

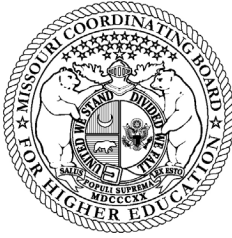
# Coordinating Board for Higher Education

April 21, 2020

Teleconference  
(646) 876-9923

Access Code: 104 913 710

Join by Video: <https://morenet.zoom.us/j/104913710>



## COORDINATING BOARD FOR HIGHER EDUCATION

April 21, 2020 | 1:00-2:00 p.m.

Call-In Option: (646) 876-9923

Access Code: 104 913 710

Join by Video: <https://morenet.zoom.us/j/104913710>

## MEETING AGENDA

### 1. General Business

#### a. Action

- i. Call to Order
- ii. Roll Call of Members and Determination of Quorum

#### b. Information

- i. COVID-19 Update
- ii. Coronavirus Aid, Relief, and Economic Security (CARES) Act: Higher Education Provisions (Tab 1)

### 2. Budget and Financial Aid Committee

#### a. Action

- i. Revised Capital Improvement Guidelines (Tab 2)

### 3. Academic Affairs and Workforce Needs Committee

#### a. Information

- i. Northwest Missouri State University Statewide Mission (Tab 3)

### 4. General Business

#### a. Action

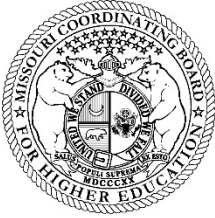
- i. Adjourn Public Session of the Coordinating Board for Higher Education

*Items identified above as "information" are based on reasonable pre-meeting expectations. All items listed on the agenda may be the subject of discussion and/or votes.*

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

*For media inquiries, please contact Becky Dunn at [Becky.Dunn@dhewd.mo.gov](mailto:Becky.Dunn@dhewd.mo.gov).*

*Posted: April 14, 2020*



Tab 1

## The CARES Act: Higher Education Provisions

Coordinating Board for Higher Education  
April 21, 2020

### BACKGROUND

On March 27, 2020, President Trump signed the Coronavirus Aid, Relief, and Economic Security (CARES) Act into law. This federal legislation included approximately \$30.7 billion dollars in education funding through an Education Stabilization Fund monitored by the U.S. Department of Education. A portion of these funds are provided directly to institutions of higher education while additional funding flexibilities are provided to state governors to support higher education or K-12 emergency services for students.

### CURRENT STATUS

The CBHE will receive an update on the CARES Act's higher education provisions during the April 21 teleconference.

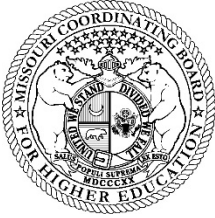
### NEXT STEPS

The department will continue to monitor the implementation of the CARES Act and other federal legislation impacting Missouri higher education.

### RECOMMENDATION

This is an informational item only.

### NO ATTACHMENTS



Tab 2

## Guidelines for Prioritizing Public Higher Education Capital Improvement Funding Requests

Coordinating Board for Higher Education  
April 21, 2020

### BACKGROUND

The Coordinating Board for Higher Education (CBHE) has the statutory responsibility of recommending funding for higher education facilities at Missouri's community colleges, State Technical College of Missouri, and public universities. It is the Department of Higher Education and Workforce Development's practice to rank the top capital improvement projects identified by each institution for the CBHE's consideration. This process is based on the "Guidelines for Selecting Priorities for Capital Improvement Projects and the Higher Education Capital Fund" established by the CBHE. If the CBHE approves the ranked list of projects, the department submits the ranked list with program descriptions and dollars amounts to the Governor and General Assembly for consideration. The most recent guidelines are provided as Attachment A.

During the March 2020 CBHE meeting, the department provided revised capital improvement guidance to the CBHE for informational purposes. During the meeting, public institutions of higher education presidents/chancellors recommended further consideration of the revision that would place a funding limit on renovated space based on 10 percent of each institution's core operating appropriation. Department staff planned to discuss updates to this revision and present the updated capital improvement guidelines during the CBHE's April meeting for approval.

Due to COVID-19's disruption across higher education, the department postponed discussion on the funding limit and removed that guidance from its capital improvement revisions. Department staff recommends proceeding with the remaining capital improvement revisions.

Given the revenue uncertainty for the next fiscal year, department staff also recommends for FY22 limiting institutions' capital improvement proposals to "critical or emergency" projects that have the potential for campus-wide disruption or pose safety or security concerns if not addressed. If adopted, this recommendation would have the following impact for the FY22 capital improvement process and budget request:

- The department would only request proposals for "critical or emergency" projects. These projects must also meet the new capital improvement guidelines for institutions.
- The department would not provide a ranked capital improvement list to the CBHE for consideration. The department would provide the list of "critical or emergency" projects submitted by institutions to the CBHE.
- The department would not submit a capital improvement ranked list to the Governor and General Assembly for consideration. The department would submit a list of "critical or emergency" projects.
- Institutions that wish to submit capital funding requests through the Capital Improvements Budget Request System may do so. The department will continue to provide all institution submissions as a "FYI Only" item in its FY22 budget request. However, these projects will not be considered, scored, or recommended by the department as is the current practice.
- This action would not require additional revisions to the recommended capital improvement guidelines.

## **NEXT STEPS**

Department staff will discuss the proposed revisions at the April 21, 2020, CBHE meeting. If approved, staff will base FY21 budget instructions on the plan.

## **RECOMMENDATION**

Staff recommend that the Coordinating Board approve the updated capital improvement guidelines and, for FY21, only collect institutions' "critical or emergency" projects.

## **ATTACHMENTS**

- A. Current Guidelines for Selecting Priorities for Capital Improvements Process
- B. Summary of Responses to Survey on Capital Priorities
- C. Proposed Revised Guidelines for Prioritizing Public Higher Education Capital Improvement Funding Requests (Marked Up Version)
- D. Proposed Revised Guidelines for Prioritizing Public Higher Education Capital Improvement Funding Requests (Clean Version)

## **Tab 2 Attachment A**

# **Current Guidelines for Selecting Priorities for Capital Improvements Process**

### **I. BACKGROUND AND CONTEXT**

The Coordinating Board for Higher Education has the statutory responsibility for recommending funding for higher education facilities at Missouri's community colleges, Linn State Technical College, and public four-year universities.

These guidelines for prioritizing capital project requests pertain only to major construction projects in the following categories established by the Office of Administration: Renovation and Rehabilitation; Corrective Construction; Energy Conservation; and New Construction, including planning funds for new construction. It is the current policy of the Coordinating Board that funding for routine maintenance and repair for all institutions should be included in the operating appropriations for the public institutions. Consequently, these guidelines anticipate that maintenance and repair will continue to be considered an on-going operational need that is appropriately addressed in the operating budget.

It is the policy of the Coordinating Board to submit a prioritized request to the Governor and General Assembly for the public four-year universities along with the state's technical college, and a separate prioritized request for public community colleges. This separation allows for proper consideration between the different types of institutions with widely varying needs.

### **II. FACTORS CONSIDERED IN PRIORITY RANKING**

The CBHE goal of providing a coordinated, balanced, and cost-effective delivery system of higher education will provide overall guidance in analyzing existing facility space utilization and in making decisions regarding the need for additional or renovated facilities.

In addition, the following policy statements will be considered when establishing relative priorities for capital funding:

1. All proposed projects should be congruent with both the mission of the institution within the system of Missouri higher education and the respective mission implementation plans as reviewed by the Coordinating Board. Campus facility master plans should address this congruence within a five-year projection of facility requirements for the institution based on enrollment and program needs. The campus master plan, including enrollment trends and projections, will therefore serve as the reference point for documenting facility needs. A copy of the current campus master plan should be on file at the Coordinating Board Office.
2. Corrective construction and renovation and rehabilitation should, in most instances, precede new construction projects in priority. An institutional decision to retain a facility constitutes an ongoing commitment to bring that facility up to a good condition and to maintain it. Modernization of classrooms and laboratories to incorporate appropriate technology should be an institutional and Coordinating Board priority.
3. The addition of new square feet typically requires an ongoing financial commitment for campus security, fuel and utilities, maintenance and repair, etc. Absent justification for additional space based on enrollment change, a direct relationship to an approved mission change or enhancement, and/or the identification of available operational and maintenance funding, an increase in any institution's total square footage should be avoided.
4. Projects providing program accessibility to buildings for individuals with physical disabilities shall have a high priority.
5. The overall condition of a facility must be considered when evaluating the appropriateness of renovation and the prioritization of capital projects. In some cases, facilities that are in the poorest condition may more properly be candidates for demolition. In other cases, a fiscally responsible deferred maintenance decision may be more appropriate than the development of a capital request. There are other considerations, like state and campus program priorities, that override the condition of a facility in determining renovation or new construction needs.

6. Planning funds should precede funds for new construction and should be requested independently. Planning funds should be used to study several alternatives to address programmatic needs. A project which has received a prior recommendation and appropriation for planning funds will be reviewed again when construction funds are requested for the project.
7. Facilities maintained as auxiliary enterprises including, for example, student housing, parking facilities, and facilities related to intercollegiate athletics are considered to be the responsibility of the institution. State funding for construction of facilities serving a dual role involving auxiliary functions and educational and general purposes should be limited to the documented percentage of the facility serving educational and general purposes.

## **Tab 2 Attachment B**

# **Summary of Responses to Survey on Capital Priorities**

### Survey Demographics:

Of the 116 stakeholders invited to provide feedback on the capital improvement process, 40 (34%) participated. Participants represented public institution presidents/chancellors, chief financial officers, and facility directors and general assembly representatives. The breakdown is as follows:

- Representation
  - 13 CFOs
  - 13 institution presidents/chancellors
  - 9 facilities directors
  - 3 General Assembly staff
  - 2 other
- Public Sector Institution Participation Breakdown
  - 16 community college or state technical college
  - 20 public universities

### Survey Summary:

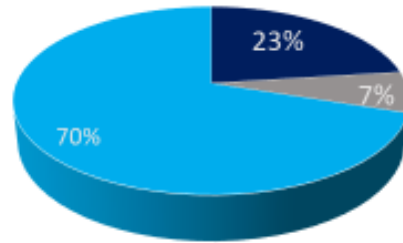
Survey participants were asked to provide feedback on the current capital improvement policy statements, including whether the statements appropriately represent the needs of institutions. Though the degree in which respondents agreed with the policy statement varied, 85% of respondents supported keeping the current statements with modifications; these modifications include providing more focus on repair and renovation needs across institutions and adding consideration for workforce demands and needs.

### Other Capital Improvement Considerations:

Below are survey questions presented to survey participants and percentage breakdown of the responses. To note, on the question, "Are there any additional policy statement the Coordinating Board for Higher Education should include," responses were grouped into three categories.

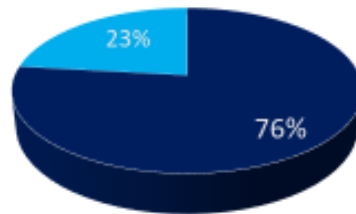


Consider the current policy statements. Are there any additional policy statements the Coordinating Board for Higher Education should include?



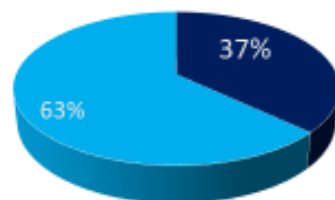
- Update Statements to Reflect Economic development/Regional Needs
- Facility Renovation Projects
- No recommendations

When a new facility is brought "online" part of that analysis includes determining whether a facility, specifically if it is outdated or underutilized, should be taken offline. Should this be a required consideration an institution should explore and document upon submitting their capital improvement projects unless enrollment growth justifies otherwise?



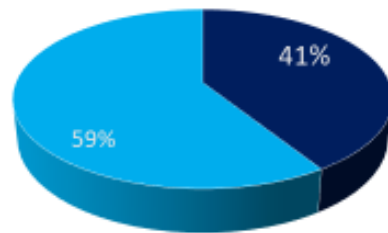
- Yes
- No

Maintenance and Repair (M&R) v. New Construction: Capital requests submitted to the DHEWD combine M&R and new construction requests. Should the department continue to score and rank these proposals to develop one capital improvement list or provide two separate lists?



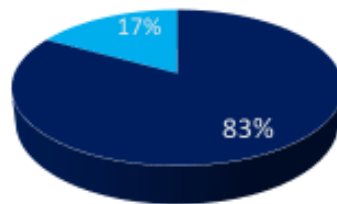
- One List
- Two Separate Lists

Should the capital improvement scoring process include only department staff or other representation?



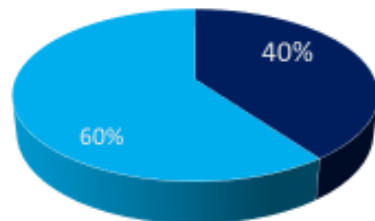
■ Other Representation      ■ Department Staff Only

Should the department (and/or representatives of other organizations) continue the practice of scoring and ranking projects?



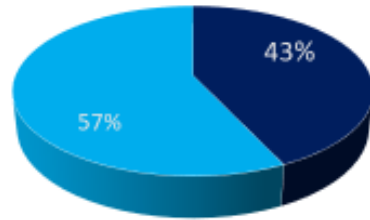
■ Yes      ■ No

Should the Department of Higher Education and Workforce Development score all project proposals submitted by institutions rather than only the top priority?



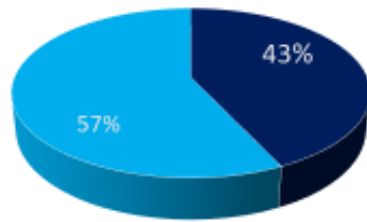
■ Yes      ■ No

Should the department cap the total dollar amount of the cumulative submitted projects which is presented to the Coordinating Board for Higher Education for consideration?



■ Yes ■ No

Should the department place a cap on the cumulative dollar amount an institution can submit for consideration across all capital improvement proposals?



■ Yes ■ No

## Tab 2 Attachment C Proposed Revised Guidelines for Prioritizing Public Higher Education Capital Improvement Funding Requests (Marked Up Version)

### I. BACKGROUND AND CONTEXT

The Coordinating Board for Higher Education has the statutory responsibility for recommending funding for higher education facilities at Missouri's community colleges, ~~Linn~~-State Technical College of Missouri, and public ~~four-year~~ universities.

These guidelines for prioritizing capital project requests pertain only to major construction projects in the following categories established by the Office of Administration: Renovation and Rehabilitation,<sup>1,7</sup> Corrective Construction,<sup>1,7</sup> Energy Conservation,<sup>1,7</sup> and New Construction, including planning funds for new construction. It is the current policy of the Coordinating Board that funding for routine maintenance and repair for all institutions should be included in the operating appropriations for the public institutions. Consequently, these guidelines anticipate that maintenance and repair will continue to be considered an ~~ongoing~~~~going~~ operational need that is appropriately addressed in the operating budget; the board will, however, consider renovations to existing buildings and infrastructure that are beyond the scope of routine maintenance and repair projects.

It is the policy of the Coordinating Board to submit ~~two~~ prioritized ~~requests~~~~request~~ to the Governor and General Assembly for ~~all~~~~the~~ public higher education institution capital improvement requests: One that includes renovation of existing space~~four-year universities along with the state's technical college~~, and one that includes new construction.

Each institution will submit one priority project for either renovation of existing space or new construction. The separate prioritized lists may include projects designated as meeting the criteria~~request for public community colleges. This separation allows~~ for the Higher Education Capital Fund if such a project is an institution's top capital improvement priority. The rubric developed by the Department of Higher Education and Workforce Development that will be used to score the requests will be released with budget instructions every year. The Coordinating Board will also provide a complete, unranked list of each institution's renovation of existing space and new construction needs to the Governor and General Assembly for ~~proper~~ consideration. ~~between the different types of institutions with widely varying needs.~~

### II. FACTORS CONSIDERED IN PRIORITY RANKING

The CBHE goal of providing a coordinated, balanced, and cost-effective delivery system of higher education will provide overall guidance in analyzing existing facility space utilization and in making decisions regarding the need for additional or renovated facilities.

In addition, the following policy statements will be considered when establishing relative priorities for capital funding:

1. All proposed projects should be congruent with both the mission of the institution within the system of Missouri higher education and the respective mission implementation plans as reviewed by the Coordinating Board. Campus facility master plans should address this congruence within a five-year projection of facility requirements for the institution based on enrollment and program needs, as well as the institution's plans to meet the workforce needs of the geographic area served by the institution independently and/or in collaboration with other institutions. The campus master plan, including enrollment trends and projections, will therefore serve as the reference point for documenting facility needs. A copy of the current campus master plan should be on file at the Coordinating Board Office.
2. Corrective construction and renovation and rehabilitation should, in most instances, precede new construction projects in priority. An institutional decision to retain a facility constitutes an ongoing commitment to bring that facility up to a good condition and to maintain it in compliance with codes and laws including the Americans with Disabilities Act. Modernization of classrooms and laboratories to incorporate appropriate technology and improvements that result in utility savings should be an institutional and Coordinating Board priority.

3. The addition of new square feet typically requires an ongoing financial commitment for campus security, fuel and utilities, maintenance and repair, etc. Absent justification for additional space based on enrollment change, a direct relationship to an approved mission change or enhancement, and/or the identification of available operational and maintenance funding, an increase in any institution's total square footage should be avoided.
- ~~4. Projects providing program accessibility to buildings for individuals with physical disabilities shall have a high priority.~~
- 5.4. The overall condition of a facility must be considered when evaluating the appropriateness of renovation and the prioritization of capital projects. In some cases, facilities that are in the poorest condition may more properly be candidates for demolition. In other cases, a fiscally responsible deferred maintenance decision may be more appropriate than the development of a capital request. There are other considerations, like state and campus program priorities, that may override the condition of a facility in determining renovation or new construction needs.
- 6.5. Planning funds should generally precede funds for new construction and should be requested independently. Planning funds should be used to study several alternatives to address programmatic needs. A project which has received a prior recommendation and appropriation for planning funds will be reviewed again when construction funds are requested for the project. Construction funds may be requested before planning funds when an institution provides documentation that planning has already taken place.
- 7.6. Facilities maintained as auxiliary enterprises including, for example, student housing, parking facilities, and facilities related to intercollegiate athletics are considered to be the responsibility of the institution. State funding for construction of facilities serving a dual role involving auxiliary functions and educational and general purposes should be limited to the documented percentage of the facility serving educational and general purposes.

## **Tab 2 Attachment D**

# **Proposed Revised Guidelines for Prioritizing Public Higher Education Capital Improvement Funding Requests (Clean Version)**

### **I. BACKGROUND AND CONTEXT**

The Coordinating Board for Higher Education has the statutory responsibility for recommending funding for higher education facilities at Missouri's community colleges, State Technical College of Missouri, and public universities.

These guidelines for prioritizing capital project requests pertain only to major construction projects in the following categories established by the Office of Administration: Renovation and Rehabilitation, Corrective Construction, Energy Conservation, and New Construction, including planning funds for new construction. It is the current policy of the Coordinating Board that funding for routine maintenance and repair for all institutions should be included in the operating appropriations for the public institutions. Consequently, these guidelines anticipate that maintenance and repair will continue to be considered an ongoing operational need that is appropriately addressed in the operating budget; the board will, however, consider renovations to existing buildings and infrastructure that are beyond the scope of routine maintenance and repair projects.

It is the policy of the Coordinating Board to submit two prioritized requests to the Governor and General Assembly for all public higher education institution capital improvement requests: One that includes renovation of existing space and one that includes new construction.

Each institution will submit one priority project for either renovation of existing space or new construction. The prioritized lists may include projects designated as meeting the criteria for the Higher Education Capital Fund if such a project is an institution's top capital improvement priority. The rubric developed by the Department of Higher Education and Workforce Development that will be used to score the requests will be released with budget instructions every year. The Coordinating Board will also provide a complete, unranked list of each institution's renovation of existing space and new construction needs to the Governor and General Assembly for consideration.

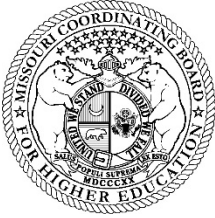
### **II. FACTORS CONSIDERED IN PRIORITY RANKING**

The CBHE goal of providing a coordinated, balanced, and cost-effective delivery system of higher education will provide overall guidance in analyzing existing facility space utilization and in making decisions regarding the need for additional or renovated facilities.

In addition, the following policy statements will be considered when establishing relative priorities for capital funding:

1. All proposed projects should be congruent with both the mission of the institution within the system of Missouri higher education and the respective mission implementation plans as reviewed by the Coordinating Board. Campus facility master plans should address this congruence within a five-year projection of facility requirements for the institution based on enrollment and program needs, as well as the institution's plans to meet the workforce needs of the geographic area served by the institution independently and/or in collaboration with other institutions. The campus master plan, including enrollment trends and projections, will therefore serve as the reference point for documenting facility needs. A copy of the current campus master plan should be on file at the Coordinating Board Office.
2. Corrective construction and renovation and rehabilitation should, in most instances, precede new construction projects in priority. An institutional decision to retain a facility constitutes an ongoing commitment to bring that facility up to a good condition and to maintain it in compliance with codes and laws including the Americans with Disabilities Act. Modernization of classrooms and laboratories to incorporate appropriate technology and improvements that result in utility savings should be an institutional and Coordinating Board priority.
3. The addition of new square feet typically requires an ongoing financial commitment for campus security, fuel and utilities, maintenance and repair, etc. Absent justification for additional space based on enrollment change, a direct relationship to an approved mission change or enhancement, and/or the identification of available operational and maintenance funding, an increase in any institution's total square footage should be avoided.

4. The overall condition of a facility must be considered when evaluating the appropriateness of renovation and the prioritization of capital projects. In some cases, facilities that are in the poorest condition may more properly be candidates for demolition. In other cases, a fiscally responsible deferred maintenance decision may be more appropriate than the development of a capital request. There are other considerations, like state and campus program priorities, that may override the condition of a facility in determining renovation or new construction needs.
5. Planning funds should generally precede funds for new construction and should be requested independently. Planning funds should be used to study several alternatives to address programmatic needs. A project which has received a prior recommendation and appropriation for planning funds will be reviewed again when construction funds are requested for the project. Construction funds may be requested before planning funds when an institution provides documentation that planning has already taken place.
6. Facilities maintained as auxiliary enterprises including, for example, student housing, parking facilities, and facilities related to intercollegiate athletics are considered to be the responsibility of the institution. State funding for construction of facilities serving a dual role involving auxiliary functions and educational and general purposes should be limited to the documented percentage of the facility serving educational and general purposes.



Tab 3

## Northwest Missouri State University Statewide Mission

Coordinating Board for Higher Education  
April 21, 2020

### BACKGROUND

A statewide mission designation is integrally related to the Coordinating Board for Higher Education's (CBHE) responsibility for statewide planning, requiring first, identification of the needs of the state and an examination of the ways educational resources can best respond, and next, an examination of the mission and purpose of institutions in light of the identified state needs.

In 1995, the General Assembly passed Senate Bill 340, which provides the framework the CBHE currently uses for evaluating requests for statewide missions. Sections 173.030(8) and (9), RSMo, charge the CBHE with reviewing public institutions' missions, based upon "the needs of the citizens of the state as well as the requirements of business, industry, the professions and government...to ensure that Missouri's system of higher education is responsive to the state's needs and is focused, balanced, cost-effective, and characterized by programs of high quality as demonstrated by student performance and program outcomes." The statute defines two steps for institutions asking the CBHE to recommend a statewide mission designation: submission of an application based on criteria found in §173.030(9), RSMo, and completion of a mission implementation plan for CBHE approval (§173.030(8), RSMo).

Once the CBHE has approved of the institution's proposed statewide mission designation, the statute states, "no change of mission for an institution under this subdivision establishing a statewide mission shall become effective until the general assembly approves the proposed mission change by concurrent resolution, except for the institution defined pursuant to subdivision (1) of section 174.010, and has been approved by the coordinating board and the institutions for which the coordinating board has recommended a statewide mission prior to August 28, 1995."<sup>1</sup> DHEWD staff has identified the two institutions for which the CBHE has recommended a statewide mission prior to August 28, 1995 as being Missouri State University and Truman State University.

### CURRENT STATUS

Northwest Missouri State University has notified the department that it intends to submit a statewide mission proposal in the near future. Staff will work with the university to ensure all application items are submitted as part of its proposal. This item will be brought to the CBHE at a future meeting.

### RECOMMENDATION

This is an Information item only.

### NO ATTACHMENTS

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<sup>1</sup> Institutions requesting a statewide mission designation "shall be judged to have met the prerequisites for such a mission when they demonstrate to the coordinating board that they have met the criteria described in this subdivision." §174.450 RSMo provides an additional requirement that the board of regents for any institution designated as having a statewide mission according to §173.030(8)(9), RSMo shall be abolished on the effective date of the statutory mission change, and any appointed members of the board of regents serving as of the effective date of the statutory mission change will serve as members of the board of governors until the expiration of the term for which they were appointed.