engaging in sexual activity);
5) Engaging in voyeurism;
6) Knowingly transmitting an STI, STD, venereal disease or HIV to another person;
7) Inducing another to expose their genitals.

g. Retaliation. Retaliation is any adverse action taken against a person because of that person’s participation in protected activity. The University strictly prohibits retaliation against any person for making a report required by Section 600.020 of the Collected Rules and Regulations, for making any good faith report to a Title IX Coordinator or for filing, testifying, assisting, or participating in any investigation or proceeding involving allegations of sex discrimination, sexual harassment or sexual misconduct.

h. False Reporting. False reporting is making an intentional false report or accusation as opposed to a report or accusation, which, even if erroneous, is made in good faith.

8. Threatening or Intimidating Behaviors, defined as written or verbal conduct that causes a reasonable expectation of injury to the health or safety of any person or damage to any property or implied threats or acts that cause a reasonable fear of harm in another.

9. Participating in attempted or actual taking of, damage to, or possession without permission of property of the University or of a member of the University community or of a campus visitor.

10. Unauthorized possession, duplication or use of keys to any University facilities or unauthorized entry to or use of University facilities.

11. Violation of University policies, rules or regulations or of campus regulations including, but not limited to, those governing residence in University-provided housing, or the use of University facilities, or the time, place and manner of public expression.

12. Manufacture, use, possession, sale or distribution of alcoholic beverages or any controlled substance without proper prescription or required license or as expressly permitted by law or University regulations, including operating a vehicle on University property, or on streets or roadways adjacent to and abutting a
campus, under the influence of alcohol or a controlled substance as prohibited by law of the state of Missouri.

13. **Disruptive conduct.** Conduct that creates a substantial disruption of University operations including obstruction of teaching, research, administration, other University activities, and/or other authorized non-University activities that occur on campus.

14. **Failure to comply with directions of University officials acting in the performance of their duties.**

15. **The illegal or unauthorized possession or use of firearms, explosives, other weapons, or hazardous chemicals.**

16. **Hazing,** defined as an act that endangers the mental or physical health or safety of a student, or an act that is likely to cause physical or psychological harm to any person within the University community, or that destroys or removes public or private property, for the purpose of initiation, admission into, affiliation with, or as a condition for continued membership in a group or organization. Participation or cooperation by the person(s) being hazed does not excuse the violation. Failing to intervene to prevent (and/or) failing to discourage (and/or) failing to report those acts may also violate this policy.

17. **Misuse of computing resources in accordance with University policy,** including but not limited to:

   a. Actual or attempted theft or other abuse.

   b. Unauthorized entry into a file to use, read, or change the contents, or for any other purpose.

   c. Unauthorized transfer of a file.

   d. Unauthorized use of another individual's identification and password.

   e. Use of computing facilities to interfere with the work of another student, faculty member, or University official.

   f. Use of computing facilities to interfere with normal operation of the University computing system.

   g. Knowingly causing a computer virus to become installed in a computer system or file.
200.010 Standard of Conduct

Chapter 200: Student Conduct

Amended Bd. Min. 3-20-81; Bd. Min. 8-3-90, Bd. Min 5-19-94; Bd. Min. 5-24-01, Bd. Min. 7-27-12; Bd. Min. 12-7-12; Bd. Min. 6-19-14.

A student enrolling at the University assumes an obligation to behave in a manner compatible with the University’s function as an educational institution and voluntarily enters into a community of high achieving scholars. Consequently, students assume new privileges along with new responsibilities and must adhere to community standards in accordance with the University’s mission and expectations.

These expectations have been established in order to protect a specialized environment conducive to learning which fosters integrity, academic success, personal and professional growth, and responsible citizenship.

a. Jurisdiction of the University of Missouri
generally shall be limited to conduct which occurs on the University of Missouri premises or at University-sponsored or University-supervised functions. However, nothing restrains the administration of the University of Missouri from taking appropriate action, including, but not limited to, the imposition of sanctions under Sections of the Collected Rules and Regulations against students for conduct occurring in other settings, including off University premises campus, in order to protect the physical safety of students, faculty, staff, and visitors. In addition, a student who believes or if there are effects of the conduct that he or she has been discriminated against based upon his or her sex may file a complaint with the Title IX Coordinator for or limit students’ ability to participate in or benefit from the campus in accordance with the provisions of Section 330.062 of the Collected Rules and Regulations. See contact information for campus Title IX Coordinators contained in Section 330.062 University’s educational programs and activities.

b. Conduct which students are subject to sanctions falls into the following categories:

1. Academic dishonesty, such as cheating, plagiarism, or sabotage. The Board of Curators recognizes that academic honesty is essential for the intellectual life of the University. Faculty members have a special obligation to expect high standards of academic honesty in all student work. Students have a special obligation to adhere to such standards. In all cases of academic dishonesty, the instructor shall make an academic judgment about the student’s grade on that work and in that course. The instructor shall report the alleged academic dishonesty to the Primary Administrative Officer.

The term cheating includes but is not limited to: (i) use of any unauthorized assistance in taking quizzes, tests, or examinations; (ii) dependence upon the aid of sources beyond those authorized by the instructor in writing papers, preparing

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reports, solving problems, or carrying out other assignments; (iii) acquisition or possession without permission of tests or other academic material belonging to a member of the University faculty or staff; or (iv) knowingly providing any unauthorized assistance to another student on quizzes, tests, or examinations.

b. The term plagiarism includes, but is not limited to: (i) use by paraphrase or direct quotation of the published or unpublished work of another person without fully and properly crediting the author with footnotes, citations or bibliographical reference; (ii) unacknowledged use of materials prepared by another person or agency engaged in the selling of term papers or other academic materials; or (iii) unacknowledged use of original work/material that has been produced through collaboration with others without release in writing from collaborators.

c. The term sabotage includes, but is not limited to, the unauthorized interference with, modification of, or destruction of the work or intellectual property of another member of the University community.

2. Forgery, alteration, or misuse of University documents, records or identification, or knowingly furnishing false information to the University.

3. Obstruction or disruption of teaching, research, administration, conduct proceedings, or other University activities, including its public service functions on or off campus.

4. Physical abuse or other conduct which threatens or endangers the health or safety of any person including, without limitation, conduct commonly known as hazing, which is directed at a student or prospective member of a student organization for the purpose of initiation or admission to or continued membership in such student organization, and intimate partner/relationship violence, which includes violence between those who are in an intimate relationship with each other.

5. Stalking another by following or engaging in a course of conduct with no legitimate purpose that puts another person reasonably in fear for his or her safety or would cause a reasonable person under the circumstances to be frightened, intimidated or emotionally distressed.

6. Sexual Misconduct including Violation of the University's Equal Employment/Education Opportunity Policy located at Section 320.010 of the Collected Rules and Regulations. These violations include, but are not limited to:

a. Harassment. Harassment in violation of the University’s anti-discrimination policies, is unwelcome verbal or physical conduct, on the basis of actual or perceived membership in a protected class as defined in the University’s anti-discrimination policies, that creates a hostile environment by being sufficiently severe or pervasive and objectively offensive that it interferes with, limits or denies the ability of an individual to participate in or benefit from educational programs or activities or employment access, benefits or opportunities.
b. **Sex Discrimination, Sexual Harassment and Sexual Misconduct** as further defined in Section 600.020 and/or referenced in Section 200.010B below.

c. **Bullying.** Bullying is defined as repeated and/or severe aggressive behavior likely to intimidate or intentionally hurt, control or diminish another person, physically or mentally on the basis of actual or perceived membership in a protected class.

d. **Retaliation.** Retaliation is any adverse action taken against a person because of that person’s participation in protected activity. The University strictly prohibits retaliation against any person for making any good faith report or for filing, testifying, assisting, or participating in any investigation or proceeding involving allegations of discrimination in violation of the University’s Equal Employment/Education Opportunity Policy.

e. **False Reporting.** False reporting is making an intentional false report or accusation as opposed to a report or accusation, which, even if erroneous, is made in good faith.

7. **Violation of the University’s Sex Discrimination, Sexual Harassment and Sexual Misconduct in Education/Employment Policy in Section 600.020 of the Collected Rules and Regulations.** These violations include:

a. **Sex Discrimination.** Sex discrimination occurs when a person has been treated inequitably on the basis of sex, gender identity, or gender expression. Specifically, the University of Missouri System upholds Title IX, which states in part that “No person in the United States shall on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity.” Sexual harassment, sexual misconduct, sexual exploitation, stalking on the basis of sex and dating/intimate partner violence are forms of sex discrimination.

b. **Sexual Harassment.** Sexual harassment is defined as:

1) Unwelcome sexual advances or requests for sexual activity by a person or persons in a position of power or authority to another person, or

2) Other unwelcome verbal or physical conduct of a sexual nature by a person to another person, when:

a) Submission to or rejection of such conduct is used explicitly or implicitly as a condition for academic or employment decisions, or

b) Such conduct creates a hostile environment by being sufficiently severe or pervasive and objectively offensive that it interferes with a limit or denies the ability of an individual to participate in or benefit from educational programs or activities or employment access, benefits or opportunities.

c. **Sexual Misconduct.** Sexual misconduct is:

1) Nonconsensual sexual intercourse; 2) Nonconsensual sexual contact involving the sexual touching of the genitals, breast or anus of another person or the nonconsensual sexual touching of another with one’s own genitals whether directly or through the clothing; or 3) Exposing one’s genitals to another under circumstances in...
which he or she should reasonably know that his or her conduct is likely to
cause affront or alarm; sexual exploitation; or sexual harassment, as defined
in Section 330.060 of the Collected Rules and Regulations. For purposes
of this policy, the term nonconsensual includes, without limitation,
circumstances in which the alleged victim was incapacitated by alcohol,
drugs or other circumstances and, therefore, incapable of consenting or 4) sexual
exploitation.

Stalking another by following or engaging in a course of conduct with no legitimate
purpose that puts another person reasonably in fear for his or her safety or would
cause a reasonable person under the circumstances to be frightened, intimidated or
emotionally distressed.

Harassment, outside
d. Stalking on the Basis of Sex. Stalking on the basis of sexual
harassment defined in Section 200.010B.5 above, by sex is following or
engaging in a course of conduct directed at a specific person on the basis of sex with
no legitimate purpose that puts another person reasonably in fear for his or
her safety or would cause a reasonable person under the circumstances to
be frightened, intimidated or emotionally distressed.

e. Dating/Intimate Partner Violence. Violence committed by a person that
serves no legitimate purpose that would cause a reasonable person under
the circumstances to be frightened, intimidated, who is or emotionally
distressed, has been in a social relationship of a romantic or intimate nature
with the recipient of the violent behavior.

f. Sexual Exploitation. Sexual exploitation occurs when one person takes
nonconsensual or abusive sexual advantage of another person for his/her
own advantage or benefit or for the advantage or benefit of anyone other than
the person being exploited and which behavior does not constitute any other
form of sexual misconduct. Examples of sexual exploitation include, but are
not limited to, the following activities done without the consent of all
participants:
1) Invasion of sexual privacy by photographing;
2) Prostituting another person;
3) Taping or recording (using electronic or other means) another person's
sexual activity;
4) Going beyond the boundaries of consent to sexual activity (letting your
friends hide to watch you engaging in a state of full or partial nudity.
sexual activity);
5) Engaging in a place where one would have voyeurism;
6) Knowingly transmitting an STI, STD, venereal disease or HIV to another
person;
7) Inducing another to expose their genitals.

g. Retaliation. Retaliation is any adverse action taken against a person
because of that person’s participation in protected activity. The University
strictly prohibits retaliation against any person for making a report required by
Section 600.020 of the Collected Rules and Regulations, for making any
good faith report to a Title IX Coordinator or for filing, testifying, assisting, or participating in any investigation or proceeding involving allegations of sex discrimination, sexual harassment or sexual misconduct.

h. **False Reporting.** False reporting is making an intentional false report or accusation as opposed to a report or accusation, which, even if erroneous, is made in good faith.

- **8. Threatening or Intimidating Behaviors.** Defined as written or verbal conduct that causes a reasonable expectation of privacy without that person’s consent, and distributing or transmitting one or more such images, photographs or recordings without that person’s consent, injury to the health or safety of any person or damage to any property or implied threats or acts that cause a reasonable fear of harm in another.

- **9. Participating in attempted or actual thefttaking of, damage to, or possession without permission of property of the University or of a member of the University community or of a campus visitor.**

- **10. Unauthorized possession, duplication or use of keys to any University facilities or unauthorized entry to or use of University facilities.**

- **11. Violation of University policies, rules or regulations or of campus regulations** including, but not limited to, those governing residence in University-provided housing, or the use of University facilities, or the time, place and manner of public expression or the prohibition against retaliation contained in the policy on sexual harassment found in Section 330.060 of the Collected Rules and Regulations.

- **12. Manufacture, use, possession, sale or distribution of alcoholic beverages or any controlled substance without proper prescription or required license or as expressly permitted by law or University regulations, including operating a vehicle on University property, or on streets or roadways adjacent to and abutting a campus, under the influence of alcohol or a controlled substance as prohibited by law of the state of Missouri.**

2. **Disruptive or disorderly conduct or lewd, indecent, or obscene conduct or expression.**

13. **Disruptive conduct.** Conduct that creates a substantial disruption of University operations including obstruction of teaching, research, administration, other University activities, and/or other authorized non-University activities that occur on campus.

14. **Failure to comply with directions of University officials acting in the performance of their duties.**

15. **The illegal or unauthorized possession or use of firearms, explosives, other weapons, or hazardous chemicals.**
16. Hazing, defined as an act that endangers the mental or physical health or safety of a student, or an act that is likely to cause physical or psychological harm to any person within the University community, or that destroys or removes public or private property, for the purpose of initiation, admission into, affiliation with, or as a condition for continued membership in a group or organization. Participation or cooperation by the person(s) being hazed does not excuse the violation. Failing to intervene to prevent (and/or) failing to discourage (and/or) failing to report those acts may also violate this policy.

17. Misuse of computing resources in accordance with University policy of computing resources, including but not limited to:

- Actual or attempted theft or other abuse.
- Unauthorized entry into a file to use, read, or change the contents, or for any other purpose.
- Unauthorized transfer of a file.
- Unauthorized use of another individual's identification and password.
- Use of computing facilities to interfere with the work of another student, faculty member, or University official.
- Use of computing facilities to interfere with normal operation of the University computing system.
- Knowingly causing a computer virus to become installed in a computer system or file.
Collected Rules and Regulations
Programs, Courses and Student Affairs
Chapter 200: Student Conduct

200.020 Rules of Procedures in Student Conduct Matters

Bd. Min. 11-8-68, Amended Bd. Min. 3-20-81; Bd. Min. 12-8-89, Amended 5-19-94; Bd. Min. 5-24-01; Amended Bd. Min 7-27-12; Amended 6-19-14.

A. Preamble. The following rules of procedure in student conduct matters are hereby adopted in order to insure insofar as possible and practicable (a) that the requirements of procedural due process in student conduct proceedings will be fulfilled by the University, (b) that the immediate effectiveness of Section 10.030, which is Article V of the Bylaws of the Board of Curators relating to student conduct and sanctions may be secured for all students in the University of Missouri, and (c) that procedures shall be definite and determinable within the University of Missouri. Student conduct involving harassment or discrimination is governed by Section 200.025: Equity Resolution Process for Resolving Complaints of Harassment, Sexual Misconduct and other Forms of Discrimination against a Student or Student Organization.

B. Definitions. As used in these rules, the following definitions shall apply:

1. Primary Administrative Officers. As used in these procedures, the Chief Student Affairs Administrator on each campus is the Primary Administrative Officer except in cases of academic dishonesty, where the Chief Academic Administrator is the Primary Administrative Officer. Each Primary Administrative Officer may appoint designee(s) who are responsible for the administration of these conduct procedures, provided all such appointments must be in writing, filed with the Chancellor of the campus, and the office of General Counsel. The Primary Administrator's Office will certify in writing that the given designee has been trained in the administration of student conduct matters.

2. Student Panel. A panel of students appointed by the Chancellor, from which shall be selected by the Chair, upon the request of an accused student before the Student Conduct Committee, not more than three students to serve with the Student Conduct Committee.

3. Student. A person having once been admitted to the University who has not completed a course of study and who intends to or does continue a course of study in or through one of the campuses of the University. For the purpose of these rules, student status continues whether or not the University’s academic programs are in session.

4. Student Conduct Committee. As used in these procedures, "Student Conduct Committee," hereinafter referred to as the Committee, is that body on each campus...
which is authorized to conduct hearings and to make dispositions under these procedures or a Hearing Panel of such body as herein defined.

5. **Hearing Panel.** As used in these procedures, the term “hearing panel” refers to the part of the Student Conduct Committee described in Section 200.020E.3(b) below.

C. **Sanctions.**

1. The following sanctions may be imposed upon any student found to have violated the Student Conduct Code; more than one of the sanctions may be imposed for any single violation:

   a. **Warning.** A notice in writing to the student that the student is violating or has violated institutional regulations.

   b. **Probation.** A written reprimand for violation of specified regulations. Probation is for a designated period of time and includes the probability of more severe sanctions if the student is found to be violating any institutional regulation(s) during the probationary period.

   c. **Loss of Privileges.** Denial of specified privileges for a designated period of time.

   d. **Restitution.** Compensation for loss, damage, or injury to the University or University property. This may take the form of appropriate service and/or monetary or material replacement.

   e. **Discretionary Sanctions.** Work assignments, service to the University, or other related discretionary assignments.

   f. **Residence Hall Suspension.** Separation of the student from the residence halls for a definite period of time, after which the student is eligible to return. Conditions for readmission may be specified.

   g. **Residence Hall Expulsion.** Permanent separation of the student from the residence halls.

   h. **University Dismissal.** An involuntary separation of the student from the institution for misconduct. It is less than permanent in nature and does not imply or state a minimum separation time.

   i. **University Suspension.** Separation of the student from the University for a definite period of time, after which the student is eligible to return. Conditions for readmission may be specified.

   j. **University Expulsion.** Permanent separation of the student from the University.

2. **Temporary Suspension.** The Chancellor or Designee may at any time temporarily suspend or deny readmission to a student from the University pending formal procedures when the Chancellor or Designee finds and believes from available information that the presence of a student on campus would seriously disrupt the University or constitute a danger to the health, safety, or welfare of members of the University community. The appropriate procedure to determine the future status of the student will be initiated within seven business days.

D. **Records Retention.** Student conduct records shall be maintained for five years after University action is completed.

E. **Policy and Procedures.**
1. **Preliminary Procedures.** The Primary Administrative Officer/Designee(s) shall investigate any reported student misconduct before initiating formal conduct procedures and give the student the opportunity to present a personal version of the incident or occurrence. The Primary Administrative Officer/Designee(s) shall utilize the preponderance of the evidence standard in deciding whether or not to initiate formal conduct procedures and in deciding whether or not to offer an informal disposition in accordance with Section 200.020E.2 below. The Primary Administrative Officer/Designee(s) may discuss with any student such alleged misconduct and the student shall attend such consultation as requested by the Primary Administrative Officer/Designee(s). The Primary Administrative Officer/Designee(s), in making an investigation and disposition, may utilize student courts and boards and/or divisional deans to make recommendations.

2. **Informal Dispositions.** The Primary Administrative Officer/Designee(s) shall have the authority to make a determination and to impose appropriate sanctions and shall fix a reasonable time within which the student shall accept or reject a proposed informal disposition. A failure of the student either to accept or reject within the time fixed may be deemed by the University to be an acceptance of the determination, provided the student has received written notice of the proposed determination and the result of the student's failure to formally reject and, in such event, the proposed disposition shall become final upon expiration of such time. If the student rejects informal disposition it must be in writing and shall be forwarded to the Committee. The Primary Administrative Officer/Designee(s) may refer cases to the Committee without first offering informal disposition.

3. **Formal Procedure and Disposition.**
   
a. **Student Conduct Committee:**
      1) The Committee shall be appointed by the Vice Chancellor for Student Affairs and shall have the authority to impose appropriate sanctions upon any accused student or students appearing before it.
      2) When deemed appropriate or convenient by the Chair of the Committee, the Chair may divide the Committee into Hearing Panels each consisting of no less than five (5) Committee members of which no more than two (2) shall be students. If the Chair creates such Hearing Panels, the Chair of the Committee shall designate a Hearing Panel Chair. A Hearing Panel has the authority of the whole Committee in those cases assigned to it. The Chair of the Committee or a Hearing Panel Chair shall count as one member of the Committee or Hearing Panel and have the same rights as other members.
      3) The Vice Chancellor for Student Affairs shall appoint a panel of students, to be known as the Student Panel. Upon written request of an accused student before the Committee made at least seventy-two (72) hours prior to the hearing, the Chair of the Committee shall appoint from the Student Panel not more than three students to sit with the Committee or the Hearing Panel Chair shall appoint two students to sit with the Hearing Panel for that particular case. When students from the Student Panel serve as members of the Committee or as members of the Hearing Panel, they shall have the same rights as other members of the Committee or Hearing Panel.
b. **General Statement of Procedures.** A student accused of violating the Student Conduct Code is entitled to a written notice and a formal hearing unless the matter is disposed of under the rules for informal disposition. Student conduct proceedings are not to be construed as judicial trials and need not wait for legal action before proceeding; but care shall be taken to comply as fully as possible with the spirit and intent of the procedural safeguards set forth herein. The Office of the General Counsel shall be legal adviser to the Committee and the Primary Administrative Officer/Designee(s), but the same attorney from the Office of the General Counsel shall not perform both roles with regard to the same case.

c. **Notice of Hearing.**

At least seven business days prior to the Student Conduct Committee Hearing, or as far in advance as is reasonably possible if an accelerated resolution process is scheduled with the consent of the accused student, the Primary Administrative Officer/Designee(s) will send a letter to the accused student with the following information:

1) A description of the alleged violation(s) and applicable policies
2) A description of the applicable procedures
3) A statement of the potential sanctions/remedial actions that could result
4) The time, date and location of the hearing. If any party does not appear at the hearing, the hearing will be held in their absence. For compelling reasons, the hearing may be rescheduled.

This Notice of Charges letter will be made in writing and will be delivered either:

i. In person, or

ii. Mailed to the local address of the accused student as indicated in official University records and emailed to the accused student's University-issued email account. If there is no local address on file, mail will be sent to the accused student's permanent address.

Once received in person or mailed and emailed, notice will be presumptively delivered. Any request to reschedule the hearing shall be made in writing to the Chair, who shall have the authority to reschedule the hearing if the request is timely and made for good cause. The Chair shall notify the Primary Administrative Officer/Designee(s) and the accused student of the new date for the hearing. If the accused student fails to appear at the scheduled time, the Committee may hear and determine the matter.

4. **Right to Petition for Review:** (other than University expulsion, University dismissal, or University suspension).

a. In all cases where the sanction imposed by the Committee is other than University expulsion, University dismissal, or University suspension, the Primary Administrative Officer/Designee(s) or the accused student may petition the Chancellor or Designee in writing for a review of the decision within five (5) business days after written notification. A copy of the Petition for Review must also be served upon the non-appealing party or parties within such time. The Petition for Review must state the grounds or reasons for review in detail, and the non-appealing party or parties may answer the petition within five (5) business days.
b. The Chancellor or Designee may grant or refuse the right of review. In all cases where the Petition for Review is refused, the action of the Committee shall be final. If the Chancellor or Designee reviews the decision, the action of the Chancellor shall be final unless it is to remand the matter for further proceedings.

5. **Right of Appeal** (University expulsion, University dismissal, or University suspension only).

   a. When an accused student is expelled, dismissed, or suspended from the University by the Committee, the Primary Administrative Officer/Designee(s), the accused student may appeal such decision to the Chancellor or Designee by filing written notice of appeal stating the grounds or reasons for appeal in detail with the Chancellor within ten (10) business days after notification of the decision of the Committee. The appealing party may file a written memorandum for consideration by the Chancellor with the Notice of Appeal, and the Chancellor may request a reply to such memorandum by the appropriate party.

   b. The Chancellor or Designee shall review the record of the case and the appeal documents and may affirm, reverse, or remand the case for further proceedings and shall notify the accused student in writing of the decision on the appeal. The action of the Chancellor shall be final unless it is to remand the matter for further proceedings.

6. **Status During Appeal.** In cases of suspension, dismissal, or expulsion where a Notice of Appeal is filed within the required time, a student may petition the Chancellor in writing for permission to attend classes pending final determination of appeal. The Chancellor may permit a student to continue in school under such conditions as may be designated pending completion of appellate procedures, provided such continuance will not seriously disrupt the University or constitute a danger to the health, safety, or welfare of members of the University community. In such event, however, any final sanctions imposed shall be effective from the date of the action of the Committee.

7. **Student Honor System.** Forums under the student honor systems established for investigating facts, holding hearings, and recommending and imposing sanctions are authorized when the student honor code or other regulations containing well defined jurisdictional statements and satisfying the requirements of Section 10.030, which is Article V of the Bylaws of the Board of Curators, have been reduced to writing and have been approved by the Chancellor and the Board of Curators and notice thereof in writing has been furnished to students subject thereto. Though the student honor system has jurisdiction, together with procedures set forth therein, instead of the Primary Administrative Officer/Designee(s), the standard of conduct called for in any such student honor system shall be deemed to contain at a minimum the same standards set forth in Section 200.010, entitled Standards of Conduct. Procedures shall satisfy the requirements of the Board of Curators' Bylaws, Section 10.030, which is Article V, and shall contain procedures herein before stated insofar as
appropriate and adaptable to the particular situation and shall be approved by the Chancellor and the General Counsel. Students subject to student honor systems shall have the rights of appeal as set forth in Section 200.020 E.6 and 7.

F. Hearing Procedures.

1. Conduct of Hearing. The Chair shall preside at the hearing, call the hearing to order, call the roll of the Committee in attendance, ascertain the presence or absence of the student accused of misconduct, read the notice of hearing and charges and verify the receipt of notices of charges by the student, report any continuances requested or granted, establish the presence of any adviser or counselor of the student, and call to the attention of the accused student and the adviser any special or extraordinary procedures to be employed during the hearing and permit the student to make suggestions regarding or objections to any procedures for the Conduct Committee to consider.

   a. Opening Statements.
      1) The Primary Administrative Officer/Designee(s) shall make opening remarks outlining the general nature of the case and testify to any facts the investigation has revealed.
      2) The accused student may make a statement to the Committee about the charge at this time or at the conclusion of the University's presentation.

   b. University Evidence.
      1) University witnesses are to be called and identified or written reports of evidence introduced as appropriate.
      2) The Committee may question witnesses at any time.
      3) The accused student or, with permission of the Committee, the adviser or counselor may question witnesses or examine evidence at the conclusion of the University's presentation.

   c. Accused Student Evidence.
      1) If the accused student has not elected to make a statement earlier under a(2) above, the accused student shall have the opportunity to make a statement to the Committee about the charge.
      2) The accused student may present evidence through witnesses or in the form of written memoranda.
      3) The Committee or Hearing Panel may question the accused student or witnesses at any time. The Primary Administrative Officer/Designee(s) may question the accused student or witnesses.

   d. Rebuttal Evidence. The Committee may permit the University or the accused to offer a rebuttal of the others' presentation(s).
e. **Rights of Student Conduct Committee.** The Committee shall have the right to:

1) Hear together cases involving more than one student which arise out of the same transaction or occurrence, but in that event shall make separate findings and determinations for each student;
2) Permit a stipulation of facts by the Primary Administrative Officer/Desigee(s) and the student involved;
3) Permit the incorporation in the record by reference of any documentation, produced and desired in the record by the University or the accused;
4) Question witnesses or challenge other evidence introduced by either the University or the accused at any time;
5) Hear from the Primary Administrative Officer/Desigee(s) about dispositions made in similar cases and any dispositions offered to the accused appearing before the Committee;
6) Call additional witnesses or require additional investigation;
7) Dismiss any action at any time or permit informal disposition as otherwise provided;
8) Permit or require at any time amendment of the Notice of Hearing to include new or additional matters which may come to the attention of the Committee before final determination of the case; provided, however, that in such event the Committee shall grant to the student or Primary Administrative Officer/Desigee(s) such time as the Committee may determine reasonable under the circumstances to answer or explain such additional matters;
9) Dismiss any person from the hearing who interferes with or obstructs the hearing or fails to abide by the rulings of the Chair of the Committee;
10) Suspend summarily students from the University who, during the hearing, obstruct or interfere with the course of the hearing or fail to abide by the ruling of the Chair of the Committee on any procedural question or request of the Chair for order.

2. **Rights of Accused upon Hearing.** A student appearing before a Committee shall have the right to:

   a. Be present at the hearing;
   b. Have an adviser or counselor and to consult with such adviser or counselor during the hearing;
   c. Hear or examine evidence presented to the Committee;
   d. Question witnesses present and testifying;
   e. Present evidence by witnesses or affidavit;
   f. Make any statement to the Committee in mitigation or explanation of the conduct in question;
   g. Be informed in writing of the findings of the Committee and any sanctions it imposes; and
   h. Request review or appeal to the Chancellor as herein provided.

3. **Determination by the Student Conduct Committee.** The Committee shall then make its findings and determinations based on the preponderance of the evidence in executive session out of the presence of the Primary Administrative Officer/Desigee(s) and the accused student. Separate findings are to be made:

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a. As to the conduct of the accused student, and
b. On the sanctions, if any, to be imposed. No sanctions shall be imposed on the accused student unless a majority of the Committee present is convinced by the preponderance of the evidence that the student has committed the violation charged. In determining what sanction, if any, is appropriate, the Committee may take into consideration the previous disciplinary history of the accused student.

4. **Official Report of Findings and Determinations.** The Committee shall promptly consider the case on the merits and make its findings and determination and transmit them to the Primary Administrative Officer/Designee(s) and the accused student.

5. **Other Procedural Questions.** Procedural questions which arise during the hearing not covered by these general rules shall be determined by the Chair, whose ruling shall be final unless the Chair shall present the question to the Committee at the request of a member of the Committee, in which event the ruling of the Committee by majority vote shall be final.

6. **General Rules of Decorum.** The following general rules of decorum shall be adhered to:
   a. All requests to address the Committee shall be addressed to the Chair.
   b. The Chair will rule on all requests and points of order and may consult with Committee's legal adviser prior to any ruling. The Chair's ruling shall be final and all participants shall abide thereby, unless the Chair shall present the question to the Committee at the request of a member of the Committee, in which event the ruling of the Committee by majority vote shall be final.
   c. Rules of common courtesy and decency shall be observed at all times.
   d. An adviser or counselor may be permitted to address the Committee at the discretion of the Committee. An adviser or counselor may request clarification of a procedural matter or object on the basis of procedure at any time by addressing the Chair after recognition.

7. **Record of Hearing.** An audio, video, digital, or stenographic record of the hearing shall be maintained. The notice, exhibits, hearing record, and the findings and determination of the Committee shall become the "Record of the Case" and shall be filed in the Office of the Primary Administrative Officer/Designee(s) and for the purpose of review or appeal be accessible at reasonable times and places to the University and the accused student(s).
Collected Rules and Regulations
Programs, Courses and Student Affairs
Chapter 200: Student Conduct

200.020 Rules of Procedures in Student Conduct Matters

Bd. Min. 11-8-68, Amended Bd. Min. 3-20-81; Bd. Min. 12-8-89, Amended 5-19-94; Bd. Min. 5-24-01; Amended Bd. Min 7-27-12; Amended 6-19-14.

A. Preamble. The following rules of procedure in student conduct matters are hereby adopted in order to insure insofar as possible and practicable (a) that the requirements of procedural due process in student conduct proceedings will be fulfilled by the University, (b) that the immediate effectiveness of Section 10.030, which is Article V of the Bylaws of the Board of Curators relating to student conduct and sanctions may be secured for all students in the University of Missouri, and (c) that procedures shall be definite and determinable within the University of Missouri, and (d) that the requirements of Title IX of the Education Amendments of 1972, as amended, (hereafter "Title IX") as well as other federal legislation (e.g.: The Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (20 USC § 1092(f))) are followed with respect to studentconduct matters which involve alleged sexual misconduct and other misconduct alleged to constitute sex involving harassment or discrimination, as defined in is governed by, Section 330.060 and Section 330.062 of the Collected Rules and Regulations. 200.025: Equity Resolution Process for Resolving Complaints of Harassment, Sexual Misconduct and other Forms of Discrimination against a Student or Student Organization.

B. Definitions. As used in these rules, the following definitions shall apply:

1. Primary Administrative Officers. As used in these procedures, the Chief Student Affairs Administrator on each campus is the Primary Administrative Officer except in cases of academic dishonesty, where the Chief Academic Administrator is the Primary Administrative Officer. Each Primary Administrative Officer may appoint designee(s) who are responsible for the administration of these conduct procedures, provided all such appointments must be in writing, filed with the Chancellor of the campus, and the office of General Counsel. The Primary Administrator's Office will certify in writing that the given designee has been trained in the administration of student conduct matters.

2. Student Panel. A panel of students appointed by the Chancellor, from which shall be selected by the Chair, upon the request of an accused student before the Student Conduct Committee, not more than three students to serve with the Student Conduct Committee.

3. Student. A person having once been admitted to the University who has not completed a course of study and who intends to or does continue a course of study...
in or through one of the campuses of the University. For the purpose of these rules, student status continues whether or not the University’s academic programs are in session.

4. **Student Conduct Committee.** As used in these procedures, “Student Conduct Committee,” hereinafter referred to as the Committee, is that body on each campus which is authorized to conduct hearings and to make dispositions under these procedures or a Hearing Panel of such body as herein defined.

5. **Complainant.** As used in these procedures, the term “complainant” refers to the alleged victim of sexual misconduct or other misconduct alleged to constitute sex discrimination.

6. **Hearing Panel.** As used in these procedures, the term “hearing panel” refers to the part of the Student Conduct Committee described in Section 200.020E.3(b) below.

C. **Sanctions.**

1. The following sanctions may be imposed upon any student found to have violated the Student Conduct Code; more than one of the sanctions may be imposed for any single violation:

   a. **Warning.** A notice in writing to the student that the student is violating or has violated institutional regulations.

   b. **Probation.** A written reprimand for violation of specified regulations. Probation is for a designated period of time and includes the probability of more severe sanctions if the student is found to be violating any institutional regulation(s) during the probationary period.

   c. **Loss of Privileges.** Denial of specified privileges for a designated period of time.

   d. **Restitution.** Compensation for loss, damage, or injury to the University or University property. This may take the form of appropriate service and/or monetary or material replacement.

   e. **Discretionary Sanctions.** Work assignments, service to the University, or other related discretionary assignments.

   f. **Residence Hall Suspension.** Separation of the student from the residence halls for a definite period of time, after which the student is eligible to return. Conditions for readmission may be specified.

   g. **Residence Hall Expulsion.** Permanent separation of the student from the residence halls.

   h. **University Dismissal.** An involuntary separation of the student from the institution for misconduct apart from academic requirements. It is less than permanent in nature and does not imply or state a minimum separation time.

   i. **University Suspension.** Separation of the student from the University for a definite period of time, after which the student is eligible to return. Conditions for readmission may be specified.

   j. **University Expulsion.** Permanent separation of the student from the University.

2. **Temporary Suspension.** The Chancellor or Designee may at any time temporarily suspend or deny readmission to a student from the University pending formal
procedures when the Chancellor or Designee finds and believes from available information that the presence of a student on campus would seriously disrupt the University or constitute a danger to the health, safety, or welfare of members of the University community. The appropriate procedure to determine the future status of the student will be initiated within seven calendar business days.

D. Records Retention. Student conduct records shall be maintained for five years after University action is completed.

E. Policy and Procedures.

a1. Preliminary Procedures. The Primary Administrative Officer/Designee(s) shall investigate any reported student misconduct before initiating formal conduct procedures and give the student and, in cases involving alleged sexual misconduct or other misconduct alleged to constitute sex discrimination, the complainant the opportunity to present a personal version of the incident or occurrence. The Primary Administrative Officer/Designee(s) shall utilize the preponderance of the evidence standard in deciding whether or not to initiate formal conduct procedures and in deciding whether or not to offer an informal disposition in accordance with Section 200.020E.2 below. The Primary Administrative Officer/Designee(s) may discuss with any student such alleged misconduct and the student shall attend such consultation as requested by the Primary Administrative Officer/Designee(s). The Primary Administrative Officer/Designee(s), in making an investigation and disposition, may utilize student courts and boards and/or divisional deans to make recommendations.

b1. Informal Dispositions. The Primary Administrative Officer/Designee(s) shall have the authority to make a determination and to impose appropriate sanctions and shall fix a reasonable time within which the student shall accept or reject a proposed informal disposition. A failure of the student either to accept or reject within the time fixed may be deemed by the University to be an acceptance of the determination, provided the student has received written notice of the proposed determination and the result of the student's failure to formally reject and, in such event, the proposed disposition shall become final upon expiration of such time. If the student rejects informal disposition it must be in writing and shall be forwarded to the Committee. The Primary Administrative Officer/Designee(s) may refer cases to the Committee without first offering informal disposition.

c2. Formal Procedure and Disposition.

a. Student Conduct Committee:

1) The Committee shall be appointed by the Vice Chancellor for Student Affairs and shall have the authority to impose appropriate sanctions upon any accused student or students appearing before it.

2) When deemed appropriate or convenient by the Chair of the Committee, the Chair may divide the Committee into Hearing Panels each consisting of no less than five (5) Committee members of which no more than two (2) shall be students. If the Chair creates such Hearing Panels, the Chair of the Committee shall designate a Hearing Panel Chair. A Hearing Panel has the
authority of the whole Committee in those cases assigned to it. The Chair of
the Committee or a Hearing Panel Chair shall count as one member of the
Committee or Hearing Panel and have the same rights as other members.

4(3) The Vice Chancellor for Student Affairs shall appoint a panel of students,
to be known as the Student Panel. Upon written request of an accused
student before the Committee or, in cases involving allegations of sexual
misconduct or other misconduct alleged to constitute sex discrimination,
upon the written request of the complainant, made at least seventy-two (72)
hours prior to the hearing, the Chair of the Committee shall appoint from the
Student Panel not more than three students to sit with the Committee or the
Hearing Panel Chair shall appoint two students to sit with the Hearing Panel
for that particular case. When students from the Student Panel serve as
members of the Committee or as members of the Hearing Panel, they shall
have the same rights as other members of the Committee or Hearing Panel.

b. **General Statement of Procedures.** A student accused of violating the Student
Conduct Code is entitled to a written notice and a formal hearing unless the
matter is disposed of under the rules for informal disposition. Student conduct
proceedings are not to be construed as judicial trials and need not wait for legal
action before proceeding; but care shall be taken to comply as fully as possible
with the spirit and intent of the procedural safeguards set forth herein. The Office
of the General Counsel shall be legal adviser to the Committee and the Primary
Administrative Officer/Designee(s), but the same attorney from the Office of the
General Counsel shall not perform both roles with regard to the same case.

c. **Notice of Hearing.**

At least seven business days prior to the Student Conduct Committee Hearing,
or as far in advance as is reasonably possible if an accelerated resolution
process is scheduled with the consent of the accused student, the Primary
Administrative Officer/Designee(s) shall initiate student conduct proceedings by
arranging with the Chair to call a meeting of the Committee and by
giving written notice by certified mail or personal delivery, with a copy of said
notice sent by email to the student’s official university email address, to the
letter to the accused student accused of misconduct and, in cases involving
alleged sexual misconduct or other misconduct alleged to constitute sex
discrimination, to the complainant. The notice shall set forth the date, time,
and place following information:

1) A description of the alleged violation(s) and applicable policies
2) A description of the date, applicable procedures
3) A statement of the potential sanctions/remedial actions that could result
4) The date, time, and location of the hearing before the Committee.

Notice by certified mail may be addressed to the last address currently on
record with the University. Failure by the student to have a current

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given appear at least seven (7) consecutive days prior to the hearing, unless a shorter time is decided upon by the Chair for good cause. For compelling reasons, the hearing may be rescheduled. This Notice of Charges letter will be made in writing and will be delivered either:

i. In person, or

ii. Mailed to the local address of the accused student as indicated in official University records and emailed to the Chair for good cause, unless a shorter time is decided upon by the Chair for good cause. If there is no local address on file, mail will be sent to the accused student’s permanent address.

Once received in person or mailed and emailed, notice will be presumptively delivered. Any request for continuance to reschedule the hearing shall be made in writing to the Chair, who shall have the authority to continue reschedule the hearing if the request is timely and made for good cause. The Chair shall notify the Primary Administrative Officer/Designee(s) and the accused student, as well as the complainant if the charge involves an allegation of sexual misconduct or other misconduct alleged to constitute sex discrimination, of the new date for the hearing.

If the accused student fails to appear at the scheduled time, the Committee may hear and determine the matter.

4. Right to Petition for Review: (other than University expulsion, University dismissal, or University suspension).

4.a In all cases where the sanction imposed by the Committee is other than University expulsion, University dismissal, or University suspension, the Primary Administrative Officer/Designee(s) or the accused student or the complainant, in the case of any alleged sexual misconduct or other misconduct alleged to constitute sex discrimination, may petition the Chancellor or Designee in writing for a review of the decision within five (5) calendar days after written notification. A copy of the Petition for Review must also be served upon the non-appealing party or parties within such time. The Petition for Review must state the grounds or reasons for review in detail, and the non-appealing party or parties may answer the petition within five (5) calendar days.

4.b The Chancellor or Designee may grant or refuse the right of review. In all cases where the Petition for Review is refused, the action of the Committee shall be final. If the Chancellor or Designee reviews the decision, the action of the Chancellor shall be final unless it is to remand the matter for further proceedings.

5. Right of Appeal (University expulsion, University dismissal, or University suspension only).

5.a When an accused student is expelled, dismissed, or suspended from the University by the Committee, the Primary Administrative Officer/Designee(s), the accused student or the complainant, in the case of any alleged sexual
misconduct or other misconduct alleged to constitute sex discrimination, may appeal such decision to the Chancellor or Designee by filing written notice of appeal stating the grounds or reasons for appeal in detail with the Chancellor within ten (10) calendar days after notification of the decision of the Committee. A copy of the Notice of Appeal will contemporaneously be given by the accused student to the Primary Administrative Officer/Designee(s) and complainant or by the Primary Administrative Officer/Designee(s) to the accused student and complainant, or by the complainant to the accused student and Primary Administrative Officer/Designee(s), business days after notification of the decision of the Committee. The appealing party may file a written memorandum for consideration by the Chancellor with the Notice of Appeal, and the Chancellor may request a reply to such memorandum by the appropriate party.

b. The Chancellor or Designee shall review the record of the case and the appeal documents and may affirm, reverse, or remand the case for further proceedings and shall notify each party, the accused student in writing of the decision on the appeal. The action of the Chancellor shall be final unless it is to remand the matter for further proceedings.

6. Status During Appeal. In cases of suspension, dismissal, or expulsion where a Notice of Appeal is filed within the required time, a student may petition the Chancellor in writing for permission to attend classes pending final determination of appeal. The Chancellor may permit a student to continue in school under such conditions as may be designated pending completion of appellate procedures, provided such continuance will not seriously disrupt the University or constitute a danger to the health, safety, or welfare of members of the University community. In such event, however, any final sanctions imposed shall be effective from the date of the action of the Committee.

7. Student Honor System. Forums under the student honor systems established for investigating facts, holding hearings, and recommending and imposing sanctions are authorized when the student honor code or other regulations containing well defined jurisdictional statements and satisfying the requirements of Section 10.030, which is Article V of the Bylaws of the Board of Curators, have been reduced to writing and have been approved by the Chancellor and the Board of Curators and notice thereof in writing has been furnished to students subject thereto. Though the student honor system has jurisdiction, together with procedures set forth therein, instead of the Primary Administrative Officer/Designee(s), the standard of conduct called for in any such student honor system shall be deemed to contain at a minimum the same standards set forth in Section 200.010, entitled Standards of Conduct. Procedures shall satisfy the requirements of the Board of Curators’ Bylaws, Section 10.030, which is Article V, and shall contain procedures herein before stated insofar as appropriate and adaptable to the particular situation and shall be approved by the Chancellor and the General Counsel. Students subject to student honor systems shall have the rights of appeal as set forth in Section 200.020 E.6 and 7.
F. Hearing Procedures.

1. Conduct of Hearing. The Chair shall preside at the hearing, call the hearing to order, call the roll of the Committee in attendance, ascertain the presence or absence of the student accused of misconduct, read the notice of hearing and charges and verify the receipt of notices of charges by the student, report any continuances requested or granted, establish the presence of any adviser or counselor of the student, and call to the attention of the accused student and the adviser any special or extraordinary procedures to be employed during the hearing and permit the student to make suggestions regarding or objections to any procedures for the Conduct Committee to consider.

In cases where the misconduct charged is any form of sexual misconduct or any other misconduct alleged to constitute sex discrimination, the complainant will be afforded the same rights in the hearing as the accused student as described below. In such cases, questions between the accused student and the complainant will be made through the Chair.

1.a. Opening Statements.
1) The Primary Administrative Officer/Designee(s) shall make opening remarks outlining the general nature of the case and testify to any facts the investigation has revealed.
4) The accused student may make a statement to the Committee about the charge at this time or at the conclusion of the University's presentation. In cases of nonconsensual sexual behavior the complainant may likewise make a statement to the Committee at either time.

1.b. University Evidence.
1) University witnesses are to be called and identified or written reports of evidence introduced as appropriate.
4) The Committee may question witnesses at any time.
4) The accused student or, with permission of the Committee, the adviser or counselor may question witnesses or examine evidence at the conclusion of the University's presentation. In cases of nonconsensual sexual behavior the complainant may also question witnesses or examine evidence at the conclusion of the University's presentation and the questions by the accused student. In such cases, questions between the accused student and the complainant will be made through the Chair.

1.c. Accused Student Evidence.
a.1) If the accused student has not elected to make a statement earlier under a(2) above, the accused student shall have the opportunity to make a statement to the Committee about the charge.

a.2) The accused student may present evidence through witnesses or in the form of written memoranda.

a.3) The Committee or Hearing Panel may question the accused student or witnesses at any time. The Primary Administrative Officer/Designee(s) may question the accused student or witnesses. In cases involving allegations of sexual misconduct or other misconduct alleged to constitute sex discrimination, the complainant may question witnesses; provided, however, that questions by the complainant for the accused student will be made through the Chair.

d. Complainant's Evidence (in cases of alleged sexual misconduct or any other misconduct alleged to constitute sex discrimination)

1) If the complainant has not elected to make a statement earlier under a(2) above, the complainant shall have the opportunity to make a statement to the Committee about the charge.

2) The complainant may present evidence through witnesses or in the form of written memoranda.

3) The Committee may question the complainant or witnesses at any time. The accused may question witnesses, provided, however, that questions by the accused for the complainant will be made through the Chair.

e. Rebuttal Evidence. The Committee may permit the University or the accused, or in cases of nonconsensual sexual behavior, the complainant, to offer a rebuttal of the others' presentation(s).

f. Rights of Student Conduct Committee. The Committee shall have the right to:

a.1) Hear together cases involving more than one student which arise out of the same transaction or occurrence, but in that event shall make separate findings and determinations for each student;

a.2) Permit a stipulation of facts by the Primary Administrative Officer/Designee(s) and the student involved;

a.3) Permit the incorporation in the record by reference of any documentation, produced and desired in the record by the University or the accused;

a.4) Question witnesses or challenge other evidence introduced by either the University or the accused at any time;

a.5) Hear from the Primary Administrative Officer/Designee(s) about dispositions made in similar cases and any dispositions offered to the accused appearing before the Committee;

a.6) Call additional witnesses or require additional investigation;
7) Dismiss any action at any time or permit informal disposition as otherwise provided;
8) Permit or require at any time amendment of the Notice of Hearing to include new or additional matters which may come to the attention of the Committee before final determination of the case; provided, however, that in such event the Committee shall grant to the student or Primary Administrative Officer/Designee(s) such time as the Committee may determine reasonable under the circumstances to answer or explain such additional matters;
9) Dismiss any person from the hearing who interferes with or obstructs the hearing or fails to abide by the rulings of the Chair of the Committee;
10) Suspend summarily students from the University who, during the hearing, obstruct or interfere with the course of the hearing or fail to abide by the ruling of the Chair of the Committee on any procedural question or request of the Chair for order.

2. Rights of Accused upon Hearing and of Complainants in the Case of Alleged Sexual Misconduct or Other Misconduct Alleged to Constitute Sex Discrimination. A student or complainant appearing before a Committee shall have the right to:

- Be present at the hearing;
- Have an adviser or counselor and to consult with such adviser or counselor during the hearing;
- Hear or examine evidence presented to the Committee;
- Question witnesses present and testifying; provided, however, that in the case of allegations of sexual misconduct or other misconduct alleged to constitute sex discrimination, the accused student may not question the complainant directly and the complainant may not question the accused student directly, but all such questions shall be directed to the Chair of the Committee to be asked by the Chair;
- Present evidence by witnesses or affidavit;
- Make any statement to the Committee in mitigation or explanation of the conduct in question;
- Be informed in writing of the findings of the Committee and any sanctions it imposes; and
- Request review or appeal to the Chancellor as herein provided.

3. Determination by the Student Conduct Committee. The Committee shall then make its findings and determinations based on the preponderance of the evidence in executive session out of the presence of the Primary Administrative Officer/Designee(s) and the accused student. Separate findings are to be made:

- As to the conduct of the accused student, and
- On the sanctions, if any, to be imposed. No sanctions shall be imposed on the accused student unless a majority of the Committee present is convinced by the preponderance of the evidence that the student has committed the
violation charged. In determining what sanction, if any, is appropriate, the Committee may take into consideration the previous disciplinary history of the accused student.

d.3. **Official Report of Findings and Determinations.** The Committee shall promptly consider the case on the merits and make its findings and determination and transmit them to the Primary Administrative Officer/Designee(s) and the accused student, as well as the complainant if the charge involves an allegation of sexual misconduct or other misconduct alleged to constitute sex discrimination, forthwith.

e.4. **Other Procedural Questions.** Procedural questions which arise during the hearing not covered by these general rules shall be determined by the Chair, whose ruling shall be final unless the Chair shall present the question to the Committee at the request of a member of the Committee, in which event the ruling of the Committee by majority vote shall be final.

6. **General Rules of Decorum.** The following general rules of decorum shall be adhered to:

- a. All requests to address the Committee shall be addressed to the Chair.
- b. The Chair will rule on all requests and points of order and may consult with Committee’s legal adviser prior to any ruling. The Chair’s ruling shall be final and all participants shall abide thereby, unless the Chair shall present the question to the Committee at the request of a member of the Committee, in which event the ruling of the Committee by majority vote shall be final.
- c. Rules of common courtesy and decency shall be observed at all times.
- d. An adviser or counselor may be permitted to address the Committee at the discretion of the Committee. An adviser or counselor may request clarification of a procedural matter or object on the basis of procedure at any time by addressing the Chair after recognition.

7. **Record of Hearing.** An audio, video, digital, or stenographic record of the hearing shall be maintained. The notice, exhibits, hearing record, and the findings and determination of the Committee shall become the “Record of the Case” and shall be filed in the Office of the Primary Administrative Officer/Designee(s) and for the purpose of review or appeal be accessible at reasonable times and places to the University and the accused student(s) and/or the complainant in cases involving allegations of sexual misconduct and allegations of other misconduct alleged to constitute sex discrimination.

8. **Allegations of Sexual Misconduct and Allegations of Other Misconduct Constituting Sex Discrimination.** In such cases:

- a. The accused student and the complainant are entitled to have an adviser or counselor present during his or her participation in the hearing.
b. The accused student and the complainant shall be informed of the outcome of any campus disciplinary proceeding brought alleging sexual misconduct or allegations of other misconduct alleged to constitute sex discrimination. Such notice shall be provided to the complainant without undue delay. If the accused student is provided with access to information to be used during the proceeding in advance of the proceeding, then the complainant shall also be entitled to receive the same information in advance of the proceeding.
Chapter 200: Student Conduct

200.025 Equity Resolution Process for Resolving Complaints of Harassment, Sexual Misconduct and other Forms of Discrimination against a Student or Student Organization

A. General

The University will act on any formal or informal complaint or notice of violation of the University’s anti-discrimination policies. The procedures described below apply to all such complaints or notice when the Accused is a student, students or a student organization.

Jurisdiction of the University of Missouri generally shall be limited to conduct which occurs on the University of Missouri premises or at University-sponsored or University-supervised functions. However, the University may take appropriate action, including, but not limited to, the imposition of sanctions under Section 200.025 of the Collected Rules and Regulations against students for conduct occurring in other settings, including off-campus, in order to protect the physical safety of students, faculty, staff, and visitors or if there are effects of the conduct that interfere with or limit students' ability to participate in or benefit from the University’s educational programs and activities.

B. Definitions:

1. **University’s Anti-Discrimination Policies.** The University’s Anti-Discrimination Policies include the Equal Employment/Education Opportunity Policy located at Section 320.010 of the Collected Rules and Regulations and the Sex Discrimination, Sexual Harassment and Sexual Misconduct in Education/Employment Policy located at Section 600.020 of the Collected Rules and Regulations.

2. **Complainant.** The term “Complainant” refers to the alleged victim of discrimination under the University’s Anti-Discrimination Policies. The University may also serve as Complainant when the alleged victim does not wish to participate in the Resolution Process.

3. **Accused.** The person, persons or student organization alleged to have violated the University’s Anti-Discrimination Policies.

4. **Complaint.** Formal or informal complaint or notice of violation of the University’s Anti-Discrimination Policies.

5. **Advisors.** The individuals selected by Complainant and Accused to provide support and guidance throughout the Equity Resolution Process. Each party is allowed one advisor.

6. **Appropriate Administrative Officers.** The Appropriate Administrative Officers are trained administrators designated by the Chancellor or designee and
typically are the Title IX Coordinator, the Director of Student Conduct or the Chief Equity Officer/Affirmative Action Officer.

7. **Student.** A person having once been admitted to the University who has not completed a course of study and who intends to or does continue a course of study in or through one of the campuses of the University. For the purpose of these rules, student status continues whether or not the University’s academic programs are in session.

8. **Student Organization.** A recognized student organization which has received Official Approval in accordance with Section 250.010 of the Collected Rules and Regulations. Three members of the organization may represent the student organization in all proceedings.

9. **Equity Resolution Hearing Panelists.** A group of at least ten (10) administrators or staff appointed by the Chancellor or designee to serve as hearing panelists in the Formal Resolution Process.

10. **Equity Resolution Hearing Panel.** A group of three (3) trained administrators or staff from the larger group of Equity Resolution Hearing Panelists who serve as the Formal Hearing Panel for a specific Complaint.

11. **Equity Resolution Appellate Officer.** A trained, senior-level administrator appointed by the Chancellor or designee to hear all appeals stemming from the Equity Resolution Process.

12. **Formal Resolution.** Resolution of a Complaint by an Equity Resolution Hearing Panel.

13. **Informal Resolution.** Resolution of a Complaint by the Appropriate Administrative Officer.

14. **Conflict Resolution.** Resolution using alternative dispute resolution mechanisms such as mediation, facilitated dialogue or restorative justice.

C. **Filing a Complaint**

Any student, employee, volunteer or visitor who believes that a student or student organization has violated the University’s Anti-Discrimination Policies should contact the Chief Student Affairs Officer (or designee) and in the case of sexual misconduct or allegations of other forms of sex discrimination as defined in Section 600.020 of the Collected Rules and Regulations, the Title IX Coordinator. Such individuals can also contact campus police if the alleged offense may also constitute a crime. In order to foster reporting and participation, the University may provide amnesty to Complainants and witnesses accused of minor student conduct violations ancillary to the incident.

In matters of a student Complainant involving sexual misconduct, sex-based stalking, dating/intimate partner violence, and sexual harassment, as defined in Section 600.020C, the Title IX Coordinator should inform and obtain the consent from the Complainant before proceeding with an investigation. If the Complainant requests confidentiality or asks that the Complaint not be pursued, the Title IX
Coordinator should take all reasonable steps to investigate and respond to the Complaint consistent with the request for confidentiality or the request not to pursue an investigation. If a Complainant insists that identifiable information, such as the Complainant’s name, not be disclosed to the alleged perpetrator, the Title IX Coordinator should inform the Complainant that the institution’s ability to respond may be limited. The Title IX Coordinator should evaluate the Complainant’s request in the context of providing a safe and nondiscriminatory environment for all students. The University reserves the right to pursue a resolution when a Complainant chooses not to initiate an investigation or participate in the Equity Resolution Process, when necessary to protect the University community or others and provide a safe and nondiscriminatory environment for all students. If, after due deliberation, the Title IX Coordinator decides the University will not pursue the Complaint, the Title IX Coordinator should consider other steps to limit and remedy the effects of the alleged misconduct and prevent its recurrence.

D. Interim Remedies

During the Equity Resolution Process and prior to making a determination whether the alleged violation has occurred, the Appropriate Administrative Officer (or designee) may provide interim remedies including, but not limited to, one or more of the following:

1. Referral and facilitating access for Complainant to counseling, medical services and/or mental health services.
2. At Complainant’s request, assignment of a trained Advisor to provide support to the Complainant throughout the Equity Resolution Process.
3. Implementing contact limitations on the Accused or on all parties.
4. Referral of Complainant to victim advocacy and support services either on and/or off-campus.
5. Referral of Complainant to academic support services and any other services that may be beneficial to the Complainant.
6. Adjusting the courses, assignments, exam schedules, etc. of the Complainant and/or the Accused.
7. Altering the on-campus housing assignments, dining arrangements, or other campus services for either the Complainant and/or the Accused.
8. Altering the extracurricular activities of either the Complainant and/or the Accused.
9. Providing transportation accommodations for the Complainant.
10. Informing the Complainant of her/his right to notify law enforcement authorities of the alleged incident and offering to help facilitate such a report.
11. Suspending, on an interim basis, the Accused from University housing, classes, the University campus/facilities/events and/or all other University activities or privileges for which the student might otherwise be eligible, when the Appropriate Administrative Officer or designee finds and believes from the available information that the presence of the Accused on campus would seriously disrupt the University or constitute a danger to the health, safety, or
welfare of members of the University community. The appropriate procedure to determine the future status of the student will be initiated within seven business days.

a. In all cases in which an interim suspension is imposed, the Accused will be given the opportunity to meet with the Appropriate Administrative Officer prior to such suspension being imposed, or as soon thereafter as reasonably possible, to show cause why the suspension should not be implemented.

b. At the discretion of Appropriate Administrative Officer, alternative coursework options may be pursued to ensure as minimal an impact as possible on the Accused.

c. The Appropriate Administrative Officer has sole discretion to implement or stay an interim suspension and to determine its conditions and duration.

d. Violation of an interim suspension under this policy will be grounds for expulsion.

12. Suspending, on an interim basis, the Accused Student Organization’s operations, University recognition, access to and use of the University campus/facilities/events and/or all other University activities or privileges for which the Accused Student Organization might otherwise be eligible, pending the completion of the Equity Resolution Process.

E. Investigation

Upon receipt of a Complaint, the Appropriate Administrative Officer and, in the case of sexual misconduct or allegations of other forms of sex discrimination as defined in Sections 600.020 and/or 200.010C of the Collected Rules and Regulations, the Title IX Coordinator or designee conducts a preliminary investigation to gather enough information to refer the matter to the appropriate resolution process and to provide appropriate interim remedies. If a Complainant wishes to pursue an investigation or if the University, based on the alleged policy violation, wishes to pursue an investigation, then the Appropriate Administrative Officer promptly investigates or appoints a trained investigator or a team of trained investigators. Investigation of reported misconduct brought directly by Complainant should be completed expeditiously, normally within 30 business days of notice to the Appropriate Administrative Officer. Investigation may take longer when initial reports fail to provide direct first-hand information or in complex cases.

The University may undertake a short delay (several days to weeks, to allow evidence collection by the law enforcement agency) when criminal charges on the basis of the same behaviors that invoke this process are being investigated. University action will not typically be altered or precluded on the grounds that civil cases or criminal charges involving the same incident have been filed or that charges have been dismissed or reduced.

All investigations will be thorough, reliable and impartial, and will include interviews with relevant parties and witnesses, obtaining available evidence and
identifying sources of expert information, if necessary. The parties are allowed to have an Advisor of their choice present with them for all Equity Resolution Process interviews, meetings and proceedings.

F. Advisors

Each Complainant and Accused is allowed to have one Advisor of their choice present with them for all Equity Resolution Process interviews, meetings and proceedings. The parties may select whomever they wish to serve as their Advisor, including an attorney or parent. If requested by either the Complainant or the Accused, the Appropriate Administrative Officer will assign a trained Advisor to provide support throughout the Equity Resolution Process. University trained Advisors are administrators or staff at the University trained on the Equity Resolution Process. The parties may not require that the assigned Advisor have specific qualifications such as being an attorney. An Advisor is not required and any party may elect to proceed without an Advisor.

The Advisor may not make a presentation or represent the Complainant or the Accused during any meeting or proceeding. The parties are expected to ask and respond to questions on their own behalf, without representation by their Advisor. The Advisor may consult with the advisee quietly or in writing, or outside the meeting or proceeding during breaks, but may not speak on behalf of the advisee to the investigators or hearing panelists. Advisors who do not follow these guidelines will be warned or dismissed from the meeting or proceeding at the discretion of the investigator(s) during the investigation, the Appropriate Administrative Officer during the Informal Resolution process, or the Equity Resolution Hearing Panel Chair during the Formal Resolution process. If warned, a second violation will result in dismissal of the Advisor from the meeting or proceeding.

G. Resolution of a Complaint

During or upon the completion of investigation, the Appropriate Administrative Officer will review the investigation, which may include meeting with the investigators. Based on that review, the Appropriate Administrative Officer will make a decision on whether a reasonable person could, based on the evidence gathered, find the Accused responsible for violating the University's Anti-Discrimination Policies. If, in the opinion of the Appropriate Administrative Officer, a reasonable person could find the Accused responsible based on the evidence presented, the Appropriate Administrative Officer will direct the process to continue and the Complaint will be resolved through one of three processes discussed briefly here and in greater detail below:

- **Conflict Resolution** – Resolution using alternative dispute resolution mechanisms such as mediation, facilitated dialogue or restorative justice
- **Informal Resolution** – Resolution by the Appropriate Administrative Officer
• Formal Resolution – Resolution by the Equity Resolution Hearing Panel

The parties may select Conflict Resolution (subject to the approval of the Appropriate Administrative Officer), Informal Resolution or Formal Resolution for resolution of the Complaint.

If either party or both parties select a Formal Resolution, the Complaint will be addressed using the Formal Resolution option. If there is no Complainant, the Accused may select either Informal Resolution or Formal Resolution for resolution of the Complaint.

If, following the review described above, the Appropriate Administrative Officer decides that no reasonable person could find the Accused in violation, then the process will end. In the case of sexual misconduct or allegations of other forms of sex discrimination as defined in Section 600.020 of the Collected Rules and Regulations, Complainant may request that the Title IX Coordinator reopen the investigation. If there is reasonable cause to reopen the investigation, the Title IX Coordinator will direct the investigation to continue, or if there is a preponderance of evidence of a violation, then the Title IX Coordinator may recommend conflict resolution, Informal Resolution or Formal Resolution, based on the below criteria. This decision lies in the sole discretion of the Title IX Coordinator. Such decisions are considered final.

1. Notice of Charges

At least seven business days prior to the applicable resolution process, or as far in advance as is reasonably possible if an accelerated resolution process is scheduled with the consent of the parties, the Appropriate Administrative Officer will send a letter to the parties with the following information:
   a. A description of the alleged violation(s) and applicable policies
   b. A description of the applicable procedures
   c. A statement of the potential sanctions/remedial actions that could result
   d. An indication that the parties may have the assistance of an Advisor of their choosing, throughout the resolution process, though the Advisor’s attendance at throughout the resolution process is the responsibility of the respective parties
   e. A statement that Retaliation is prohibited

This Notice of Charges letter will be made in writing and will be delivered either:
   i. In person, or
   ii. Mailed to the local address of the respective party as indicated in official University records and emailed to the party’s University-issued email account. If there is no local address on file, mail will be sent to the party’s permanent address.

Once received in person or mailed and emailed, notice will be presumptively
2. **Conflict Resolution**

The Appropriate Administrative Officer will determine if conflict resolution is appropriate, based on the willingness of the parties, the nature of the conduct at issue and the susceptibility of the conduct to conflict resolution. Conflict resolution is often used for less serious, yet inappropriate, behaviors and is encouraged as an alternative to the Informal Resolution or Formal Resolution processes to resolve conflicts. Mediation is never utilized in cases involving allegations of nonconsensual sexual intercourse or nonconsensual sexual contact. In a conflict resolution meeting, the Appropriate Administrative Officer will facilitate a dialogue with the parties to an effective resolution, if possible.

Sanctions and appeals are not possible as the result of a conflict resolution process, though the parties may agree to appropriate remedies. The Appropriate Administrative Officer will keep records of any resolution that is reached, and failure to abide by the accord can result in appropriate responsive actions. The Appropriate Administrative Officer utilized for Conflict Resolution may not be the same as the Appropriate Administrative Officer used in either the Informal Resolution or Formal Resolution Processes.

Conflict resolution will not be the primary resolution mechanism used to address complaints of sexual misconduct or violent behavior of any kind or in other cases of serious violations of policy, though it may be made available after the formal process is completed should the parties and the Appropriate Administrative Officer believe that it could be beneficial. It is not necessary to pursue conflict resolution prior to pursuing either Informal Resolution or Formal Resolution and either party can stop that process at any time and request either the Informal Resolution or Formal Resolution Process.

3. **Procedural Details for Informal Resolution and Formal Resolution.**

For both the Informal and Formal Resolution Processes, the following will apply:

a. The standard of proof will be "preponderance of the evidence," defined as determining whether evidence shows it is more likely than not that a policy violation occurred.

b. Three members of the organization may represent the Accused Student Organization in all proceedings.

c. Questioning or evidence about the Complainant’s prior sexual conduct is not permitted, though the Appropriate Administrative Officer or Equity Resolution Hearing Panel Chair may grant a limited exception in regards to the sexual history
between the parties.

d. The resolution process will normally be completed within 60 business days. Deviations from this timeframe will be promptly communicated to both parties.

e. The Accused may not directly question the Complainant and the Complainant may not directly question the Accused. However, if both Complainant and Accused request the opportunity, direct questioning between the parties will be permitted. Otherwise questions will be directed through the Chair, the Investigator or the Appropriate Administrative Officer and those questions deemed appropriate and relevant will be asked on behalf of the requesting party.

f. Informal resolution procedures may be used when both parties elect to resolve the Complaint using the Informal Resolution or when there is no Complainant and the Accused elects Informal Resolution.

g. At any time prior to the conclusion of the Informal Resolution process (i.e.: prior to a finding being made as to responsibility for the charges), the Complainant and/or the Accused may request that the Complaint shift to the Formal Resolution process. Upon receipt of such a request from either or both parties, the Complaint will shift to the Formal Resolution Process.

h. The Appropriate Administrative Officer may, in their discretion, grant reasonable extensions to the timeframes and limits provided.

i. The Resolution Processes will proceed regardless of whether the Accused chooses to participate in the investigation, the finding or the hearing.


a. **Statement of the Rights of the Complainant**
   1) To be treated with respect by University officials.
   2) Access to campus support resources (such as counseling and mental health services and University health services).
   3) To have an Advisor of their choice accompany them to all interviews, meetings and proceedings throughout the Equity Resolution Process.
   4) To refuse to have an allegation resolved through the Informal Resolution Process.
   5) To receive amnesty for minor student misconduct that is ancillary to the incident, at the discretion of the Appropriate Administrative Officer.
   6) To receive advance notice of the investigation and notice of a Formal Resolution Hearing.
   7) An equal opportunity to present a list of potential witnesses and provide evidence.
   8) To be free from retaliation.
   9) To have Complaints heard in substantial accordance with these procedures.
   10) Where the Complainant is not the reporting party, the Complainant has full rights to participation in any Equity Resolution Process.
   11) To be informed of the finding, rationale and sanction (where applicable to the Complainant) of the Complaint in writing.
   12) To report the matter to law enforcement (if applicable) and to have assistance in making that report.
13) To request reasonable housing, living and other accommodations and remedies consistent with Section 200.025D of the Collected Rules and Regulations.
14) To request a no contact directive between the parties.
15) Equal opportunity to appeal the findings and sanction.
16) Additional Rights For Formal Resolution:
   o To have the names of witnesses that may participate in the hearing at least two days prior to the hearing.
   o To have copies of all pertinent documentary evidence and any investigative report at least two business days prior to the hearing.
   o To request alternative attendance or questioning mechanisms for the hearing (e.g.: screens, Skype, questions directed through the Chair, etc.)

b. Statement of the Rights of the Accused
   1) To be treated with respect by University officials.
   2) Access to campus support resources (such as counseling and mental health services and University health services), unless suspended from campus pending the completion of the process
   3) To have an Advisor of their choice accompany them to all meetings and proceedings throughout the Equity Resolution Process.
   4) To refuse to have an allegation resolved through conflict resolution procedures or using the Informal Resolution process.
   5) An equal opportunity to present a list of potential witnesses and provide evidence.
   6) To receive notice of the policies alleged to have been violated and notice of a Formal Resolution Hearing.
   7) To have complaints heard in substantial accordance with these procedures.
   8) To be informed of the finding, rationale and sanction of the Complaint in writing.
   9) Equal opportunity to appeal the findings and sanction.
   10) Additional Rights For Formal Resolution:
       a) To have the names of witnesses that may participate in the hearing at least two days prior to the hearing.
       b) To have copies of all pertinent documentary evidence and any investigative report at least two business days prior to the hearing.
       c) To request alternative attendance or questioning mechanisms for the hearing (e.g.: screens, Skype, questions directed through the Chair, etc.)

5. Informal Resolution: Resolution by the Appropriate Administrative Officer

Informal Resolution, or Resolution by the Appropriate Administrative Officer, can be pursued for any behavior that falls within the University’s Anti-Discrimination Policies. Informal Resolution may be used when both parties elect to resolve the Complaint using the Informal Resolution process or, if there is no Complainant, the Accused elects Informal Resolution.

The Informal Resolution process consists of a prompt thorough and impartial investigation, a finding on each of the alleged policy violations, and sanctions for
findings of responsibility.

The Appropriate Administrative Officer will meet with the Accused to review the charges and the investigation. The Accused may choose to admit responsibility for all or part of the alleged policy violations at any point in the process. If the Accused admits responsibility, in whole or in part, the Appropriate Administrative Officer will render a finding that the individual is in violation of University policy for the admitted conduct. For any disputed violations, the Appropriate Administrative Officer will render a finding utilizing the preponderance of the evidence standard. The Appropriate Administrative Officer will also determine appropriate sanctions or remedial actions. The findings and sanctions are subject to appeal.

At any point during the Investigation and Informal Resolution process prior to the finding (i.e.: the conclusion of the Informal Resolution process), either party may request that the matter be referred to the Formal Resolution for presentation before The Equity Resolution Hearing Panel.

At least three business days prior to rendering a finding on disputed violations, the Appropriate Administrative Officer will provide the parties with written notice of intent to render a finding using Informal Resolution, either

i. In person, or
ii. Mailed to their local address of the respective party as indicated in official University records and emailed to the party’s University-issued email account. If there is no local address on file, mail will be sent to the party’s permanent address.

Once emailed, notice will be presumptively delivered.

If, after at least three business days neither of the parties request in writing that the matter be referred to the Formal Resolution process, the Appropriate Administrative Officer will render a finding on the disputed violations. Once findings have been made, the right to the Formal Resolution process is waived and the Informal Resolution process is complete. The finding of the Informal Resolution process remains subject to appeal.

The Appropriate Administrative Officer will inform the Accused and the Complainant of the final determination in writing within 3 business days of the resolution, without significant time delay between notifications. The final determination letter will be made in writing and will be delivered either:

i. In person, or
ii. Mailed to the local address of the respective party as indicated in official University records and emailed to the party’s University-issued email account. If there is no local address on file, mail will be sent to the party’s permanent address.

Once received in person or mailed and emailed, notice will be presumptively
6. **Formal Resolution: Resolution by the Equity Resolution Hearing Panel**

For Complaints that are not resolved through Informal Resolution, the Appropriate Administrative Officer will initiate the Formal Resolution Process.

a. **Equity Resolution Hearing Panelist Pool**

The University will create and annually train a pool of not less than ten (10) administrators or staff as hearing panelists. Panelists are appointed by the Chancellor (or designee) to serve a renewable term of three (3) years. Panelist appointments should be made with attention to representation of groups protected by the University's Anti-Discrimination Policies. The Chancellor (or designee) will select a Hearing Panelist Chair, who assigns and coordinates the pool and those Panelists assigned to specific hearings.

b. **Equity Resolution Hearing Panel**

When a Complaint is not resolved through the Informal Resolution Process, the Hearing Panelist Chair will assign three members from the Hearing Panelist pool to serve on the specific Hearing Panel and will also designate the Chair of the panel. An alternate may be designated to sit in throughout the process as needed. The Chair of the Hearing Panel helps ensure that the process adheres materially to the procedural elements of the Equity Resolution Hearing Process. The institution reserves the right to have its attorney or attorneys present during the hearing.

c. **Notice of Hearing**

At least seven business days prior to the hearing, or as far in advance as is reasonably possible if an accelerated resolution process is scheduled with the consent of the parties, the Appropriate Administrative Officer will send a letter to the parties with the following information:

1) A description of the alleged violation(s) and applicable policies
2) A description of the applicable procedures
3) A statement of the potential sanctions/remedial actions that could result
4) An indication that the parties may have the assistance of an Advisor of their choosing, at the hearing, though the Advisor’s attendance at the hearing is the responsibility of the respective parties. The Advisor may not address the Hearing Panel.
5) The time, date and location of the hearing. If any party does not appear at the scheduled resolution process, the resolution process will be held in their absence. For compelling reasons, the resolution process may be rescheduled.

This Notice of Hearing letter will be made in writing and will be delivered either:

i. In person, or

ii. Mailed to the local address of the respective party as indicated in official University records and emailed to the party's University-issued email account. If there is no local address on file, mail will be sent to the party’s permanent address.

Once received in person or mailed and emailed, notice will be presumptively delivered.

d. **Equity Resolution Hearing Panel – General Procedures**

Equity Resolution Hearing Panels will be convened, usually within one to two weeks of the completion of the investigation. The Hearing Panel has the authority to hear all collateral allegations of misconduct, meaning that it hears all allegations of discrimination, harassment and retaliation, but also may hear any additional alleged policy violations that are alleged to have occurred in concert with the alleged discrimination, harassment or retaliation, even though those collateral allegations may not specifically fall within the jurisdiction of the Equity Resolution Procedure. Accordingly, investigations should be conducted with as wide a scope as necessary.

Participants will include the Chair, the two other members of the Hearing Panel, and may include the investigator(s) of the Complaint, the Complainant, the Accused (or up to three organizational representatives in a case where an organization is charged), Advisors to the parties and any called witnesses.

At least four business days prior to the hearing, the parties will give to the Appropriate Administrative Officer a list of the names of the proposed witnesses and copies of all proposed documentary evidence. At least two business days prior to the hearing, the Appropriate Administrative Officer will have available for the parties to pick-up the names of proposed witnesses, copies of all pertinent documentary evidence and a copy of any investigative report. In addition, the parties will be given a list of the names of each of the Equity Resolution Hearing Panel members at least two business days in advance of the hearing. Should any Complainant or Accused object to any panelist, they must raise all objections, in writing, to the Hearing Panelist Chair as soon thereafter as possible. Hearing Panel members will only be unseated if the Hearing Panelist Chair concludes that their bias precludes an impartial hearing of the Complaint. Additionally, any panelist or Chair of the Hearing Panel who feels they cannot make an
objective determination must recuse himself or herself from the proceedings when notified of the identity of the parties and all witnesses in advance of the hearing.

The Chair of the Hearing Panel, in consultation with the parties and investigators, may decide in advance of the hearing that certain witnesses do not need to be physically present if their testimony can be adequately summarized by the investigator(s) in the investigation report or during the hearing. All parties will have ample opportunity to present facts and arguments in full and question all present witnesses during the hearing, though formal cross-examination is not used between the parties. If alternative attendance or questioning mechanisms are desired such as the grievant not wanting to be in the same room as the accused for the hearing (screens, Skype, questions directed through the Chair, etc.), the parties should request them from the Chair at least two business days prior to the hearing. The University will make reasonable accommodations for both parties in keeping with the principles of equity and fairness.

e. **The Hearing**

Formal rules of evidence will not apply. Any evidence that the panel believes is relevant may be considered, including history of related misconduct by the Accused that shows a pattern. The Chair of the Hearing Panel will address any evidentiary concerns prior to and/or during the hearing and may exclude irrelevant or immaterial evidence. The Chair of the Hearing Panel will determine all questions of procedure and evidence. Anyone appearing at the hearing to provide information will respond to questions on their own behalf. There will be no observers permitted in the hearing other than as provided herein.

Once the procedures are explained and the participants are introduced, the investigator(s) will present the report of the investigation first, and be subject to questioning by the parties and the Hearing Panel. The investigator(s) will be present during the entire hearing process. The Hearing Panel will then permit testimony by the parties and any present witnesses. The parties may question anyone giving testimony. Questions may be directed through the panel at the discretion of the Chair of the Hearing Panel.

Unless the Chair of the Hearing Panel determines it is appropriate, no one will present information or raise questions concerning:

1) Incidents not directly related to the possible violation, unless they show a pattern.
2) The sexual history of the Complainant (though there may be a limited exception made in regards to the sexual history between the parties).
3) The character of the Complainant.

The Chair of the Hearing Panel may allow witnesses who have relevant information to appear at a portion of the hearing in order to respond to specific questions from the Panel or the parties involved. The Panel does not hear from character witnesses.

In hearings involving more than one accused individual or in which two Complainants have accused the same individual of substantially similar conduct, the standard procedure will be to hear the Complaints jointly; however, the Appropriate Administrative Officer or the Chair of the Hearing Panel may permit the hearing pertinent to each Accused to be conducted separately. In joint hearings, separate determinations of responsibility will be made for each Accused.

f. Decisions

The three members of the Equity Resolution Hearing Panel will deliberate with no others present, except any legal advisor to the Hearing Panel, to determine whether the Accused is responsible or not responsible for the policy violation(s) in question. The panel will base its determination on a preponderance of the evidence (i.e., whether it is more likely than not that the Accused committed each alleged violation). If an Accused is found responsible by a majority of the panel, the panel will determine appropriate sanctions.

The Equity Resolution Hearing Panel Chair will prepare a written panel report and deliver it to the Appropriate Administrative Officer detailing the finding, how each member voted, the information cited by the panel in support of its determination and any information the Equity Resolution Hearing Panel excluded from its consideration and why. The report should conclude with sanctions. This report should not exceed two pages in length and is typically submitted to the Appropriate Administrative Officer within two (2) business days of the end of deliberations. Deviation from the 2-day period will be communicated to the parties, along with an expected time to completion.

The Appropriate Administrative Officer will inform the Accused and the Complainant of the final determination within 3 business days of receipt of the panel report, without significant time delay between notifications. Notification will be made in writing and may be delivered by one or more of the following methods:

i. In person.

ii. Mailed to the local or permanent address of the parties as indicated in official University records.
iii. Emailed to the parties’ University-issued email account. Once mailed, emailed and/or received in-person, notice will be presumptively delivered.

g. **Sanctions**

1) **Factors considered in sanctioning**

When the Accused is found responsible, the Equity Resolution Hearing Panel assigned to the Complaint in the Formal Resolution Process or the Appropriate Administrative Officer in the Informal Resolution Process will determine sanctions and remedial actions. The Appropriate Administrative Officer will apply and enforce the sanctions and remedial actions and may also add other remedial actions as deemed appropriate. Factors considered when determining a sanction/remedial action may include:

a) The nature, severity of, and circumstances surrounding the violation.
b) The disciplinary history of the Accused.
c) Any other information deemed relevant by the Equity Resolution Hearing Panel in the Formal Resolution Process or the Appropriate Administrative Officer in the Informal Resolution Process.
d) The need for sanctions/remedial actions to bring an end to the discrimination, harassment and/or retaliation.
e) The need for sanctions/remedial actions to prevent the future recurrence of discrimination, harassment and/or retaliation.
f) The need to remedy the effects of the discrimination, harassment and/or retaliation on the Complainant and the University community.

2) **Types of Sanctions**

The following sanctions may be imposed upon any Accused or Accused Student Organization found to have violated the University’s Anti-Discrimination Policies or the Student Conduct Code; more than one of the sanctions may be imposed for any single violation. Sanctions include but are not limited to:

a) Warning. A notice in writing to the Accused or Accused Student Organization that there is or has been a violation of institutional regulations.
b) Probation. A written reprimand for violation of specified regulations. Probation is for a designated period of time and includes the probability of more severe sanctions if the Accused or Accused Student Organization is found to be violating any institutional regulation(s) during the probationary period.
c) Loss of Privileges. Denial of specified privileges for a designated period of time.
d) Restitution. Compensating the University for loss, damage, or injury to University property. This may take the form of appropriate service and/or
monetary or material replacement.

e) Discretionary Sanctions. Work assignments, service to the University, or other related discretionary assignments, or completion of educational programming or counseling.

f) Residence Hall Suspension. Separation of the Accused from the residence halls for a definite period of time, after which the Accused is eligible to return. Conditions for readmission may be specified.

g) Residence Hall Expulsion. Permanent separation of the Accused from the residence halls.

h) Campus Suspension. Accused is suspended from being allowed on campus for a definite period of time. Logistical modifications consistent with the sanction imposed, may be granted at the discretion of the Chief Student Affairs Officer or designee.

i) University Dismissal. An involuntary separation of the Accused from the institution for misconduct. It is less than permanent in nature and does not imply or state a minimum separation time.

j) University Suspension. Separation of the Accused from the University for a definite period of time, after which the Accused is eligible to return. Conditions for readmission may be specified.

k) Withdrawal of Recognition. Accused Student Organization loses it Official Approval as a recognized student organization. May be either temporary or permanent.

l) University Expulsion. Permanent separation of the Accused from the University.

7. **Withdrawal While Charges Pending**

Should an Accused decide to withdraw from the University and not participate in the investigation and/or hearing, the process will nonetheless proceed in the Accused’s absence to a reasonable resolution and, if the Accused is found responsible, the Accused will not be permitted to return to University unless all sanctions have been satisfied.

8. **Equity Resolution Panel Appellate Process**

a. **Equity Resolution Appellate Officer**

An administrator is appointed by the Chancellor to serve as the University’s Equity Resolution Appellate Officer. The Equity Resolution Appellate Officer will be the individual who reviews all appeals to determine if they meet the requirements for appeal and, if the appeal does meet the requirements to appeal, examines the appeal and the entire record of the case, including but not limited to hearing testimony, all forms of evidence, the investigative report and record, to render a determination on the appeal.
b. **Grounds for Appeal**

Both Complainant and Accused are allowed to appeal the decision of the Equity Resolution Panel or the Appropriate Administrative Officer, but appeals are limited to the following:

1) A procedural error occurred that significantly impacted the outcome of the Informal or Formal Resolution (e.g. substantiated bias, material deviation from established procedures, etc.).
2) To consider new evidence, unavailable during the original hearing, Informal or Formal Resolution or investigation, that could substantially impact the original finding or sanction.
3) The sanctions fall outside the range typically imposed for this offense, or for the cumulative conduct record of the Accused.

Both parties may submit a request for appeal to the Equity Resolution Appellate Officer. All requests for appeal must be submitted in writing to the Equity Resolution Panel Appellate Officer within three business days of the delivery of the written finding of the Equity Resolution Hearing Panel or the Appropriate Administrative Officer. The Equity Resolution Appellate Officer may, in their discretion, grant an extension of 5 business days to both parties to file a request for appeal.

c. **Requests for Appeal**

Appeals must meet the various requirements for appeal, or the Appeal is denied without being fully considered on its merits. This helps ensure the efficient and timely operation of the appellate process. Accordingly, when the parties submit an appeal, they are deemed to “request” that their appeal be heard and the Equity Resolution Appellate Officer will review the appeal to determine if it meets the requirements for an appeal.

d. **Review of the Request to Appeal**

The Equity Resolution Appellate Officer will make an initial review of the appeal request(s). The original finding and sanction are presumed to have been decided reasonably and appropriately. When any party requests an appeal, the other party (parties) will be notified. The party requesting appeal must show that the grounds for an appeal request have been met, and the other party or parties may show the grounds have not been met, or that additional grounds are met. The Equity
Resolution Appellate Officer will then review the request for appeal to determine whether:

1) The request is timely, and
2) The appeal is on the basis of any of the three articulated grounds listed above in Section 200.025G.6(b), and
3) When viewed in the light most favorable to the appealing party, the appeal states grounds that could result in an adjusted finding or sanction. The Equity Resolution Appellate Officer will reject the request for appeal if all three of the above are not met. Such a decision is final.

e. Review of the Appeal

If all three requirements for appeal listed above are met, The Equity Resolution Appellate Officer will accept the request for appeal and proceed with rendering a decision on the appeal applying the following additional principles:

1) Decisions by the Equity Resolution Appellate Officer are to be deferential to the original decision, making changes to the finding only where there is clear error and to the sanction/remedial action only if there is a compelling justification to do so.
2) Appeals are not intended to be full re-hearings of the complaint. In most cases, appeals are confined to a review of the written documentation or record of the Formal Resolution or Informal Resolution, and pertinent documentation regarding the grounds for appeal. Appeals granted based on new evidence should normally be remanded to the original Equity Resolution Hearing Panel or Appropriate Administrative Officer for reconsideration.
3) Sanctions imposed are implemented immediately unless the Equity Resolution Hearing Panel or Appellate Officer or designee stays their implementation pending the outcome of the appeal.
4) The Equity Resolution Appellate Officer will normally render a written decision on the appeal to all parties within 7 business days from accepting the request for appeal.
5) All parties should be informed of whether the grounds for an appeal are accepted and the results of the appeal decision.
6) Once an appeal is decided, the outcome is final: further appeals are not permitted.
9. **Failure to Complete Sanctions/Comply with Interim and Long-term Remedial Actions**

All Accused are expected to comply with all sanctions, remedial actions and corrective actions within the time frame specified by the Appropriate Administrative Officer (Informal Resolution), the Equity Resolution Hearing Panel (Formal Resolution) or the Equity Resolution Appellate Officer. Failure to follow through on these sanctions, remedial actions and corrective actions by the date specified, whether by refusal, neglect or any other reason, may result in additional sanctions/remedial/corrective actions and/or suspension, expulsion or withdrawal of recognition from the University. Suspension will only be lifted when compliance is achieved to the satisfaction of the Appropriate Administrative Officer.

10. **Records**

In implementing this policy, records of all Complaints, resolutions, and hearings will be kept by the Appropriate Administrative Officer. An audio, video, digital, or stenographic record of the hearings will be maintained and will be filed in the office of the Appropriate Administrative Officer or designee and, for the purpose of review or appeal, be accessible at reasonable times and places to the Accused and the Complainant. Letters of notice, exhibits, hearing record, and the findings and determination of the Hearing Panel will become the “Record of the Case.” Files will be kept for seven (7) years following final resolution.
320.010 Equal Employment/Educational Opportunity Policy

A. Policy -- The Curators of the University of Missouri do hereby reaffirm and state the policy of the University of Missouri on Equal Employment/Educational Opportunity.

1. Equal Opportunity is and shall be provided for all employees and applicants for employment on the basis of their demonstrated ability and competence without discrimination on the basis of their race, color, religion, sex, sexual orientation, gender identity, gender expression, national origin, age, disability, or status as a Vietnam era veteran. This policy shall not be interpreted in such a manner as to violate the legal rights of religious organizations or military organizations associated with the Armed Forces of the United States of America.

2. Equal Opportunity is and shall be also provided for all students and applicants for admission in compliance with existing legislation.

B. Procedures -- The President of the University shall establish affirmative action procedures to implement this policy.
Collected Rules and Regulations

Personnel

Chapter 320: Employment and Termination

320.010 Equal Employment/Educational Opportunity Policy

Bd. Min. 2-19-71; Reaffirmed Bd. Min. 10-14-77; Amended Bd. Min. 5-23-80; Amended Bd. Min. 10-15-82; Amended Bd. Min. 10-16-03; Amended Bd. Min. 6-19-14.

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2. Equal Opportunity is and shall be also provided for all students and applicants for admission in compliance with existing legislation.

B. Procedures -- The President of the University shall establish affirmative action procedures to implement this policy.
330.060 Sexual Harassment

Executive Order No. 20, 3-17-81 (Rev. 7-1-81 and 9-20-83), Bd. Min. 3-18-93, Bd. Min. 6-19-14; Rescinded 9-22-14 by Executive Order 41.

This University of Missouri policy aims for an increased awareness regarding sexual harassment by making available information, education and guidance on the subject for the University community.

1. **Policy Statement** -- It is the policy of the University of Missouri to prohibit all sex-based discrimination and harassment in all educational programs and activities. The University of Missouri strives to comply with applicable state and federal laws including, without limitation, Title IX of the Education Amendments of 1972 which states, "No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance, except as permitted by Title IX of the Education Amendments of 1972, as amended" (hereafter "Title IX"). The University of Missouri is also committed to providing a positive discrimination-free environment and sexual harassment or sex discrimination in the work place or the educational environment is unacceptable conduct. Sexual harassment is subject to discipline, up to and including separation from the institution.

1. **Definition** -- Sexual harassment is defined for this policy as either:

   6. Unwelcome sexual advances or requests for sexual activity by a person or persons in a position of power or authority to another person, or

   7. Other unwelcome verbal or physical conduct of a sexual nature by a person to another person, when:

      0. Submission to or rejection of such conduct is used explicitly or implicitly as a condition for academic or employment decisions; or

      0. The purpose or effect of such conduct is to interfere unreasonably with the work or academic performance of the person being harassed; or

      0. The purpose or effect of such conduct to a reasonable person is, to create an intimidating, hostile, or offensive environment.

Sexual harassment may occur regardless of the sex, gender identity, gender expression, or sexual orientation of the parties.

1. **Non-Retaliation** -- This policy also prohibits retaliation or other discrimination because a person has made an accusation of sex discrimination or sexual harassment or because a person assists with the investigation or resolution of an accusation of sex discrimination or sexual harassment. Notwithstanding this provision, the University may discipline an employee or student who has been determined to have brought an accusation of sexual harassment in bad faith. Examples of prohibited retaliation include, but are not limited to, giving a lesser grade than the student's academic work warrants because she filed a complaint of sexual harassment; giving lower than justified performance appraisals because a person was a witness in an investigation of alleged sexual harassment; and threatening to spread false information about a person for filing a complaint of sexual harassment.
1. **Redress Procedures** -- Members of the University community who believe they have been sexually harassed may seek redress, using the following options:

15. Pursue appropriate informal resolution procedures as defined by the individual campuses. These procedures are available from the campus Title IX Coordinator.

16. Initiate a complaint or grievance within the period of time prescribed by the applicable grievance procedure. Faculty are referred to Section 370.010, "Academic Grievance Procedures"; staff to Section 380.010, "Grievance Procedure for Administrative, Service and Support Staff"; and students to Section 390.010, "Discrimination Grievance Procedure for Students".

17. File a formal complaint with the campus Title IX Coordinator. Any allegation of sexual harassment will be investigated promptly and equitably in accordance with applicable procedures delineated in Section 330.062 of the Collected Rules and Regulations. Such investigation and response will be targeted to end substantiated harassment/discrimination, remedy its effects and prevent its recurrence. Pursuing a complaint or informal resolution procedure does not compromise one's rights to initiate a grievance or seek redress under state or federal laws.

1. **Discipline** -- Upon receiving an accusation of sexual harassment, the University will investigate and, if substantiated, will initiate the appropriate disciplinary procedures if the accused is a member of the faculty, staff, student body or another person over whom the University has control (e.g., agent of the University). There is a five year limitation period from the date of occurrence for filing a charge that may lead to discipline.

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A complainant who makes an accusation of sexual harassment will be informed:

19. at the close of the investigation, whether or not disciplinary procedures will be initiated;

and

20.1 at the end of any disciplinary procedures, of the discipline imposed, if any, that pertains to the individual's allegation.
330.080 Maintaining a Positive Work and Learning Environment

Executive Order No. 3, 7-18-97; Executive Order No. 3 replaced by policy stated in Bd. Min. 1-29-99; Rescinded 9-22-14 by Executive Order 41.

3. The University of Missouri is committed to providing a positive work and learning environment where all individuals are treated fairly and with respect, regardless of their status. Intimidation and harassment have no place in a university community. To honor the dignity and inherent worth of every individual -- student, employee, or applicant for employment or admission — is a goal to which every member of the university community should aspire and to which officials of the university should direct attention and resources.

4. With respect to students, it is the university’s special responsibility to provide a positive climate in which students can learn. Chancellors are expected to provide educational programs and otherwise direct resources to creative and serious measures designed to improve interpersonal relationships, to help develop healthy attitudes toward different kinds of people, and to foster a climate in which students are treated as individuals rather than as members of a particular category of people.

5. With respect to employees, the strength we have as a university is directly related to maintaining a positive work environment throughout the institution. The university should provide a positive recruiting and work environment focused on the duties and skills of the work to be performed. It is the expectation of the university that all employees and potential employees will be treated on the basis of their contribution or potential contribution without regard to personal characteristics not related to competence, demonstrated ability, performance, or the advancement of the legitimate interests of the university. The General Officers are expected to provide training programs for supervisors to assist in achieving this objective.

6. With respect to violations of the policy, faculty, staff, and students may utilize their respective grievance procedures approved by the Board of Curators. The approved grievance procedures are as follows: Grievance procedure in Section 370.010 for faculty; grievance procedure in Section 380.010 for staff; and grievance procedure in Section 390.010 for students, and each such procedure shall be deemed as amended to include grievances filed under this policy. This policy shall not be interpreted in such a manner as to violate the legal rights of religious organizations, or military organizations associated with the Armed Forces of the United States of America.
600.010 See Section 320.010 Equal Employment/Educational Opportunity Policy

See Section 320.010 Equal Employment/Educational Opportunity Policy
Chapter 600: Equal Employment/Educational Opportunity

600.020. Sex Discrimination, Sexual Harassment and Sexual Misconduct in Education/Employment Policy

Executive Order 40, 4-8-14; Revised 6-19-14.

The policy set forth in this rule is intended to supplement the existing policies of the University of Missouri System and its respective campuses, as those policies relate to Title IX of the Education Amendments of 1972 (“Title IX”), 20 U.S.C. Sections 1881 et seq., and its implementing regulations, 34 C.F.R. Part 106, Title VII of the Civil Rights Act of 1964 and its implementing regulations, 29 C.F.R. Part 1604.11, and the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act, 20 U.S.C. 1092(f). In all informal or formal procedures involving allegations of Sex Discrimination, Sexual Harassment or Sexual Misconduct, regardless of any language found within the applicable procedural rules, the following shall apply:

A. Sex Discrimination, Sexual Harassment and Sexual Misconduct in Education

Sex discrimination is prohibited by University policy and law in educational programs, activities and employment. Title IX applies to all students, employees, volunteers and visitors at the University and prohibits sexual harassment, sexual misconduct, and other forms of sexual discrimination as defined in Section 600.020C of the Collected Rules and Regulations. Additionally, there is a specific application of Title IX in athletic programs to ensure gender equity and that women and men have equitable access to sports opportunities. As used in this policy, the word “sex” is also inclusive of the term “gender.”

B. Statement of Nondiscrimination

As stated in its applicable rules and policies, the University of Missouri does not discriminate on the basis of race, color, religion, national origin, sex, sexual orientation, gender identity, gender expression, age, disability or status as a protected veteran. The University affirms its commitment to providing equal opportunities by establishing the Equal Opportunity Policy statement in Section 320.010 of the Collected Rules and Regulations. The University’s nondiscrimination policies apply to any phase of its employment process, any phase of its admission or financial aid programs, and other aspects of its educational programs or activities. Additionally, this policy and the existing Title IX policies apply to allegations of sexual misconduct or allegations of other forms of sexual discrimination, as defined in Section 600.020C below, occurring within the University’s educational programs and activities and instances occurring in other settings, including off-campus if there are effects of the conduct that interfere with or limit students’ ability to participate in or benefit from the University’s educational programs and activities. Notices of nondiscrimination are posted on the websites and at other locations for the UM System and each of the campuses.
C. Definitions

1. **Sex Discrimination.** Sex discrimination occurs when a person has been treated inequitably based on sex, gender identity, or gender expression. Specifically, the University of Missouri System upholds Title IX, which states in part that "[n]o person in the United States shall on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity." Sexual harassment, sexual misconduct, sexual exploitation, stalking on the basis of sex and dating/intimate partner violence are forms of sex discrimination.

2. **Sexual Harassment.** Sexual harassment is defined as:
   a. Unwelcome sexual advances or requests for sexual activity by a person or persons in a position of power or authority to another person, or
   b. Other unwelcome verbal or physical conduct of a sexual nature by a person to another person, when:
      1) Submission to or rejection of such conduct is used explicitly or implicitly as a condition for academic or employment decisions; or
      2) Such conduct creates a hostile environment by being sufficiently severe or pervasive and objectively offensive that it interferes with, limits or denies the ability of an individual to participate in or benefit from educational programs or activities or employment access, benefits or opportunities.

3. **Sexual Misconduct.** Sexual misconduct is: 1) nonconsensual sexual intercourse; 2) nonconsensual sexual contact involving the sexual touching of the genitals, breast or anus of another person or the nonconsensual sexual touching of another with one’s own genitals whether directly or through the clothing; 3) exposing one’s genitals to another under circumstances in which he or she should reasonably know that his or her conduct is likely to cause affront or alarm; or 4) sexual exploitation.

4. **Stalking on the Basis of Sex.** Stalking on the basis of sex is following or engaging in a course of conduct on the basis of sex with no legitimate purpose that puts another person reasonably in fear for his or her safety or would cause a reasonable person under the circumstances to be frightened, intimidated or emotionally distressed.

5. **Dating/Intimate Partner Violence.** Violence committed by a person who is or has been in a social relationship of a romantic or intimate nature with the recipient of the violent behavior.
6. **Sexual Exploitation.** Sexual exploitation occurs when one person takes nonconsensual or abusive sexual advantage of another person for his/her own advantage or benefit or for the advantage or benefit of anyone other than the person being exploited and which behavior does not constitute any other form of sexual misconduct. Examples of sexual exploitation include, but are not limited to, the following activities done without the consent of all participants:

   a. Invasion of sexual privacy;
   
   b. Prostituting another person;
   
   c. Taping or recording of sexual activity;
   
   d. Going beyond the boundaries of consent to sexual activity (letting your friends hide to watch you engaging in sexual activity);
   
   e. Engaging in voyeurism;
   
   f. Knowingly transmitting an STI, STD, venereal disease or HIV to another person;
   
   g. Inducing another to expose their genitals.

7. **Consent to Sexual Activity.** Consent to sexual activity is knowing and voluntary. Someone who is incapacitated cannot consent. Silence or absence of resistance does not establish consent. Consent to one form of sexual activity does not imply consent to other forms of sexual activity. Consent to engage in sexual activity with one person does not imply consent to engage in sexual activity with another. Consent must be obtained at the time of the specific activity and can be withdrawn at any time. Lack of consent or withdrawal of consent may be communicated by words or non-verbal acts. Coercion and force, or threat of either, invalidates consent.

8. **Incapacitated.** Sexual contact with someone one knows to be or should know to be incapacitated is a violation of policy. An individual who is incapacitated lacks the capacity to give knowing consent. Incapacitation can be due to the use of drugs or alcohol, when a person is asleep or unconscious, or because of an intellectual or other disability that prevents the individual from having the capacity to give consent.

9. **Complainant.** The person that is the alleged victim of discrimination under this policy.

10. **Accused.** The person, persons or student organizations alleged to have violated this policy.

D. **Title IX Coordinators**

   Duties and responsibilities of the University’s Title IX Coordinators include monitoring and oversight of overall implementation of Title IX compliance at the University, including coordination of training, education, communications, and coordination with grievance
procedures for faculty, staff, students and other members of the University community. The University may designate Deputy Coordinators as needed to assist in fulfillment of the Coordinator’s duties and responsibilities.

NOTE: All references to “Title IX Coordinator” throughout this policy refer to the Title IX Coordinator or the Coordinator’s designee (typically a Deputy Coordinator).

Any person having inquiries concerning the application of Title IX should contact their respective UM System or campus Title IX Coordinator. The following individuals serve as Title IX Coordinators and are designated to handle inquiries regarding the nondiscrimination policies and to serve as the coordinators for purposes of Title IX compliance:

**University of Missouri System**
Betsy Rodriguez, Ph.D.
Vice President Human Resources
**Address:**
215 University Hall
Columbia, MO 65211
**Telephone Number:** (573) 882-8279
**Email Address:** rodriguezea@umsystem.edu

**Missouri University of Science and Technology**
Shenethia Manuel, J.D.
Associate Vice Chancellor, Human Resource Services, Affirmative Action, Diversity, and Inclusion
**Address:**
113 Centennial Hall
300 W. 12th Street
Rolla, MO 65409
**Telephone Number:** (573) 341-4920
**Email Address:** manuels@mst.edu
http://titleix.mst.edu/

**University of Missouri-Columbia**
Linda Bennett
Interim Title IX Coordinator
**Address:**
321 I Townsend Hall
Columbia, MO 65211
**Telephone Number:** (573) 882-7915
**Email Address:** bennettli@missouri.edu
http://equity.missouri.edu/titleix.php
University of Missouri-Kansas City  
Michael Bates, J.D.  
Director of Affirmative Action  
Human Resources  
Address:  
212 Administrative Center  
5100 Oak Street  
Kansas City, MO 64110  
Telephone Number: (816) 235-6910  
Email Address: batesmd@umke.edu  
http://www.umkc.edu/hr/TitleIX/default.asp

University of Missouri-St. Louis  
Deborah J. Burris  
Director and Chief Diversity Officer  
Office of Equal Opportunity  
Address:  
127 Woods Hall  
Saint Louis, MO 63121  
Telephone Number: (314) 516-5695  
Email Address: burrisd@umsl.edu  
http://www.umsl.edu/services/oeo/policies1/titleIX.html

If the complaint involves the University's Title IX Coordinator, complaints may be made to the System Title IX Coordinator. If the complaint involves the System Title IX Coordinator, reports may be made to the System President.

NOTE: The above-listed contact information for Title IX Coordinators may be updated as needed and without requiring the approval of the Board of Curators.

E. Reporting Sexual Harassment including Sexual Misconduct

1. Students, Employees, Volunteers and Visitors. Students, employees, volunteers and visitors of the University who have experienced any form of sex discrimination, including sexual harassment or sexual misconduct, are encouraged to report the incident promptly to the appropriate Title IX Coordinator listed in Section 600.020D above. For questions regarding confidentiality or requests that the complaint not be pursued, see Section 600.020F below. In order to foster reporting and participation, the University may provide amnesty to Complainants and witnesses for minor student conduct violations ancillary to the incident.

2. Mandated Reporters. Any employee of the University who becomes aware of sex discrimination as defined in this policy (including sexual harassment, sexual misconduct, stalking on the basis of sex, dating/intimate partner violence or sexual exploitation) is a Mandated Reporter, regardless of whether the recipient of the behavior is a student, employee, volunteer or visitor of the University. Exception: Employees with a legal obligation or privilege of confidentiality (including health care providers, counselors, lawyers, and their associated staff) are not considered Mandated Reporters and are not required to report when the information is learned in
the course of a confidential communication. This also means that the employee seeking the exemption is employed by the University for that specific purpose and was acting in that capacity when the confidential disclosure was made. If the information is not learned in the course of confidential communication (for example, behavior is observed in class) then the employee has the same obligation as a Mandated Reporter. Consistent with the law and upon approval from the Office of General Counsel, campuses may also designate non-professional counselors or advocates as confidential for purposes of this policy and, therefore, excluded from the definition of Mandated Reporters. However, these individuals are required once per month to report to the Title IX Coordinator aggregate, non-personally identifiable information regarding incidents of sex discrimination reported to them. The aggregate data report should contain general information about individual incidents of sexual violence such as the nature, date, time, and general location of the incident. Confidentiality in this context is not the same as privilege under the law.

3. **Required Reporting and Disclosure.** A Mandated Reporter is required to promptly report the information to the appropriate Title IX Coordinator. The Mandated Report must be made regardless of whether the person reporting the information to the Mandated Reporter requests confidentiality and regardless of how the Mandated Reporter becomes aware of the offensive behavior (personal observation, direct information from the subject of the behavior, indirect information from a third party, etc.). If the Complainant requests confidentiality or that the charges not be pursued, the Mandated Reporter should warn the Complainant that, at this stage in the process, the Mandated Reporter must report all known information to the Title IX Coordinator.

4. **Content of Mandated Report to Title IX Coordinator.** Mandated Reporters must report all details that they possess. This includes names of the parties, if known, and all other information in the mandated reporter’s possession.

**F. Requests for Confidentiality or Not to Pursue a Preliminary Investigation**

1. The Title IX Coordinator or other appropriate official should inform and obtain the consent from the Complainant before beginning a preliminary investigation. If the Complainant requests confidentiality or asks that the complaint not be pursued, the Title IX Coordinator should take all reasonable steps to investigate and respond to the complaint consistent with the request for confidentiality or request not to pursue an investigation. If a Complainant insists that identifiable information, such as the Complainant’s name, not be disclosed to the Accused, the Title IX Coordinator should inform the Complainant that the institution’s ability to respond may be limited. The Title IX Coordinator should evaluate the Complainant’s request in the context of providing a safe and nondiscriminatory environment for all students.
2. After due deliberation of the Complainant’s request, and in accordance with Title IX, the Title IX Coordinator may decide not to proceed with an investigation or referral to the appropriate procedural process. Such a decision should be well-reasoned and documented. If, after due deliberation, the Title IX Coordinator decides the University cannot or should not take disciplinary action with respect to the Accused, the Title IX Coordinator should consider other steps to limit the effects of the alleged harassment and prevent its recurrence, and remedy its effects on the victim and the University community.

G. Cooperation with Law Enforcement

In accordance with federal law, the Title IX Coordinator will not wait for the conclusion of a criminal investigation or criminal proceeding to begin the Title IX preliminary investigation. It may be necessary to delay temporarily the fact-finding portion of a Title IX preliminary investigation while the police are gathering evidence. The Title IX Coordinator will promptly resume the preliminary Title IX investigation as soon as notified by the law enforcement agency that it has completed the evidence-gathering process. The Title IX Coordinator will implement appropriate interim steps during the law enforcement agency’s investigation period to provide for the safety of the Complainant and the campus community and the avoidance of retaliation.

H. Interim Remedies Available During Investigation

During the preliminary investigation and procedural process and prior to a determination whether the alleged violation has occurred, the Title IX Coordinator or other authorized administrators may provide interim remedies including, but not limited to, one or more of the following:

1. Referral and facilitating access for Complainant to counseling, medical services and/or mental health services.
2. Implementing contact limitations on the Accused or on all parties.
3. Referral of Complainant to victim advocacy and support services either on and/or off-campus.
4. Referral of Complainant to academic support services and any other services that may be beneficial to the Complainant.
5. Adjusting the courses, assignments, exam schedules of the Complainant and/or the Accused.
6. Adjusting the work schedules, work assignments, supervisory responsibilities, supervisor reporting responsibilities or work arrangements of the Complainant and/or the Accused.
7. Altering the on-campus housing assignments, dining arrangements, or other campus services for either the Complainant and/or the Accused.
8. Altering the extracurricular activities of either the Complainant and/or the
Accused.

9. Providing transportation accommodations for the Complainant.

10. Informing the Complainant of the right to notify law enforcement authorities of the alleged incident and offering to help facilitate such a report.

11. Suspending, on an interim basis, the Accused from University housing, classes, the University campus/facilities/events and/or all other University activities or privileges for which the Accused might otherwise be eligible, when the Appropriate Administrative Officer or designee finds and believes from the available information that the presence of the Accused on campus would seriously disrupt the University or constitute a danger to the health, safety, or welfare of members of the University community. The appropriate procedure to determine the status of the student will be initiated within seven business days.
   a. In all cases in which an interim suspension is imposed, the Accused will be given the opportunity to meet with the Appropriate Administrative Officer prior to such suspension being imposed, or as soon thereafter as reasonably possible, to show cause why the suspension should not be implemented.
   b. At the discretion of Appropriate Administrative Officer, alternative coursework options may be pursued to ensure as minimal an impact as possible on the Accused.
   c. The Appropriate Administrative Officer has sole discretion to implement or stay an interim suspension and to determine its conditions and duration.
   d. Violation of an interim suspension under this policy will be grounds for expulsion.

12. Institute leave from work with or without pay for the Complainant and/or Accused.

I. Preliminary Investigation

A preliminary investigation into the report shall be conducted by the Title IX Coordinator or designee. For questions regarding confidentiality or requests that the complaint not be pursued, see Section 600.020F above. The purpose of the preliminary investigation is to gather enough information to refer the matter to the appropriate procedural process and to provide appropriate interim remedies. The preliminary investigation shall be conducted promptly (typically 2-3 days).

At the conclusion of the preliminary investigation the Complainant will be provided written information regarding the appropriate procedural process and interim remedies.

J. Procedures

In all informal or formal procedures involving allegations of Sex Discrimination, Sexual Harassment or Sexual Misconduct, regardless of any language found within the applicable procedural rules, the following shall apply:
1. The standard of proof shall be “preponderance of the evidence”, defined as determining whether evidence shows it is more likely than not that a policy violation occurred.

2. The Title IX Coordinator will determine if conflict resolution is appropriate, based on the willingness of the parties, the nature of the conduct at issue, and the susceptibility of the conduct to conflict resolution. Conflict resolution is often used for less serious, yet inappropriate, behaviors and is encouraged as an alternative to the Informal Resolution or Formal Resolution processes to resolve conflicts. Mediation is never utilized in cases involving allegations of nonconsensual sexual intercourse or nonconsensual sexual contact. In a conflict resolution meeting, the Appropriate Administrative Officer will facilitate a dialogue with the parties to an effective resolution, if possible. The Appropriate Administrative Officer utilized for Conflict Resolution may not be the same as the Appropriate Administrative Officer used in either the Informal Resolution or Formal Resolution Processes.

3. Informal resolution procedures are optional and may be used when the University determines that it is appropriate and both the Complainant and the Accused are agreeable. Either the Complainant or the Accused may end the informal procedure at any time prior to a finding being rendered, and move to the formal procedure. Once a finding is rendered in the informal process, then the right to the formal process is waived and the informal process is complete. The finding of the informal process remains subject to appeal.

4. Both the Complainant and the Accused will be given notice of the procedure, a hearing (if applicable), and equal opportunity to present witnesses and evidence.

5. Questioning or evidence about the Complainant's prior sexual conduct with anyone other than the Accused is prohibited.

6. The Accused may not directly question the Complainant and the Complainant may not directly question the Accused. However, if both Complainant and Accused request the opportunity, direct questioning between the parties will be permitted. Otherwise questions will be directed through the Chair, the Investigator or the Appropriate Administrative Officer and those questions deemed appropriate and relevant will be asked on behalf of the requesting party.

7. The resolution process will normally be resolved within 60 calendar days. Deviations from this timeframe will be promptly communicated to both parties.

8. Both the Complainant and the Accused will be given periodic updates.

9. The Complainant and the Accused will be notified in writing of the outcome of the resolution process.

10. Remedies available once Investigation is concluded. The Title IX Coordinator or other authorized administrators may immediately provide the Complainant with appropriate remedies including, but not limited to, one or more of the following:
   (a) Providing escort services to assure that the Complainant can move safely between classes and activities;
   (b) Removing the person found responsible from classes or extracurricular activities which include the Complainant or otherwise assuring that the Complainant and the person found responsible are not required to share the same classes or extracurricular activities;
   (c) Moving the person found responsible to a different residence hall to assure that the Complainant and the person found responsible are not required to share the same residence hall;
   (d) Providing the Complainant with comprehensive victim services including medical services, counseling and academic support services such as tutoring;

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(e) Arranging for the Complainant to have extra time to complete or re-take a class or withdraw from a class without an academic or financial penalty; and

(f) Any of the interim remedies outlined in Section 600.020H above. The Title IX Coordinator or other authorized administrator may also provide additional remedies as may be appropriate for the University community.

11. Any available appeals process must be equally available for both the Complainant and the Accused.

12. Sanctions for those found responsible for violating the University’s sex discrimination, sexual harassment or sexual misconduct policies range from warning up to and including expulsion for students, and for employees and faculty, range from a warning up to and including termination of employment. Generally speaking, the University considers Non-Consensual Sexual Intercourse violations to be the most serious, and therefore typically imposes the most severe sanctions, including suspension, dismissal, or expulsion for students and termination for employees. However, the University reserves the right to impose any level of appropriate sanction, ranging from a reprimand up to and including suspension or expulsion/termination, for any act of sex discrimination, sexual harassment or sexual misconduct, including dating/intimate partner violence, non-consensual sexual contact and stalking based on the facts and circumstances of the particular complaint.

K. Non-compliance

Failure to comply with this policy can result in disciplinary action. Employees also are cautioned that non-compliance with this policy may increase their risk of personal liability. Further, an individual who fails to report as required under this policy may be determined to be ineligible for defense or protection under Section 490.010 of the Collected Rules and Regulations for any associated claims, causes of action, liabilities or damages

L. Retaliation

Retaliation is any adverse action taken against a person because of that person’s participation in protected activity. The University strictly prohibits retaliation against any person for making a report required by this policy, for making any good faith report to a Title IX Coordinator or for filing, testifying, assisting, or participating in any investigation or proceeding involving allegations of sex discrimination, sexual harassment or sexual misconduct. Any person who engages in such retaliation shall be subject to disciplinary action in accordance with applicable procedures. Examples of prohibited retaliation include, but are not limited to, giving a lesser grade than the student’s academic work warrants because the student filed a complaint of sexual harassment; giving lower than justified performance appraisals because a person was a witness in an investigation of alleged sexual harassment; and threatening to spread false information about a person for filing a complaint of sexual harassment.

M. False Reporting

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False reporting is making an intentional false report or accusation in relation to this policy as opposed to a report or accusation, which, even if erroneous, is made in good faith. False reporting is a serious offense subject to appropriate disciplinary action ranging from probation up to and including expulsion or termination.

N. Office of Civil Rights – Inquiries concerning the application of Title IX also may be referred to the United States Department of Education’s Office for Civil Rights. For further information on notice of nondiscrimination, visit http://wdcrobc0lp01.ed.gov/CFAPPSS/OCR/contactus.cfm and for the address and phone number of the U.S. Department of Education office which serves your area, or call 1-800-421-3481. The State of Missouri regional Office of Civil Rights is located in Kansas City and is available to provide assistance.

Office for Civil Rights
U.S. Department of Education
One Petticoat Lane
1010 Walnut, 3rd Floor, Suite 320
Kansas City, MO 64106
Telephone: 816-268-0550
FAX: 816-268-0599
TDD: 800-877-8339
Email: OCR.KansasCity@ed.gov
Chapter 330: Employee Conduct

600: Equal Employment/Educational Opportunity

330.062 Title IX Policy and Procedures

600.020. Sex Discrimination, Sexual Harassment and Sexual Misconduct in Education/Employment Policy

Executive Order 40, 4-8-14; Revised 6-19-14.

The policy set forth in this rule is intended to supplement the existing policies of the University of Missouri System and its respective campuses, as those policies relate to Title IX of the Education Amendments of 1972 ("Title IX"), 20 U.S.C. Sections 1881 et seq., and its implementing regulations, 34 C.F.R. Part 106, Title VII of the Civil Rights Act of 1964 and its implementing regulations, 29 C.F.R. Part 1604.11, and the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act, 20 U.S.C. 1092(f). In all informal or formal procedures involving allegations of Sex Discrimination, Sexual Harassment or Sexual Misconduct, regardless of any language found within the applicable procedural rules, the following shall apply:

A. Sex Discrimination, Sexual Harassment and Sexual Misconduct in Education

Sex discrimination is prohibited by University policy and law in educational programs, activities and employment. Title IX applies to all students, employees, volunteers and visitors at the University and prohibits unequal treatment on the basis of sex as well as sexual harassment and sexual misconduct, which are both other forms of sex discrimination as defined in Section 600.020C of the Collected Rules and Regulations. Additionally, there is a specific application of Title IX in athletic programs to ensure gender equity and that women and men have equitable access to sports opportunities. As used in this policy, the word "sex" is also inclusive of the term "gender."

B. Statement of Nondiscrimination

As stated in its applicable rules and policies, the University of Missouri does not discriminate on the basis of race, color, religion, national origin, sex, sexual orientation, gender identity, gender expression, age, disability or status as a protected veteran. The University affirms its commitment to providing equal opportunities by establishing the Equal Opportunity Policy statement in Section 320.010 of the Collected Rules and Regulations. The University's nondiscrimination policies apply to any phase of its employment process, any phase of its admission or financial aid programs, and other aspects of its educational programs or activities. Additionally, this policy and the existing Title IX policies apply to allegations of sexual misconduct or allegations of other misconduct alleged to constitute forms of sex discrimination, as defined in Section C600.020C below, all of which are forms of sex discrimination, occurring within the University's educational programs and activities and instances occurring in other settings, including off-campus, if there are effects of the conduct that interfere with or limit students' ability to participate in or benefit from the University's educational programs and activities.
activities. Notices of nondiscrimination are posted on the websites and at other locations for the UM System and each of the campuses.

D.C. Definitions

3.1. Sex Discrimination. Sex discrimination occurs when a person has been treated inequitably based on her/his sex, gender identity, or gender expression. Specifically, the University of Missouri System upholds Title IX, which states in part that “[n]o person in the United States shall on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity.” Sexual harassment, sexual misconduct and sexual exploitation, stalking on the basis of sex and dating/intimate partner violence are forms of sex discrimination.

4.1. Sexual Harassment. Sexual harassment is a subset of sex discrimination and is therefore prohibited. Sexual harassment is defined as either:

II. a. Unwelcome sexual advances or requests for sexual activity by a person or persons in a position of power or authority to another person, or

III. b. Other unwelcome verbal or physical conduct of a sexual nature by a person to another person, when:

J. 1) Submission to or rejection of such conduct is used explicitly or implicitly as a condition for academic or employment decisions; or

2) The purpose or effect of such conduct is to interfere unreasonably with the work or academic performance of the person being harassed; or

(1) The purpose or effect of such conduct creates a reasonable person is, to create an intimidating, hostile, or offensive environment.

The term “hostile environment” means that the sexual harassment must be, by being sufficiently severe or pervasive and objectively offensive to alter the terms and conditions of the Complainant’s that it interferes with, limits or denies the ability of an individual to participate in or benefit from educational or work environment programs or activities or employment access, benefits or opportunities.

3. Sexual Misconduct. Sexual misconduct is a subset of sexual harassment and is thus also prohibited as a kind of sex discrimination. Sexual misconduct is including but not limited to: 1) nonconsensual sexual intercourse; 2) nonconsensual sexual contact involving the sexual touching of the genitals, breast or anus of another person or the nonconsensual sexual touching of another with one’s own

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genitals whether directly or through the clothing; or 3) exposing one's genitals to another under circumstances in which he or she should reasonably know that his or her conduct is likely to cause affront or alarm; or sexual exploitation. The term nonconsensual includes, without limitations, circumstances in which the alleged victim was incapacitated by alcohol, drugs or other circumstances and, therefore, incapable of consenting4) sexual exploitation.

4. Stalking on the Basis of Sex. Stalking on the basis of sex is following or engaging in a course of conduct on the basis of sex with no legitimate purpose that puts another person reasonably in fear for his or her safety or would cause a reasonable person under the circumstances to be frightened, intimidated or emotionally distressed.

5. Dating/Intimate Partner Violence. Violence committed by a person who is or has been in a social relationship of a romantic or intimate nature with the recipient of the violent behavior.

4-6. Sexual Exploitation—Sexual exploitation is a subset of sexual misconduct and occurs when one person takes nonconsensual or abusive sexual advantage of another person for his/her own advantage or benefit or for the advantage or benefit of anyone other than the person being exploited and which behavior does not constitute any other form of sexual misconduct. Examples of sexual exploitation include, but are not limited to, the following activities done without the consent of all participants:

(a) Invasion of sexual privacy;
(b) Prostituting another person;
(c) Taping or recording of sexual activity;
(d) Going beyond the boundaries of consent to sexual activity (letting your friends hide to watch you engaging in sexual activity);
(e) Engaging in voyeurism;
(f) Knowingly transmitting an STI, STD, venereal disease or HIV to another person;
(g) Exposing one’s genitals to another person or inducing another to expose their genitals;
(h) Sex based stalking or bullying.

5.4. Consent to Sexual Activity—Consent to sexual activity is knowing and agreement to engage in sexual activity. Someone who is incapacitated cannot
Consent. Past consent does not imply future consent. Silence or absence of resistance does not establish consent. Consent to one form of sexual activity does not imply consent to other forms of sexual activity. Consent to engage in sexual activity with one person does not imply consent to engage in sexual activity with another. Consent must be obtained at the time of the specific activity and can be withdrawn at any time. Lack of consent or withdrawal of consent may be communicated by words or non-verbal acts. Coercion, and force, or threat of either, invalidates consent.

Incapacitated.

6.4. Incapacitated. Sexual contact with someone one knows to be or should know to be incapacitated is a violation of policy. An individual who is incapacitated lacks the capacity to give knowing consent. Incapacitation can be due to the use of drugs or alcohol, when a person is asleep or unconscious, or because of an intellectual or other disability that prevents the individual from having the capacity to give consent.

4. Complainant. The person that is the alleged victim of discrimination under this policy.

5. Accused. The person, persons or student organizations alleged to have violated this policy.

E.D. Title IX Coordinators
Duties and responsibilities of the University’s Title IX Coordinators include monitoring and oversight of overall implementation of Title IX Compliance at the University, including coordination of training, education, communications, and coordination with grievance procedures for faculty, staff, students and other members of the University community. The University may designate Deputy Coordinators as needed to assist in fulfillment of the Coordinator’s duties and responsibilities.

NOTE: All references to “Title IX Coordinator” throughout this policy refer to the Title IX Coordinator or the Coordinator’s designee (typically a Deputy Coordinator).

Any person having inquiries concerning the application of Title IX should contact their respective UM System or campus Title IX Coordinator. The following individuals serve as Title IX Coordinators and are designated to handle inquiries regarding the non-discrimination policies and to serve as the coordinators for purposes of Title IX compliance:

University of Missouri System
Betsy Rodriguez, Ph.D.
Vice President Human Resources
Address:
215 University Hall

October 2-3, 2014
Missouri University of Science and Technology
Shenethia Manuel, J.D.
Associate Vice Chancellor, Human Resource Services, Affirmative Action, Diversity, and Inclusion
Address:
113 Centennial Hall
300 W. 12th Street
Rolla, MO 65409
Telephone Number: (573) 341-4920
Email Address: manuels@mst.edu
http://titleix.mst.edu/

University of Missouri-Columbia
Linda Bennett
Interim Title IX Coordinator
Address:
321 I Townsend Hall
Columbia, MO 65211
Telephone Number: (573) 882-7915
Email Address: bennettli@missouri.edu
http://equity.missouri.edu/titleix.php

University of Missouri-Kansas City
Michael Bates, J.D.
Director of Affirmative Action
Human Resources
Address:
212 Administrative Center
5100 Oak Street
Kansas City, MO 64110
Telephone Number: (816) 235-6910
Email Address: batesmd@umkc.edu
http://www.umkc.edu/hr/TitleIX/default.asp

University of Missouri-St. Louis
Deborah J. Burris
Director and Chief Diversity Officer
Office of Equal Opportunity
Address:
127 Woods Hall
If the complaint involves the University’s Title IX Coordinator, complaints may be
made to the System Title IX Coordinator. If the complaint involves the System
Title IX Coordinator, reports may be made to the System President.

NOTE: The above-listed contact information for Title IX Coordinators may be
updated as needed and without requiring the approval of the Board of Curators.

F.E. Reporting Sexual Harassment including Sexual Misconduct

1. Students, Employees, Volunteers and Visitors—Students, Employees, Volunteers, and Visitors of the University who have
experienced any form of sex discrimination, including sexual harassment or sexual misconduct, are encouraged to report the incident promptly to the appropriate Title IX
Coordinator listed in Section D600.020D above. For questions regarding
confidentiality or requests that the complaint not be pursued, see Section F.
below. In order to foster reporting and participation, the University
may provide amnesty to Complainants and witnesses for minor student conduct violations ancillary to the incident.

2. Mandated Reporters—Any employee of the University who becomes aware of an act of sexual harassment, sexual discrimination as defined in this policy (including sexual harassment, sexual misconduct, stalking on the basis of sex, dating/intimate partner violence or sexual exploitation) is a Mandated Reporter, regardless of whether the recipient of the behavior which could be characterized as sexual harassment, when
dedicated against a student, employee, volunteer or visitor of the University is
considered a Mandated Reporter. Exception: Employees with a legal obligation or privilege of confidentiality (including health care providers, counselors, lawyers, and
their associated staff) are not considered Mandated Reporters and are not required
to report when the information is learned in the course of a confidential
communication. This also means that the employee seeking the exemption is
employed by the University for that specific purpose and was acting in that capacity
when the confidential disclosure was made. If the information is not learned in the
course of confidential communication (for example, behavior is observed in class)
then the employee has the same obligation as a Mandated Reporter. Consistent
with the law and upon approval from the Office of General Counsel, campuses may
also designate non-professional counselors or advocates as confidential for
purposes of this policy and, therefore, excluded from the definition of Mandated
Reporters. However, these individuals are required once per month to report to the
Title IX Coordinator aggregate, non-personally identifiable information regarding
incidents of sex discrimination reported to them. The aggregate data report should
contain general information about individual incidents of sexual violence such as the
nature, date, time, and general location of the incident. Confidentiality in this context
is not the same as privilege under the law.
3. **Required Reporting and Disclosure**. A Mandated Reporter is required to promptly report the information s/he receives to the appropriate Title IX Coordinator. The Mandated Report must be made regardless of whether the person reporting the information to the Mandated Reporter requests confidentiality and regardless of how the Mandated Reporter becomes aware of the offensive behavior (personal observation, direct information from the subject of the behavior, indirect information from a third party, etc.). If the Complainant, as defined in Section 200.020 (B)(5) of the Collected Rules and Regulations, requests confidentiality or that the charges not be pursued, the Mandated Reporter should warn the Complainant that, at this stage in the process, the Mandated Reporter must report some/all known information to the Title IX Coordinator, depending on the employment status of the Mandated Reporter. The UM System and campuses should provide appropriate training to those employees likely to witness or receive reports of sexual harassment and violence.

4. **Content of Mandated Report to Title IX Coordinator**. The information required of the Mandated Reporter will be based on the employment status of that individual. Supervisors must report all details that they possess. This includes names of the parties, if known, and all other information in the supervisor's possession. Non-supervisory employees must report the known circumstances of the harassing behavior but their initial report is not required to give the name or other identifying information about the mandator reporter's possession.

   Complainant. The Title IX Coordinator will advise whether additional information needs to be reported.

**F. Requests for Confidentiality or Not to Pursue a Preliminary Investigation**

1. The Title IX Coordinator or other appropriate official should inform and obtain the consent from the Complainant before beginning any preliminary investigation. If the Complainant requests confidentiality or asks that the complaint not be pursued, the Title IX Coordinator should take all reasonable steps to investigate and respond to the complaint consistent with the request for confidentiality or request not to pursue an investigation. If a Complainant insists that his or her name or other identifiable information, such as the Complainant's name, not be disclosed to the alleged perpetrator, the Title IX Coordinator should inform the Complainant that the institution's ability to respond may be limited. The Title IX Coordinator should evaluate the Complainant's request in the context of providing a safe and nondiscriminatory environment for all students.

2. After due deliberation of the Complainant's request, and in accordance with Title IX, the Title IX Coordinator may decide not to proceed with an investigation or referral to a grievance or appropriate procedural process. Such a decision should be well-reasoned and documented. If, after due deliberation, the Title IX Coordinator decides the University cannot or should not take disciplinary action with respect to the
the Title IX Coordinator should consider other steps to limit the effects of the alleged harassment and prevent its recurrence, and remedy its effects on the victim and the University community.

G. Cooperation with Law Enforcement

In accordance with federal law, the Title IX Coordinator will not wait for the conclusion of a criminal investigation or criminal proceeding to begin the Title IX preliminary investigation. It may be necessary to delay temporarily the fact-finding portion of a Title IX preliminary investigation while the police are gathering evidence. The Title IX Coordinator will promptly resume the preliminary Title IX investigation as soon as notified by the law enforcement agency that it has completed the evidence-gathering process. The Title IX Coordinator will implement appropriate interim steps during the law enforcement agency's investigation period to provide for the safety of the Complainant and the campus community and the avoidance of retaliation.

H. Interim Remedies Available During Investigation—

During the preliminary investigation and grievance procedural process and prior to making a determination whether sexual misconduct or other misconduct alleged to constitute sex discrimination violation has occurred, the Title IX Coordinator or other authorized administrators may provide interim remedies including, but not limited to, one or more of the following:

2. Granting the request of the Complainant or the accused person to change classes, assignments or tests to avoid the other person;
3. Granting the request of the Complainant or the accused person to change to another housing unit to avoid the other person;
4. Granting the request of the Complainant or the accused person to change extracurricular activities to avoid the other person;
5. Granting the request of the Complainant or the accused person to change transportation, dining facilities or other services to avoid the other person;
6. Granting the request of the Complainant or the accused to alternative work assignments;
1. Informing the Complainant of and facilitating access to available resources for victim advocacy, Complainant to counseling, medical services, and/or mental health services, housing assistance,
2. Implementing contact limitations on the Accused or on all parties.
3. Referral of Complainant to victim advocacy and support services either on and/or off-campus.
4. Referral of Complainant to academic support services and any other
1. Informs the Complainant of the right to notify law enforcement authorities of the alleged incident and offering to help facilitate such a report.
2. Provides transportation accommodations for the Complainant.
3. Adjusting the work schedules, work assignments, supervisory responsibilities, supervisor reporting responsibilities or work arrangements of the Complainant and/or the Accused.
4. Altering the extracurricular activities of either the Complainant or the Accused.
5. Providing transportation accommodations for the Complainant.
6. Informing the Complainant of the right to notify law enforcement authorities of the alleged incident and offering to help facilitate such a report.
7. Suspending, on an interim basis, the Accused from University housing, classes, the University campus/facilities/events and/or all other University activities or privileges for which the Accused might otherwise be eligible, when the Appropriate Administrative Officer or designee finds and believes from the available information that the presence of the Accused on campus would seriously disrupt the University or constitute a danger to the health, safety, or welfare of members of the University community. The appropriate procedure to determine the status of the student will be initiated within seven business days.
   a. In all cases in which an interim suspension is imposed, the Accused will be given the opportunity to meet with the Appropriate Administrative Officer prior to such suspension being imposed, or as soon thereafter as reasonably possible, to show cause why the suspension should not be implemented.
   b. At the discretion of Appropriate Administrative Officer, alternative coursework options may be pursued to ensure as minimal an impact as possible on the Accused.
   c. The Appropriate Administrative Officer has sole discretion to implement or stay an interim suspension and to determine its conditions and duration.
   d. Violation of an interim suspension under this policy will be grounds for expulsion.
3.8. Institute leave from work with or without pay for the Complainant and/or Accused.

(a) Preliminary Investigation

A preliminary investigation into the report shall be conducted by the Title IX Coordinator or designee. For questions regarding confidentiality or requests that the complaint not be pursued, see Section E600.020F above. The purpose of the preliminary investigation is to gather enough information to refer the matter to the appropriate grievance procedure and to provide appropriate interim remedies. The preliminary investigation shall be conducted promptly (typically 10-14 days). The preliminary investigation will be conducted in a manner so that it is adequate, reliable and impartial. The preliminary investigation may include any of the following: interviews of the parties involved, including witnesses, and the gathering of other relevant information.
At the conclusion of the preliminary investigation, both the Complainant and the accused will be provided written information regarding the appropriate grievance procedural process and interim remedies. The accused will not be notified of the individual remedies offered or provided to the Complainant.

**J. Grievance Processes and Procedures**

The University has grievance processes in place depending on whether the matter involves students, employees or visitors. At the conclusion of the preliminary investigation, both the Complainant and the accused will be provided written information regarding the appropriate grievance process. In all informal or formal procedures involving allegations of Sex Discrimination, Sexual Harassment or Sexual Misconduct, regardless of any language found within the applicable procedural rules, the following shall apply:

1. **Standard of Proof**
   - The standard of proof shall be "preponderance of the evidence," defined as determining whether evidence shows it is more likely than not that a policy violation occurred.

2. **Conflict Resolution**
   - The Title IX Coordinator will determine if conflict resolution is appropriate, based on the willingness of the parties, the nature of the conduct at issue, and the susceptibility of the conduct to conflict resolution. Conflict resolution is often used for less serious, yet inappropriate, behaviors and is encouraged as an alternative to the Informal Resolution or Formal Resolution processes to resolve conflicts. Mediation is never utilized in cases involving allegations of nonconsensual sexual intercourse or nonconsensual sexual contact. In a conflict resolution meeting, the Appropriate Administrative Officer will facilitate a dialogue with the parties to an effective resolution, if possible. The Appropriate Administrative Officer utilized for Conflict Resolution may not be the same as the Appropriate Administrative Officer used in either the Informal Resolution or Formal Resolution Processes.

3. **Informal Resolution**
   - Informal resolution procedures are optional and may be used when the University determines that it is appropriate and both the Complainant and the accused are agreeable. Either the Complainant or the accused may end the informal procedure at any time prior to a finding being rendered, and move to the formal procedure. Once a finding is rendered in the informal process, then the right to the formal process is waived and the informal process is complete. The finding of the informal process remains subject to appeal.

4. **Mediation**
   - Mediation, where both Complainant and the accused are together in the same room, is never utilized in cases involving allegations of nonconsensual sexual intercourse or nonconsensual sexual contact.

5. **Notice**
   - Both the Complainant and the accused will be given notice of the procedure, and equal opportunity to present witnesses and evidence.

6. **Cross-Examination**
   - The accused may not personally cross-examine the Complainant and the Complainant may not personally cross-examine the accused.
question the accused. Questions should be directed through the Investigator or the Appropriate Administrative Officer and those questions deemed appropriate and relevant will be asked on his/her behalf.

Chair, the

7. The grievance resolution process will normally be resolved within 60 calendar days. Deviations from this timeframe will be promptly communicated to both parties.

8. Both the Complainant and the accused will be given periodic updates.

9. The Complainant and the accused will be notified in writing of the outcome of the grievance resolution process.

10. Remedies Available for Substantiated Allegations—If the outcome of the hearing is that the allegations of Sex Discrimination, Sexual Harassment or Sexual Misconduct have been substantiated, the remedies available once Investigation is concluded.

The Title IX Coordinator or other authorized administrators may immediately provide the Complainant with appropriate remedies including, but not limited to, one or more of the following:

A.(a) Providing escort services to assure that the Complainant can move safely between classes and activities;

B.(b) Removing the perpetrator from classes or extracurricular activities which include the Complainant or otherwise assuring that the Complainant and the perpetrator are not required to share the same classes or extracurricular activities;

C.(c) Moving the perpetrator to a different residence hall to assure that the Complainant and the perpetrator are not required to share the same residence hall;

D.(d) Providing the Complainant with comprehensive victim services including medical services, counseling and academic support services such as tutoring;

E.(e) Arranging for the Complainant to have extra time to complete or re-take a class or withdraw from a class without an academic or financial penalty; and

F.(f) Any of the interim remedies outlined in Section H600.020 above.

The Title IX Coordinator or other authorized administrator may also provide additional remedies as may be appropriate for the school community.

11. Any available appeals process must be equally available for both the Complainant and the accused.

12. Sanctions for those found responsible for violating the University’s sex discrimination, sexual harassment or sexual misconduct policies range from warning up to and including expulsion for students, and for employees and faculty, range from a warning up to and including termination of employment. Generally speaking, the University considers Non-Consensual Sexual Intercourse violations to be the most serious, and therefore typically imposes the most severe sanctions, including suspension, dismissal, or expulsion for students and termination for employees. However, the University reserves the right to impose any level of appropriate sanction, ranging from a reprimand up to and including suspension or expulsion/termination, for any act of sex discrimination, sexual harassment or sexual misconduct, including dating/intimate partner violence, non-consensual sexual contact and stalking based on the facts and circumstances of the particular complaint.

~ Non-compliance ~

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Failure to comply with this policy can result in disciplinary action. Employees also are cautioned that non-compliance with this policy may increase their risk of personal liability. Further, an individual who fails to report sexual harassment/violence as required under CRR Section 490.010 of the Collected Rules and Regulations for any associated claims, causes of action, liabilities or damages.

L. Retaliation Prohibited

Retaliation is any adverse action taken against a person because of that person’s participation in protected activity. The University strictly prohibits retaliation against any person for making a report required by this policy, for making any good faith report to a Title IX Coordinator or for filing, testifying, assisting, or participating in any investigation or proceeding involving allegations of sex discrimination, sexual harassment or sexual misconduct. Any person who engages in such retaliation shall be subject to disciplinary action in accordance with applicable procedures. Examples of prohibited retaliation include, but are not limited to, giving a lesser grade than the student's academic work warrants because the student filed a complaint of sexual harassment; giving lower than justified performance appraisals because a person was a witness in an investigation of alleged sexual harassment; and threatening to spread false information about a person for filing a complaint of sexual harassment.

MM. False Reporting

False reporting is making an intentional false report or accusation in relation to this policy as opposed to a report or accusation, which, even if erroneous, is made in good faith. False reporting is a serious offense subject to appropriate disciplinary action ranging from probation up to and including expulsion or termination.

N. Office of Civil Rights – Inquiries concerning the application of Title IX also may be referred to the United States Department of Education’s Office for Civil Rights. For further information on notice of nondiscrimination, visit http://wdcrobcolp01.ed.gov/CFAPPS/OCR/contactus.cfm and for the address and phone number of the U.S. Department of Education office which serves your area, or call 1-800-421-3481. The State of Missouri regional Office of Civil Rights is located in Kansas City and is available to provide assistance.
N. Related UM System Policies and Procedures—Related UM System policies and procedures include:

  See also, Human Resources Manual – HR-510
- Administrative, Service, and Support Staff - http://www.umsystem.edu/ums/rules/collected_rules/grievance/ch380/ch380.010_grievance_procedure_administrative_service_support_staff
- Student Discrimination Grievances - http://www.umsystem.edu/ums/rules/collected_rules/grievance/ch390/grievance_390.010
- Positive Work & Learning Environment Positive Work and Learning Environment

Email: OCR.KansasCity@ed.gov
600.030 See Section 200.025 Equity Resolution Process for Resolving Complaints of Harassment, Sexual Misconduct and other Forms of Discrimination against a Student or Student Organization

See Section 200.025 Equity Resolution Process for Resolving Complaints of Harassment, Sexual Misconduct and other Forms of Discrimination against a Student or Student Organization
No. 2

Recommended Action - Adjourn Board of Curators Academic, Student and External Affairs Committee Meeting.

It was moved by Curator __________ and seconded by Curator __________, that the Board of Curators Academic, Student and External Affairs Committee meeting, October 2-3, 2014, be adjourned.

Roll call vote of the Committee: YES NO

Curator Covington
Curator Cupps
Curator Henrickson
Curator Steward

The motion ____________.
AUDIT COMMITTEE

Pamela Q. Henrickson, Chairwoman

David R. Bradley

Wayne Goode

John R. Phillips

David L. Steward

The Audit Committee will assist the Board of Curators in fulfilling its oversight responsibilities relating to: the integrity of the University's financial statements, the systems of internal control, the performance of the University's independent auditors and internal audit function, the independent auditor's qualifications and independence, and the University's compliance with legal and regulatory requirements.

a. The Audit Committee shall be the Board Committee on audit.
b. The Audit Committee shall meet four times per year to consider business related to its audit function. Sufficient opportunity for the internal and independent auditors to meet with the Committee should be provided. At least annually, the Audit Committee, as part of its audit function, shall meet solely with the independent auditor and the internal auditor.
c. The Audit Committee in its audit role may investigate any matter brought to its attention with full access to all records, facilities, and personnel of the University and the authority to engage other individuals as necessary to carry out its duties.
d. The responsibilities of the Audit Committee in its audit function include, but are not limited to, a review of the internal audit plan, a review of audits completed, a review of annual audited financial statements, and recommending to the full Board of Curators the appointment of the University's independent and internal auditors.
e. The Audit Committee may establish processes, procedures, and regulations governing their oversight of the internal and external audit process.
<table>
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<tr>
<th><strong>Annual Audit Committee Meeting Topics</strong></th>
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| **January/February**                     | Review charter to reassess adequacy and reports to the Board on any revisions needed in light of new best practices and new legal, regulatory, accounting or auditing requirements  
Review the university’s code of conduct to ensure that it is adequate and up-to-date (Biennially)  
Review annual summary of Fiscal Misconduct Reporting Line  
Review quarterly internal audit reports  
Approve the appointment of the independent auditors and related fees |
| **March/April**                           | Review scope of current year independent audit with independent auditors and Vice President for Finance  
Review quarterly internal audit reports  
Review bi-annual internal audit follow-up reports and dashboard  
Review A-133 Audit Report |
| **June**                                 | Review and approve the appointment of the internal auditors and related fees  
Review quarterly internal audit reports |
| **July**                                 | |
| **September/October**                    | Review annual audited financial statements (either October or December)  
Review the internal audit risk assessment, and the resulting audit plan  
Review quarterly internal audit reports  
MU Health System - Internal Audit Compliance Committee Annual Report  
Review bi-annual internal audit follow-up reports and dashboard  
Meet with the independent auditor at the completion of the annual financial audit; with the internal auditor in conjunction with risk assessment review (either at October or December meeting) |
| **November/December**                     | Review annual audited financial statements (either at October or December meeting)  
Meet with the independent auditor at the completion of the annual financial audit; with the internal auditor in conjunction with risk assessment review (either at October or December meeting) |
Listed below are the internal audit reports that were issued since the June 2014 meeting of the Board of Curators. A summary of action items by category and an executive summary of the audits are included for your information.

PricewaterhouseCoopers LLP (PwC) will be presenting a summary overview of the audits and will be available to answer questions. The date indicated on each audit is the date when the audit report was issued. There is a time-lag between when field work is completed and when a report is issued in order to provide appropriate time for audit recommendations and the corresponding management responses to be written. The full audit reports are available upon request from the Office of the Vice President for Finance and Chief Financial Officer.

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<td>1. 340B Drug Pricing Program Review, MUHC, July 2014</td>
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<td>2. Mizzou Online Technology Infrastructure Review, MU, August 2014</td>
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<td>3. Denials Management Review, MUHC, September 2014</td>
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<td>4. Meaningful Use Assessment, MUHS, September 2014</td>
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The reports include our findings and assessed level of risk, as well as management's remediation plan for the findings. Below is the criteria used for the assessment of risk.

**Assessment of Risk:**

**High (H)** – Significant impact to the Institution, campus, or unit. Individually or aggregately material in terms of financial impact, external compliance violation, adverse publicity, significant or pervasive weakness in control environment, significant inefficiencies, etc.

**Medium (M)** – Moderate in terms of impact to the Institution, campus, or unit. Individual instance or an aggregate of low risk items considered moderate terms of financial impact, compliance violation, adverse publicity, weakness in control environment, efficiency, etc.

**Low (L)** – Low in terms of impact to the Institution, campus, or unit. Relatively immaterial in terms of financial impact, no external compliance violation, little adverse publicity, minor inefficiencies, etc.
Background:
The Fiscal Year 2014 Internal Audit Plan included an assessment of the 340B Drug Pricing Program at the University of Missouri Health Care (MUHC) facilities.

The 340B Drug Pricing Program (340B Program), a federally administered program, allows drug manufacturers to give discounts on outpatient prescription drugs to eligible health care organizations/covered entities. MUHC implemented 340B specific software from Sentry Data System in July 2013 to improve compliance with the 340B program. The Sentry software assists in the screening of patient, dispensation, provider and outpatient location eligibility.

Scope and Approach:
The scope of work included activity occurring from September 1, 2013 through February 28, 2014 (post-implementation of Sentry software). Procedures focused on relevant processes and key internal controls to analyze the 340B operations established by the 340B covered entity.

Key Highlights:

- **Leverage Office of Corporate Compliance (OCC) and Pharmacy expertise to enhance compliance processes.**
  Monthly and quarterly audits are conducted by both the OCC and the Department of Pharmacy. There is opportunity to better align these efforts to provide stakeholders with meaningful information about operations of the program. The OCC, acting in an oversight capacity to provide a level of unbiased reporting, should coordinate efforts among the Pharmacy, Finance, IT and Legal departments and take the lead in creating the official reports that will be shared with hospital leadership and, potentially, with Health Resources and Service Administration/Office of Pharmacy Affairs during an on-site visit. (M)

- **Ensure proper documentation is kept for drug administration.**
  Internal Audit tested 150 340B transactions for compliance with 340B eligibility and drug diversion requirements and no instances of non-compliance were identified. However, one transaction from a mixed use area (i.e., University Hospital, Women’s & Children’s Hospital, Missouri Orthopedic Institute and the clinics) did not have a documented record within the patient file to indicate the patient was administered medication that led to a 340B discount. Ensuring 340B transactions are properly documented in medical records is critical as it is necessary to show drugs were administered to 340B eligible patients. Management should ensure that drug administration is properly documented within the patient medical records and monitor documentation completeness as part of compliance reviews. (M)
Continue with Management’s plan to add a dedicated 340B administrator.

Currently, MUHC does not have a dedicated full-time administrator/coordinator managing 340B operations. This responsibility is split among several different employees with additional responsibilities. Leading practice for providers of this size is to allocate an FTE resource to coordinate and manage 340B operations. MUHC has allocated resources within the FY15 budget to create a 340B administrator/coordinator position. Management should continue with their plan to add a full-time position to support overall program integrity as part of the compliance review team and promote optimization of 340B savings by addressing operational issues on a timely basis. (M)
Internal Audit Summary Report
Mizzou Online Technology Infrastructure Review
Report Date: August 25, 2014

Background:
The Fiscal Year 2014 Internal Audit Plan includes an infrastructure review of the technology that supports Mizzou Online at the University of Missouri – Columbia (MU).

Mizzou Online is a service unit within the Office of the Provost at MU that was formed with the Center for Distance and Independent Study and MU Direct: Continuing and Distance Education and Extension Marketing merged in 2011. Increasing access to the University’s degree and certificate programs is a priority for MU. In academic year 2012-2013, Mizzou Online offered 70 graduate and undergraduate degree and certificate options, an 84% increase when compared to academic year 2008-2009. In academic year 2012-2013, 2,980 graduate and 9,632 undergraduate students were enrolled in Mizzou Online courses. Among public institutions in the Association of American Universities, MU ranks third in number of online academic programs offered. Mizzou Online Learning generated approximately $26 million of revenues during fiscal year 2013.

Scope and Approach:
The scope of work included activity occurring during Fiscal Year 2013 and Fiscal Year 2014 through May 31, 2014. Procedures focused on relevant information technology general controls as they relate to the systems supporting Mizzou Online’s operations.

Key Highlights:

- **Improve user access monitoring for key Mizzou Online systems.**
  The Active Directory domain, which authorizes users and computers in a network and assigns and enforces security policies, is not subject to periodic user access reviews. Without performing an access review, Mizzou Online cannot verify if those individuals with access are authorized and appropriate. Implementing a review process will allow Mizzou Online to verify that only appropriate individuals have access and assist in identifying terminated or transferred employees who have retained access inappropriately. (M)

- **Enhance physical access controls to Mizzou Online servers.**
  Physical access controls to Mizzou Online servers located within Mizzou Online should be improved. In the current environment, servers within Mizzou Online can be accessed by unauthorized individuals throughout the day. Access is not monitored and there are no controls in place to restrict access. Implementing stronger access controls will ensure only authorized individuals can access the servers. (M)

Observations by Risk

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Internal Audit Summary Report
MUHC Denials Management Review
Report Date: September 2, 2014

Background:
The Fiscal Year 2014 University of Missouri Health System Internal Audit Plan included an assessment of the University of Missouri Health Care (MUHC) Denials Management.

An effective denials management program enables providers to better manage the business risk of denied reimbursement. The key responsibilities of an efficient denials management program include, but are not limited to, receiving and handling incoming claim denials via letters, phone calls, or electronically; working denials by appealing, providing medical records and requested information, and rebilling the payers; and updating patient accounts subsequent to final resolution.

Scope and Approach:
The scope of work included denial activity for MUHC between February 1, 2013 and January 31, 2014. Procedures focused on relevant processes to evaluate the effectiveness of controls in place for the identification, analysis, management, and reporting of denials and any gaps in the denials management process.

Key Highlights:
- **Improve tracking and reporting of denial trend and financial information.**
  MUHC should enhance tracking of denial trends and financial results. The process is currently complicated due to the inability to track multiple payers and multiple denial reason codes at the visit level. It is further complicated by differing methods of tracking denials and denial outcomes by the various departments that work on denials. A consistent methodology of tracking will allow MUHC to have a better understanding of denial root causes and a more effective reporting process. (M)

- **Enhance communication between Hospital Patient Accounts and Revenue Recovery departments to incorporate write-off outcomes into the denials management process.**
  The method by which information is currently exchanged regarding denials management and final write-off processes should be updated to streamline MUHC’s ability to proactively address high-risk denials trends. Enhanced communication will allow management to more effectively identify trends causing duplicative work across multiple departments and also increase accountability. (M)

- **Expand automation of representative list assignment and enforcement of Hospital Patient Accounts timeline benchmarks.**
  Currently, pre-authorization and medical necessity denials populate on a Denials Team patient representative list, and the Denials Team is responsible for applying a hold bill within 48 hours to transfer the follow-up duties to Registration or Patient Financial Services. In addition to tracking the time it takes for the Denials Team to transfer responsibility to the appropriate department, a standard benchmark should apply to the individuals responsible for working the denial. This would streamline the denials management process, reduce dependence on manual review, and enable the Denials Team to focus exclusively on denials they are ultimately responsible for working. (M)
Background:
The Fiscal Year 2014 Internal Audit Plan includes an assessment of meaningful use attestation at the University of Missouri Health System (MUHS).

In February 2009, the American Recovery and Reinvestment Act (ARRA), which includes the Health Information Technology for Economic and Clinical Health (HITECH) Act, went into effect. The HITECH Act allocates money towards health information technology and includes incentive payments for healthcare providers who are early adopters of certified electronic health records (EHRs) and achieve meaningful use. To achieve meaningful use, the organization must meet certain core and menu objectives of three stages and also report clinical quality measures.

Scope and Approach:
The scope included an assessment of the eligible provider and eligible hospital compliance in achieving meaningful use for stages 1 & 2. Procedures focused on assessing processes and reporting specifications within the certified EHR technology utilized by MUHS.

Key Highlights:

- **Draft amendments to the security risk analyses conducted for Meaningful Use to ensure all requirements are adequately documented and addressed.**
  
  Documentation related to the security risk analyses conducted for Meaningful Use over the past three years should be reviewed and enhanced to ensure all federal requirements are adequately documented and addressed. Amendments to the security risk analyses should be made, where necessary. (M)

- **Understand variances in Meaningful Use data and strategize ways to address the variances.**
  
  Data variances were noted between the information on the Meaningful Use summary reports, which support attestations for physicians and the hospital, and the patient records within the Cerner EHR. It is important to identify the root cause of these variances to ensure that the reports are functioning as designed and to avoid potential recoupment of incentive payments received. (M)
Internal Audit Six-Month Audit Follow-up Report
Executive Summary
UM

We performed follow-up procedures to determine the status of management’s responses to previously issued audit reports with action items that were due to have remediation completed between February 11, 2014 and August 8, 2014. These items are reflected in the report as either "closed" or "past due." Items listed as "in process" are action items from previously issued audit reports that were scheduled to have remediation completed after August 8, 2014.

We requested auditees to document the current status of their action items due on Implementation Status Summary (ISS) forms. These ISS forms are reviewed by the respective Internal Audit Steering Committee Representative (ASCR) to help ensure quality and then are returned to Internal Audit. We then tested nearly 100% of the action items due to independently validate the status of items as reported by management.

The following summarizes the results of the procedures Internal Audit and the ASCR performed to assess the current status of outstanding audit findings designated as “high” or “medium” risk for internal audit reports. Audit findings designated as "low" risk are not subject to follow-ups but management is required to submit a status of "closed," "past due" or "in process" for these items.

We will be reporting on 35 action items that were due to have remediation completed between February 11, 2014 and August 8, 2014. The status of these items is reflected below:

- For high and medium risk action items scheduled for completion on or before August 8, 2014:
  - 26 items, or 74% are considered closed
  - 9 items, or 26% are considered to be past due

- The following page depicts the summary results in tabular form. In addition to the high and medium risk items referenced above, the table also includes low risk items and "in process" action items.

- A summary for each medium risk past due action item has been included for your consideration. No high risk items are currently past due.

- Detailed information for each high and medium risk action item is included in the full follow-up report by entity and action item status; this report is available upon request from the Office of the Vice President for Finance and Chief Financial Officer.
Summary of Action Items by Audit Report as of August 8, 2014

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<td>4  5  1</td>
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<td>25  6</td>
</tr>
</tbody>
</table>

<sup>1</sup> Items listed as "in process" are action items from previously issued audit reports that were scheduled to have remediation completed after August 8, 2014.

October 2-3, 2014

OPEN – AUD – INFO 1-8

This information has been prepared solely for the use and benefit of the University of Missouri and is not intended for reliance by any other person.
Summary of Past Due Action Items by Audit Report  
As of August 8, 2014

As illustrated in the chart on the previous page, 4 Medium and 5 Low risk action items are past due for implementation. A brief status update for each of the 4 Medium risk action items is provided below.

<table>
<thead>
<tr>
<th>#/ Risk/Status</th>
<th>Audit Report</th>
<th>Observation &amp; Recommendation</th>
<th>Original Management Response</th>
<th>Due Date</th>
<th>Current Status Per Management</th>
</tr>
</thead>
</table>
| 1 Medium Past Due | UM System-wide Accounts Payable and P-Card Review, March 2013 Report Observation: 3 | **Key Observation** The University of Missouri System does not currently utilize a standardized method for tracking gift cards purchased with University funds. Having a standardized process for documenting and monitoring gift cards purchased and distributed would reduce the risk of University funds being used inappropriately and would help ensure that all gift cards are properly reported as taxable income where applicable.  
**Original Recommendation** Management should consider creating a standardized gift card distribution template to be implemented across the UM System. The template should list the recipient of the gift card along with the amount and business purpose. The template could also include a reminder to communicate gift cards distributed to employees to Payroll to ensure they are reported as taxable income. Additionally, Management could consider requiring all gift cards purchases be processed centrally on each campus to improve purchasing and monitoring controls. | The University agrees that controls for both purchasing and monitoring the use of gift cards need to be improved. The University will evaluate the current processes and controls in place and make necessary changes to ensure gift card purchases and usage are well controlled.  
Due Date: August 31, 2013  
Responsible Party: Associate Controller, UM System and Director of Procurement Operations, UM System | 8/13 9/14 | The University has drafted a policy to limit the ability to purchase gift cards and improve controls surrounding gift cards. Additionally, the University is developing a process to only allow gift cards to be purchased under approved gift card programs.  
**Updated Due Date:** September 30, 2014. |
<table>
<thead>
<tr>
<th>#/ Risk/ Status</th>
<th>Audit Report</th>
<th>Observation &amp; Recommendation</th>
<th>Original Management Response</th>
<th>Due Date</th>
<th>Current Status Per Management</th>
</tr>
</thead>
</table>
| 2               | UM System Benefits Review Process, May 2014 Report Observation 1 | **Key Observation**  
Vested calculations currently have the potential to be reviewed by the same individual twice. This process could be streamlined by identifying parameters that account for complexity and likelihood of error to categorize calculations that are routinely less complex. These calculations could bypass a secondary review by management (i.e., the batching process). Additionally, management should consider allowing participants to initiate calculations through the online calculator.  

**Original Recommendation**  
Identify parameters that account for complexity and likelihood for error to compile a list of attributes that may be used to categorize calculations that would not require a secondary review. This may include a benefit dollar threshold whereby calculations with small benefit levels could be separated to bypass the batching process.  
For calculations that are deemed to be straightforward (i.e., do not involve complex data history or irregular calculations), streamline the review process for vested calculations by eliminating management’s review and the batching process. In addition, consider allowing participants to initiate calculations through the online calculator.  
We will institute the same or similar parameters for the vested calculations that we currently use with the non-vested calculations and conduct an annual parameter review to adjust as necessary for any identified trends/thresholds. By using these parameters, we will reduce the potential for secondary reviews and correspondingly reduce batching. We will outline a procedure to direct separated employees to the online calculator to initiate the process of distribution.  
Due Date: July 1, 2014  
Responsible Party: Director, Retirement and Analytics and Manager, Retirement Plans | 7/14  
9/14 | The vested calculation review parameters have been defined. Criteria have been identified and provided to the vendor for programming. Programmed parameters are available in a testing environment and assuming successful testing results should move to Production.  
**Updated Due Date:** September 15, 2014 |
<table>
<thead>
<tr>
<th>#/ Risk/Status</th>
<th>Audit Report</th>
<th>Observation &amp; Recommendation</th>
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<th>Due Date</th>
<th>Current Status Per Management</th>
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<td>Once parameters for review are identified, the Department should have periodic reviews of the criteria used to determine which vested calculations are bypassing the batching process to ensure continued applicability and appropriate review levels. This may include some spot-checking of the calculations that did not receive a secondary review.</td>
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<tr>
<td>#/ Risk/ Status</td>
<td>Audit Report</td>
<td>Observation &amp; Recommendation</td>
<td>Original Management Response</td>
<td>Due Date</td>
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<tr>
<td>3</td>
<td>MUHS Non-Employment Physician Contracting, January 2014</td>
<td><strong>Key Observation</strong> MUHS does not currently have a system-wide process in place to identify, track and monitor physician contracts entered into on its behalf. The implementation of a tracking process would allow management to account for and monitor physician contracts to help ensure the contracts are current, paid according to contract terms, and have been properly approved. <strong>Original Recommendation</strong> Create a uniform process that allows physician contracts to be accounted for and monitored. When creating the process, determine the contract elements that are necessary to properly monitor contracts. The process should include methods of identifying physician-related contracts. Consider sharing efficiencies across MU and MUHC. Similar to MU Business Services, MUHC Contracts Administration should obtain access to eCompliance to compare vendor names to the eCompliance system. For the three instances of payments made based on expired contracts, research the vendor and current relationship and enact a current, valid contract as needed.</td>
<td>A review of the tracking, monitoring and repository processes for physician contracts will be completed across all of the involved business units. This review will include determining a clear definition of the term ‘physician contracts,’ the existing ‘owners’ and the documented processes and tools being used and ultimately where these contracts will be managed. This process will also evaluate the level of access to eCompliance that can be utilized across a larger audience responsible for ‘physician contracts.’ Management is reviewing the three noted contract exceptions and will work to ensure the status of the three agreements conforms to acceptable practice and policy. Due Date: June 30, 2014 Responsible Parties: Chief Procurement Officer, UM System; Associate Director, Business Services, MU; Manager, Contracts and Value Analysis, MUHC; Associate Dean for Administration and Finance, School of Medicine, MU; and Office of the General Counsel, UM System.</td>
<td>06/14 06/15</td>
<td>Management has established an understanding of the systems and processes in place related to contract management across MU and MUHC. A timeline to create a single centralized point for all expenditure contract data is in process, and includes consideration on how to optimize the use of the existing systems, including PeopleSoft and eCompliance. For the three instances of payments made on expired contracts, the issues have been investigated and reviewed to determine final resolution. <strong>Updated Due Date:</strong> June 30, 2015</td>
</tr>
<tr>
<td>#/ Risk/ Status</td>
<td>Audit Report</td>
<td>Observation &amp; Recommendation</td>
<td>Original Management Response</td>
<td>Due Date</td>
<td>Current Status Per Management</td>
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<tr>
<td>4</td>
<td>MUHS Non-Employment Physician Contracting, January 2014 Report Observation: 2</td>
<td><strong>Key Observation</strong>&lt;br&gt;There is currently not a single, central repository for retention of final contracts. As a result, evidence of complete, approved physician contracts was not always easily produced. In addition, contracts were signed after the commencement date of work and did not include a retroactive clause which would make the contract valid during the full service period. Other contracts included evergreen clauses which results in an automatic renewal of the contract without additional review and approval of management.&lt;br&gt;&lt;br&gt;<strong>Original Recommendation</strong>&lt;br&gt;Establish a single, central repository for final contracts to facilitate retention of proper documentation and ease of access. Ensure essential elements are present in contracts entered into on behalf of MUHC and the SoM. In doing so, consider the following items:&lt;br&gt;• The use of a retrospective clause if a contract is signed after the contract commencement date.&lt;br&gt;• The inclusion of evergreen clauses and the business need for using them, and&lt;br&gt;• Documentation and evidence of administrative and legal approval for each contract.</td>
<td>Management agrees that a review of the tracking, monitoring and repository processes for physician contracts will be completed across all of the involved business units. This review will include determining a clear definition of the term ‘physician contracts,’ the existing ‘owners’ and the documented processes and tools being used and ultimately where these contracts will be managed. During this process, management will work to improve the standard contract template language regarding Terms and Conditions, and evaluate the required contract elements for all contracts. Due Date: June 30, 2014 Responsible Parties: Chief Procurement Officer, UM System; Associate Director, Business Services, MU; Manager, Contracts and Value Analysis, MUHC; Associate Dean for Administration and Finance, School of Medicine, MU; and Office of the General Counsel, UM System.</td>
<td>06/14 6/15</td>
<td>Management has established an understanding of the systems and processes in place related to contract management across MU and MUHC. A timeline to create a single centralized point for all expenditure contract data is in process, and includes consideration on how to optimize the use of the existing systems, including PeopleSoft and eCompliance. Policies have been identified to clarify when retrospective clauses and evergreen causes are allowable and unallowable. <strong>Updated Due Date:</strong> June 30, 2015</td>
</tr>
</tbody>
</table>
University of Missouri System

Board of Curators

October 2-3, 2014

Audit Committee

Internal Audit Quarterly Report and Follow-up Reports

UM
Summary of Internal Audit Activity
Since our June 2014 Report to the Audit Committee

- Completed four internal audits
- Drafted three reports
- Planning/performing fieldwork for one internal audit
- Followed-up on the status of management’s responses to prior audit findings issued
- Performed risk assessment and prepared proposed 2015 – 2017 IA Plan
Internal Audit Projects Completed
Since our June 2014 Report to the Audit Committee

- 340B Drug Pricing Program Review, MUHC
- Mizzou Online Technology Infrastructure Review, MU
- Denials Management Review, MUHC
- Meaningful Use Assessment, MUHS

Note – One page summaries and the full reports have been provided in advance to the Committee.
340B Drug Pricing Program Review, MUHC

- Background and Scope
  - Federally administered
  - Provides discounts on outpatient prescription drugs to eligible health care providers
  - MUHC implemented specific software in July 2013

- Key Highlights
  - Enhance compliance monitoring processes
  - Retain appropriate documentation for drug administration
  - Add a dedicated 340B administrator
Mizzou Online Technology Infrastructure Review, MU

- Background and Scope
  - 70 graduate and undergraduate degree and certificate options in 2012-2013
  - 2,980 graduate and 9,632 undergraduate students in 2012-2013
  - Approximately $26 million in revenues for FY2013
  - Scope period: 7/1/2012-5/31/2014

- Key Highlights
  - Improve user access monitoring for key systems
  - Enhance physical access controls to servers
Denials Management Review, MUHC

- **Background and Scope**
  - Review of MUHC’s process to manage denied claims and the risk of potential for revenue losses
  - Review focused on the supporting IT infrastructure
  - Scope period: 2/1/2013 – 1/31/2014

- **Key Highlights**
  - Improve tracking and reporting of denial trend and financial information
  - Streamline process to proactively address high risk denial trends
  - Expand automation to gain efficiencies
Meaningful Use Assessment, MUHS

- Background and Scope
  - The HITECH Act includes incentive payments for early adopters of certified electronic health records that achieve meaningful use
  - Internal audit assessed the processes and attestation documentation for eligible professionals and hospitals

- Key Highlights
  - Complete security risk analysis documentation
  - Understand and resolve variances in Meaningful Use data
Status of Management Responses (Follow-Ups)

- Audit findings designated as “High” or “Medium” risk on internal audit reports are subject to follow-up procedures.
- Follow-ups are performed twice a year to determine the status of management’s responses to previously issued audit reports.
- The Internal Audit Steering Committee (IASC) Representatives are responsible for managing the process.
- Internal Audit performed fieldwork on nearly 100% of the closed action items to validate the status provided by management.
Status of Management Responses (Follow-ups), Continued

- For “High” and “Medium” risk action items scheduled for completion on or before August 8, 2014:
  - 74% are considered to be closed (26 out of 35 action items)
  - 26% are considered to be past-due (9 out of 35 action items)
- The nine past due action items relate to the following reports:
  - System-wide Accounts Payable & P-Card Review
  - UM System Benefits Review Process
  - MU Research Compliance Assessment
  - MUHS Non-Employment Physician Contracting
## Status of Management Responses (Follow-ups), Continued

### Summary of Findings by Audit as of August 8, 2014

<table>
<thead>
<tr>
<th>Unit</th>
<th>Report Name</th>
<th>Past Due</th>
<th>Closed</th>
<th>In Process¹</th>
</tr>
</thead>
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<tr>
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<tr>
<td><strong>UM System-wide</strong></td>
<td>Procure-to-Pay Review</td>
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<td></td>
<td>Accounts Payable &amp; P-Card Review</td>
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<td>Travel &amp; Expense Management Review</td>
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<td>Data Security for Mobile Devices</td>
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<td>Payroll Data Analytics</td>
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<td>Purchasing Card Transactional Review</td>
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<td>ePAF Post-Implementation</td>
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<td><strong>MU</strong></td>
<td>Medical Research Compliance Assessment</td>
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<td>Center for Micro/Nano Systems &amp; Nanotechnology</td>
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<td>Department of Residential Life</td>
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<td>Department of Athletics</td>
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<td><strong>UMSL</strong></td>
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<td>Scholarship Review</td>
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<td><strong>MUHS</strong></td>
<td>MUHC Recovery Audit Contractor Process Assessment</td>
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<td>MUHC Non-Employment Physician Contracting</td>
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<td><strong>TOTAL</strong></td>
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</tbody>
</table>

¹ Items listed as "in process" are action items from previously issued audit reports that were not scheduled to have remediation completed before August 8, 2014.
Questions?
Internal Audit Risk Assessment and
2015-2017 Audit Plan
UM

Please see the following slides for Internal Audit Risk Assessment and 2015-2017 Audit Plan.
University of Missouri System
Board of Curators
October 2-3, 2014
Audit Committee
Internal Audit Risk Assessment and 2015-2017 Audit Plan
UM
Internal Audit Risk Assessment - Overview

- Assessed risks for the University to define the 2015 – 2017 Internal Audit (IA) plan by:
  - Analyzing financial, student and HR data
  - Facilitating discussions with System and campus leadership and IASC Representatives
  - Obtaining external perspectives from other PwC higher education teams and subject matter specialists
  - Leveraging institutional knowledge and historical IA results
  - Updating the three year plan annually (at a minimum)
  - Ongoing collaboration with IA and Office of Corporate Compliance (OCC) to perform the MUHS risk assessment
## UM System/ System-wide
### 2015-2017 Proposed Internal Audit Plan

<table>
<thead>
<tr>
<th>Proposed Audit</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hyperion Post Implementation Review</td>
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<tr>
<td>AP Centralization</td>
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<td>Merit Based Compensation Process Review</td>
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<tr>
<td>IT Funding Model Strategy Assessment</td>
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<tr>
<td>Student Health &amp; Safety Policy Review</td>
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<tr>
<td>Change/Configuration Management</td>
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<tr>
<td>Employee Benefit Plan</td>
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<td>Fiscal Governance Assessment</td>
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<tr>
<td>Internal Attack &amp; Penetration</td>
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<td>Risk Assessment and Develop 3 year Internal Audit Plan</td>
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<td>Spring Follow-Ups</td>
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<td>Fall Follow-Ups</td>
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</table>
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<table>
<thead>
<tr>
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<th>2015</th>
<th>2016</th>
<th>2017</th>
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</thead>
<tbody>
<tr>
<td>Departmental Controls Maturity Assessment</td>
<td>X</td>
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<tr>
<td>Capital Projects Process Review (joint with UMSL)</td>
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<tr>
<td>School of Journalism</td>
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<td>College of Arts &amp; Sciences</td>
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<tr>
<td>Office of Research - Post Award Process</td>
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<tr>
<td><em>TBD Departmental Audit(s)</em></td>
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* - Unit(s) to be selected based on results of campus Departmental Controls Maturity Assessment and input from management.
# UMKC 2015-2017 Proposed Internal Audit Plan

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<tr>
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<th>2017</th>
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<tbody>
<tr>
<td>Departmental Controls Maturity Assessment</td>
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<tr>
<td>School of Computing &amp; Engineering</td>
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<td>School of Dentistry</td>
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<td>Online Learning</td>
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<td>Student Auxiliaries</td>
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<td><strong>TBD Departmental Audit(s)</strong></td>
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# Missouri S&T
## 2015-2017 Proposed Internal Audit Plan

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<tbody>
<tr>
<td>Departmental Controls Maturity Assessment</td>
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<td>Office of the Provost</td>
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<td>Geothermal Project Review</td>
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<td>Organizational Structure Review</td>
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<tr>
<td>Corporate Relations Office</td>
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<tr>
<td><em>TBD Departmental Audit(s)</em></td>
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**UMSL**

**2015-2017 Proposed Internal Audit Plan**

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<tr>
<td>Capital Projects Process Review (joint with MU)</td>
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<td>MO Institute of Mental Health</td>
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<td>College of Business</td>
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<td>College of Fine Arts &amp; Communication</td>
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<tr>
<td><em>TBD Departmental Audit(s)</em></td>
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</table>

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<th>2017</th>
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<tbody>
<tr>
<td>Change Master Review</td>
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<tr>
<td>Billing of Physician Services/ Place of Service Indicators (Office of Inspector General Work Plan Focus)</td>
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<tr>
<td>Effectiveness/Efficiency of Human Resource Processes</td>
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<tr>
<td>Security and Data Management (non-Electronic Medical Record)</td>
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<tr>
<td>Departmental Reviews/School of Medicine</td>
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<td>Revenue Cycle</td>
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<td>Compliance &amp; Regulatory</td>
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<td>Human Resources</td>
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<td>Academics &amp; Research</td>
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A number of audit topics have been identified within these areas of focus for the 2016 and 2017 plan. Further discussion with key stakeholders and refined risk assessments prior to each plan year will determine the specific audits and the group (IA or OCC) that will perform them.
Questions?
No. 1

Recommended Action - Resolution for Executive Session of the Audit Committee, October 2-3, 2014

It was moved by Curator __________ and seconded by Curator __________, that there shall be an executive session with a closed record and closed vote of the Board of Curators Audit Committee meeting October 2-3, 2014, for consideration of:

- Section 610.021 (1), RSMo, relating to matters identified in that provision, which include legal actions, causes of action or litigation, and confidential or privileged communications with counsel; and

- Section 610.021(12), RSMo, relating to matters identified in that provision, which include sealed bids and related documents and sealed proposals and related documents or documents related to a negotiated contract; and

- Section 610.021(13), RSMo, relating to matters identified in that provision, which include individually identifiable personnel records, performance ratings, or records pertaining to employees or applicants for employment; and

- Section 610.021 (17), RSMo, relating to matters identified in that provision, which include confidential or privileged communications between a public governmental body and its auditor; and

- Section 610.021 (20), RSMo, relating to matters identified in that provision which include records that identify the configuration of components or the operation of a computer, computer system, computer network, or telecommunications network, and would allow unauthorized access to or unlawful disruption of a computer, computer system, computer network, or telecommunications network of a public governmental body.

Roll call vote of the Committee: YES NO
Curator Bradley
Curator Goode
Curator Henrickson
Curator Phillips
Curator Steward

The motion__________________.

October 2-3, 2014

OPEN – AUD – 1-1
GENERAL BUSINESS

DAY TWO
UNIVERSITY OF MISSOURI – KANSAS CITY
STRATEGIC PLAN HIGHLIGHTS

There are no materials for this information item.
CHANCELLOR’S PANEL DISCUSSION
FALL ENROLLMENT

There are no materials for this information item.
CONSENT

Recommended Action - Consent Agenda

It was endorsed by President Wolfe, moved by Curator ___________ and seconded by Curator ___________, that the following items be approved by consent agenda:

CONSENT AGENDA

1. Minutes, July 25, 2014 Board of Curators Meeting
2. Minutes, July 25, 2014 Board of Curators Committee Meetings
3. Minutes, August 1, 2014 Board of Curators Special Meeting
4. Minutes, August 22, 2014 Executive Committee Meeting
5. Minutes, August 25, 2014 Executive Committee Meeting
6. Degrees, Fall Semester 2014 for all campuses
7. Approval of Spinal Cord Injuries and Congenital or Acquired Disease Processes Research Program Proposals

Roll call vote of the full Board: YES NO

Curator Bradley
Curator Covington
Curator Cupps
Curator Downing
Curator Goode
Curator Henrickson
Curator Phillips
Curator Steward

The motion ________________.

October 2-3, 2014

CONSENT AGENDA
CONSENT AGENDA
Consent 1

Recommended Action - Minutes, July 25, 2014 Board of Curators Meeting

It was moved by Curator _______________ and seconded by Curator _______________, that the minutes of the July 25, 2014 Board of Curators meeting be approved as presented.

Roll call vote: YES NO
Curator Bradley
Curator Covington
Curator Cupps
Curator Downing
Curator Goode
Curator Henrickson
Curator Phillips
Curator Steward

The motion ________________.
Consent 2

Recommended Action - Minutes, July 25, 2014 Board of Curators Committee Meetings

It was moved by Curator ____________ and seconded by Curator ____________, that the minutes of the July 25, 2014 Board of Curators Committee meetings be approved as presented.

Roll call vote:             YES      NO
Curator Bradley
Curator Covington
Curator Cupps
Curator Downing
Curator Goode
Curator Henrickson
Curator Phillips
Curator Steward

The motion ________________.

October 2-3, 2014
Consent 3

Recommended Action - Minutes, August 1, 2014 Board of Curators Special Meeting

It was moved by Curator ____________ and seconded by Curator ____________, that the minutes of the August 1, 2014 Board of Curators Special Meeting be approved as presented.

Roll call vote: YES  NO
Curator Bradley
Curator Covington
Curator Cupps
Curator Downing
Curator Goode
Curator Henrickson
Curator Phillips
Curator Steward

The motion ________________.
It was moved by Curator _______________ and seconded by Curator _______________, that the minutes of the August 22, 2014 Board of Curators Executive Committee Meeting be approved as presented.

Roll call vote:        YES      NO
Curator Bradley
Curator Covington
Curator Cupps
Curator Downing
Curator Goode
Curator Henrickson
Curator Phillips
Curator Steward

The motion ________________.
Recommended Action - Minutes, August 25, 2014 Board of Curators Executive Committee Meeting

It was moved by Curator _______________ and seconded by Curator _______________, that the minutes of the August 25, 2014 Board of Curators Executive Committee Meeting be approved as presented.

Roll call vote: YES NO
Curator Bradley
Curator Covington
Curator Cupps
Curator Downing
Curator Goode
Curator Henrickson
Curator Phillips
Curator Steward

The motion ________________.
Consent 6

Recommended Action - Approval of Degrees, Fall Semester 2014

It was recommended by the Chancellors, endorsed by President Timothy M. Wolfe, moved by Curator __________ seconded by Curator __________, that the following action be approved:

that the action of the President of the University of Missouri System in awarding degrees and certificates to candidates recommended by the various faculties and committees of the four University of Missouri System campuses who fulfill the requirements for such degrees and certificates at the end of the Fall Semester 2014, shall be approved, and that the lists of said students who have been awarded degrees and certificates be included in the records of the meeting.

Roll call vote of the Board: YES NO

Curator Bradley
Curator Covington
Curator Cupps
Curator Downing
Curator Goode
Curator Henrickson
Curator Phillips
Curator Steward

The motion ____________________.
Spinal Cord Injuries and Congenital or Acquired Disease Processes
Research Program

The 91st General Assembly enacted legislation (HB 218 and HB 302, 2001) to provide support for a program of research projects that promote and advance knowledge in the areas of spinal cord injuries and congenital or acquired disease processes. As part of this legislation, there was created in the state treasury a “Spinal Cord Injury Fund” from which annual appropriations are to be made for the use of the Board of Curators of the University of Missouri. The primary source of money for this fund is a surcharge of two dollars levied on certain costs in criminal cases including violations of any county ordinance or any violation of criminal or traffic laws of the state.

The research grants funded by these appropriations are to be awarded by the Board of Curators to investigators who are affiliated with a public or private educational, health care, voluntary health association or research institution, based on the recommendations of an Advisory Board appointed by the Board of Curators for this purpose. Individual awards (originally limited to $50,000 per year, but increased in 2010 to $250,000 per year) shall expire at the end of one or two years. The objective of the grants is to obtain preliminary data to test hypotheses and to enable investigators to develop subsequent competitive applications for long-term funding from other sources. The research projects are to be conducted in Missouri.

“Congenital” spinal cord abnormalities include birth defects affecting the spinal cord such as spina bifida. In addition to traumatic injuries to the spinal cord that lead to paralysis, “acquired” abnormalities could include Friedreich’s ataxia, which manifests itself in teenage years and appears to run in families, and paralysis due to multiple sclerosis, polio, etc. Approximately 450,000 people in the United States have sustained traumatic spinal cord injuries (SCI), with approximately 11,000 new cases of SCI in the US every year. The majority (78%) of SCI victims are males. Most of the injuries result from motor vehicle accidents (50%), falls (24%), violence (11%), or sports injuries (9%).

The action requested of the Board is to approve funding for two research proposals approved by the Spinal Cord Injury Advisory Board.
Consent 7

Recommended Action - Spinal Cord Injuries and Congenital or Acquired Disease Processes Research Program Proposal

It was recommended by Executive Vice President of Academic Affairs, Henry C. Foley, Ph.D., endorsed by President Timothy M. Wolfe, recommended by the Academic, Student and External Affairs Committee, moved by Curator ________, and seconded by Curator ________, that the following actions be approved:

that the research proposals approved by the Spinal Cord Injuries Research Program Advisory Board be approved as presented on the following pages.

Roll call vote of the Committee:  YES  NO

Curator Covington
Curator Cupps
Curator Henrickson
Curator Steward

The motion ________________.

Roll call vote of the Board:  YES  NO

Curator Bradley
Curator Covington
Curator Cupps
Curator Downing
Curator Goode
Curator Henrickson
Curator Phillips
Curator Steward

The motion ________________.
I. Application of the WMS for Advanced Physical Training and Endurance Testing of Manual Wheelchair Users

Joseph W. Klaesner
Physical Therapy
Washington University

Total funding recommended $82,521

II. Disease Mechanisms in a Canine Model of Amyotrophic Lateral Sclerosis

Martin L. Katz and Joan R. Coates
Department of Ophthalmology, Neurodegenerative Diseases Research Program;
Department of Veterinary Medicine and Surgery
University of Missouri Columbia

Total funding recommended $215,886
I. ABSTRACT:

Joseph W. Klaesner
Application of the WMS for Advanced Physical Training and Endurance Testing of Manual Wheelchair Users

The Wheel Mill System (WMS) is a device that allows individuals with spinal cord injuries to use their manual wheelchairs within a clinical setting. Missouri Spinal Cord Injury Research Program has graciously funded the initial development of the WMS at Washington University, and it currently allows users to experience up or down slopes, as well as cross slopes, in a safe environment of the clinic while being observed by a therapist. Although the WMS is an extremely useful teaching aid for new users, we believe that its role as a cardiorespiratory challenge to this population could be much greater. We propose to develop and validate software to measure work completed by users, allowing for quantification of exercise (specific aim 1). We would then use this measurement of work to develop the software for a protocol for endurance exercise assessment (peak oxygen consumption), validating this new protocol against the arm ergometer (specific aim 2). Lastly, we propose to develop exercise training software to improve the endurance of the entire spectrum of wheelchair users from everyday wheelchair users and elite athletes (specific aim 3). We believe that the development of these software packages are the next logical step for use of the WMS, and will permit larger multi-site studies on the improvement of cardiorespiratory endurance of wheelchair users, allowing for improved quality of life for this population.
II. ABSTRACT:

Martin L. Katz and Joan R. Coates

Disease Mechanisms in a Canine Model of Amyotrophic Lateral Sclerosis

Amyotrophic Lateral Sclerosis (ALS) is characterized by progressive loss of muscle function and degeneration of spinal cord nerves, leading to paralysis and culminating in death when respiratory muscles no longer function. It is widely believed that lower motor neuron degeneration causes muscle function loss and atrophy. However, evidence suggests that, at least in some forms of ALS, pathology starts in the muscles and lower motor neuron degeneration is secondary to the muscle pathology. One form of ALS is associated with SOD1 mutations. We discovered that in ALS-like disease in dogs, called generative myelopathy (DM), also results in SOD1 mutations. Dogs with DM are euthanized at different disease stages, depending on their owners’ decision, making tissue available at all stages of DM, something not available from subjects with ALS. To test our hypothesis that muscle pathology precedes and is independent of lower motor neuron pathology in canine DM, we will examine muscles and nerves from DM-affected dogs euthanized at all disease stages and characterize the chronology of the nerve and muscle pathology, providing a better understanding how DM progresses. To further validate canine DM as a model for ALS, nerve and muscle pathology in late-stage DM will be compared to that in postmortem samples from human subject who died as a result of SOD1-related ALS. If we confirm our hypothesis that muscle atrophy precedes motor neuron degeneration, we will investigate potential mechanisms by which early muscle pathology can lead to secondary pathology in the associated motor neurons.
PRESIDENT’S REPORT

There are no materials for this information item.
GOOD AND WELFARE OF THE BOARD

There are no materials for this information item.
Recommended Action - Adjourn Public Session of the Board of Curators Meeting, October 2-3, 2014.

It was moved by Curator __________ and seconded by Curator __________, that the public session of the Board of Curators meeting, October 2-3, 2014, be adjourned.

Roll call vote: YES NO

Curator Bradley
Curator Covington
Curator Cupps
Curator Downing
Curator Goode
Curator Henrickson
Curator Phillips
Curator Steward

The motion ________________.

Time: ________________________ Date: ________________________

October 2-3, 2014

OPEN – GB – 3-1