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UNIVERSITY OF MISSOURI
Columbia . Kansas City . Rolla . St. Louis



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0LQXWHV RI WKH %RDUG RI &XUDWRUV 0HH
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&ROXPOLDVRXUL

%RDUG&XUDWRUV WHH PHHWLQJV ZHUH KHOG -DQXDU\
FRQMXQFWLRLDZUWK PHHWLQJ

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\$ PHHWLQJ RI WKH %RDUG RI &XUDWRUV ZDQ SRQHQWGVV
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6WXGHQRQSRQHQYHUVLW\ &ROXPOLDVRXUL
SXUVXDQW WR SXEOLF QRWLFH J

7KH +RQRUDEOH % *UDKDP
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-DPLH /)DQJWHUWDU\ RI WKH %RDUG RI &XUDWRUV

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\$PHQGPHQW &ROOHFWHG 5XOHV DQG 5HJXODWLRQV 6HFWLRQ

7KDW &ROOHFWHG 5XOHV DQG 5HJXODWLRQV 6HFWLRQ
UHVLVHG DV IROORZV

&ROOHFWHG 5XOHV DQG 5HJXODWLRQV
\$GPLQLVWUDWLRQ
&KDSWHU 'HYHORSPHQW
2YHUYLHZ RI 'HYHORSPHQW

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\$ 6WDWHPHQW RKBXSUSRVH RI DOO DGYDQFHQW S
DILOLDWHG ZLWK WKH 8QLYHUVLW\ RI 0LVVRXUL V
7R LQYROYH FLWLJHQV RI WKH VWDWH DOXPQL
8QLYHUVLW\ WHG HIIRUWV
7R VHUYH FLWLJHQV RI WKH VWDWH DOXPQL D
RUJDQLJHG SHUVRQDO DQG RWKHU FRPPXQLFDV
7R DVVLVW WKH 8QLYHUVLW\ LQ REWDLQLQJ SU
WKH KLJKHVW TXDOLW\ DFDGHPLF UHVHDFK D
FLWLJHQV RI WKH VWDWH DQG QDWLRQ
7R DVVLVW WKH 8QLYHUVLW\ LQ REWDLQLQJ SU
DXJPHQW SXEOLF UHVRXUFHHWIRUF M DQGHVDFYD
RSSRUWXQLWLHV ZKLFK FDQQRW EH SURYLGHG

% *HQHUDO ,QIRUPDWLRQ

8QLYHUVLW\ \$GYDQFHQW HQFRPSDVVHV DOO
LQVWLWXWLRQDO VXSSRUW ,W LQYROYHV RUJD
YDULRXV \$XSSRUWLRQ VSHFLILF SURJUDPV
8QLYHUVLW\ \$GYDQFHQW GHVFULEHV WKRVH
UHODWLQJ WR WKH LQYROYHPHQW RI YROXQWH
,W JHQHUDOO\ FRQVLVWV RI DGYDQFHQW
UDLVDQJ UHODWLRQV DQG RWKHU LQGLYLGX

%RDUGXRDWRUV 0HHWLQJ
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GLUHFV LQWHUHVW LQ WKH 8QLYHUVLW\
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DFFHSWDQFH DQG IXOILOOHQW RI WRWDO LQY
REMHWLYHV DUH DFKLHYHG
80 &RXQFLO IRU ,QVWLWXUHV DQG HDGWDLRPH
FRXQFLO FRQVLVWLQJ RI WKH FKLHI DGYDQFHP
8QLYHUVLW\ 2XWUHDFK DV ZHOO DV RWKHU PH
6WDII SHUVRQQHO DVVLJQH WR DQ\ VXEGLYLV
FRQVWLWXUHV ZHON VSHFLDO HYHQWV FRPP
DFWLYLWLHV VKDOO EH XQGHU WKH PDQDJPHQ
DGYDQFHPHQW RIILFHU XQOHVV RWKHUZLVH G

& 6FRSH RI 2SHUURDQV XQGHU WKH SXUYLHZ RI 8QL
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' \$GYDQFHPHQW &RPHXQGLFDWHLRM ZULWWHQ HOHFW
PHGLD ZLOO EH XVHG WR FRPPXQLFDWH ZLWK VSHF
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()ULHQG 5DLVLQJ

\$OXPQL 5HODWLRQV

D \$OXPQL 3URDUPV SURJUDPV IRUP WKH EDV
DFWLYLWLHV RI LQVWLWXUHV DQVXSURUW
XQLTXH TXDOLWLHV RI DQWJHRSXV DMSXW
VWUHQJWKV LQ PHHWLQJ 8QLYHUVLW\ REMH
E \$OXPQL \$VVRFLDQV LQVLRQV RI HDFK FDPSX
HQFRXUDJHG WR PDLQWDLQ DOXPQL RUJDQ
SDUWLFXODU ILHOG RU DUHD 7KHVH GLYLV
EHKDUWHUHG E\ DQG DVVRFLDWHG ZLWK W
,QWHUFDPSXV \$OXPQL &RPHXQGLFDWHLRM DOXPQL OHDGHU
WKH IRXU 8QLYHUVLW\ RI 0LVVRXU DQDOP &XVH DQ
IROORZLQJ SXUSRVHV

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D 7RVHUYH DV D OLDLVRQ

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\$ *HQHUDO *XLGHOLQHV

3XUSRVH RI +RQRUDU\ 'HJUHHV 7KH KRQRUDU\
IRUP RRJQLWLRQ RIIHUG E\ WKH 8QLYHUVLW\ R
H[FHSWLRQDO GLVWLQFWLRQ 7KH SXUSRVHV RI
8QLYHUVLW\ LQFOXGH

D 7R UHFRJQL]H H[FHOOHQFH LQ WKH ILHOGV RI
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DUHDV RI EXVLQHVV SKLODQWKURS\ SXEOLF
H[HPSOLI\ WKH PLVVLQR DQG SXUSRVHV RI WK
E 7R KRQRU PHULWRULRXV DQG RXWVWDQGLQJ
6WDIWHV RVRXUL WKH 8QLWHG 6WDWHV RU WR
F 7R UHFROGL]H ERD\ VOLYHV DQG VLJQLILFDQW
VHUYH DV H[DPSONV RI WKH 8QLYHUVLW\ V
ERG\

G 7R HOHYDWH WKH 8QLYHUVLW\ RORZUJ H\HV R
LQGLYLGXDOV ZKR DUH ZLGHO\ WRZQ DQG KL
DFKLHYHPHQWV

&ULWHULD IRU 6HOHFWLRQ RI 'HJUHH 5HFLSLHQW

D 7KH EDVLV IRU WKH VHOHFWLRQ RI D GHJUHH U
WKSUSRVHV RI +RQRUDU\ GHBRMM
E 7KQRPLQHH PXVW EH GLVWLQJXLVKHG DQG WK
EH ERWK UHOHYDQW DQG DSSURISUOLIDWELVRWWK
IRU QRPLQDWGRWL\$HUWRQMLRW H[H[FHSWLRQDO V
LQWHUQDWLRQDO VWDWXUH

F 7KH QRPLQGHKVRXBRQZQWKFWKH XQLYHUVLW\ R
8QLYHUVLWVVRXULRFRVPHRVEH DOKRQRPLQHH
FRXOG KDYH SDUWLHEDSBRHG DQV SDUWQHUG
VFKRODUO\ RU FUHDWLYH DFWLYLW\WZLWK LWV
XQLYHUVLW\$SURJUDPPDW)XU)KMHORSFHQWH FRO
FRXOG EH QDWLRQDO RU LQWHUQDWLRQDO SUR
ZKLFKXWKYHKLWV\SDUWPHDQDWLYHOD\WBYHQRPL
DFKLHYHG UHFRJQL]HGUQDWLRQDO SURPLQHQFI

G 6XEVWDQWLYH VHUYRIFILWRRWRU\$VWVHSDULWLFX
XQÂYHUVLWVWVLYE5DLW\$SOH

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D \$Q\ PHPEHU RI WKH 8QLYHUVLW\ FRPPXQLW\ LG
DGPLQLVWU\DWKIGHDXWQD LIDQG DOXPQDH PHPEHU
FRXQFLOV &XUDWRUV DQGPDLQGLQDWWKH TXQD
LQGLYLGXDO IRU DQRKQDWDWQVGVKRXHOG EH FR
XVLQJ WKH QRPLQDWLRQ IRUP

E \$OO QRPLQDWLRQV VKRXOG EH VXEPLWWHG WR
&RXQFLO 6HQDWH\7&RXQFLO 6HQDWH ZLOO UH
WR WKH XQLYHUVLW\↑V FRPPLWWHH WKDW UHY
GHVLJQDWHG WR UHYLHZ WKH QRPLQDWLRQ V
&KDQFHOURU

F 1RPLQDWLRQV RULJLQDWLQWKHRZLGMK8QLVWU
FRPPXQLW\ VKRXOG EH UHIHUHG WR WKH DSSU
ZKLFK XQLYHUVLW\ WKH QRPLQDWLRQLVKRXOG
WKH DSSURSULDWH ORFDWLRQ

G 7KH 80 6\ VWHP +RQRUV &RPPLWWHSDZNDVWHYL
DQG VXEPLW LWV UHFRPPHQGDWLRQV WR WKH
3UHVLGHQW↑V RZQ UHFRPPHQGDWLRQV DQG IRU
&XUDWRUV IRU ILQDO FRQVLGHUDWLRQ

H \$ SRVLWLYH UHFRPPHQGDWLRQ LQ HDFK VWHS
WKH QRPLQH IRUZDUG LQ WKH UHYLHZ SURFHVV
+RQRUDU\ 'HJUHH 5HYLHZ &RPPLWWHHV

D &DPSXV 5HYLHZ &RPPLWWHH \$ &DPSXV)DFXC
DSSRLQWHG E\ HDFK &KDQFHOURU WR UHYLHZ
UHFRPPHQGDWLRQV ILUVW WR VQFHLDQDFXGW\ 6
WKHQ WR WKH &KDQFHOURU 7KH &)& LV FRPS
LQFOXGH UHSUHVHQWDWLYHV IURP RWKHU FR

E 80 6\ VWHP +RQRUV &RPPLWWHH 7KH +RQRUV
WR UHFHLYH QRPLQDWLRQV IURP WKH↑Z&KDQFH
WKH SDFNHWV WR HQVXUH WKH\ DUH FRPSOH
PDNH DZDUG UHFRPPHQGDWLRQV WR WKH 3UH
&RPPLWWHH VKDOO EH FRPSRVHG RI UHSUHV
IROORZLQJ FDWHJRULHV IDFXOWUDWUUV VW
7KH FRPPLWWHH FRPSRVLWLRQ ZLOO UHSUHV

6ROH 6RXUFH &DPSXV \$ZDUHQHV 0DUNHWLQJ &DPS

WKDWH 8QLYHUVLW\DQRIDVLRXUEH DXWKRULJHG WR
\$ZDUHQHV 0DUNHWLQJ &DPSDL5HLOHU.DLFDVU&RV
0LVVRXUL DWID WRWBDFRQMK SHULRG

)XQGLQJ LV DV IROORZV

%RDUGXRDWRUV 0HHWLQJ
)HEUXDU\

%RDUG DV SXEOLF LQIRUPDWLRQ DQG ILOHG ZLW
(PSOR\HH 5HWLUHPHQW LQ DFFRUGDQFH ZLWK 6HF
6WDWXWHV DQG

E WKH 3URSRVHG 1HZ 5HWLUHPHQW 3ODFHGRULQXWKH
DWWDFKHG VXPPDU\ GRFXPHQW LV SUHOLPLQDULO
SUHSDUH DSSURSULDWH UHWLUHPHQW SODQ GRFX
%RDUG IRU ILQDO DSSURYIDYCH GRD WR B QWHUWKKHQ DR
VWPHQW LV ILOHG ZLWK WKH 6HFUHWDU\ RI WKH %R

7KH PRWLRQ FDUULHGE XQDQLHP RYRWOH ZLWK QR DEVWH
\$FDGHPLF 6WXGHQW \$IIDLUV DQG 5HVHDKULFKU DSHSR ERVQ
&XUD&K&W\$DRYDQYHURLHFZPPLWWHH EXVLQHV
1HZ 'HJUSR3DUR 2FFXSDWLRQDO 7KQURD\$R DRVLR RUDQVHL

,W ZDV UHFRPPHQGHG E\ 6U \$VVRFLDWH 9LFH 3UH
3UHVLGHQW 0XQ &KRL UHFRPPHQGHG E5(WRFP\$FVGHHP LF
PRYHG E\ &KDDWVHQFRQGHG 3EKLQXLSWR UWKH IROORZLQJ
DSSURYHG

WKDW WKH 8QLYH&URQXFEHR DDXLWK/RUXELJHG WKRH DXVEWDF
SURSRVDO DQG DV RQ ILOH ZLWKDQK2HFXSDWLRQ
7KHUDES\ 'RFRVUKDWHRRUGLQDWLQJ %RDUG IRU +LJK

7KH PRWLRQ FDUULHGE XQDQLHP RYRWOH ZLWK QR DEVWH
1HZ 'HJUHH 3URSRVDO 0DVWHU LRQI \$WKDMMRLQ RQDILQHQ

,W ZDV UHFRPPHQGHG E\ 6U \$VVRFLDWH 9LFH 3UHVLG
3UHVLGHQW 0XQ &KRL UHFRPPHQGHG E\ WKH \$FDGHPLF
PRYHG E\ &KDDWVHQFRQGHG *EJ&D&V&VW UWKH IROORZLQJ
DSSURYHG

WKDWQWKHUS/LW\ &RQXFEHR UELH DXWKRULJHG WR V
SURSRVDO DV RQ ILOH ZLWK WKH UPIDQ&DWHHRJ RML\$W
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7KH PRWLRQ FDUULHGE XQDQLHP RYRWOH ZLWK QR DEVWH

%RDUGXRDWRUV 0HHWLQJ
)HEUXDU\

\$XGLW &RPPLWWHH &KDLU 5HSRUW

&XUDWRU %UQFLF SURYLGHG DQ RYHUYLHZ RI FRPPLWW
DEVHQFH

,QIRUPDWLRQ

,QWHUQDO \$XGLW DQG &RQVXODWLRQUPDXDLURVHRJQ\I50HS
,QWHW\ DQG \$FFRXQWDELOLW\ +RWOLQH \$QQXDO
([WHUQDO \$XGLWRU\ V 5HSRUW 80 LQIRUPDWLRQ RQ

(QJDJHPHQW RI ,QGSHHQGHQW \$XGLWRUPDWLRQ 5HQDLVHH

,W ZDV UHFRPPHQGHG E\ 9LQHRU V HGLGH QW H5DSS
UHFRPPHQGHG E\ WKHP \$XGLWE & RYRQWRFR RQGHG E\ &XU
6WHHOW WDW WKH IROORZLQJ DFWLRQ EH DSSURYHG

WKDW WKH 9LFH 3UHVVLGHQW IRU)LQDQFH EH DXWK
WR SURYLGH DXGLW VHUYLFHV WR WKH 8QLYHUVLW
IRU IHHV RI

7KH PRVW LQDQGHG LPRXVEQ\YRLFH YRWRV ZLHWQRQV

+HDOWK \$IIDLUV &RPPLWWHH

&XUDWRU *UDKDP SURYLGHG DQ RYHUYLHZ RI FRPPLWW

,QIRUPDWLRQ

4XDUWHUO\ &RPSOLDQFH 5HSRUW 08 +HDOWK LQIRU
4XDUWHUO\)LQDQFLDO 5HSRUW 08 +HDOWK LQIRUP

5HVROXWLFHQWRU 6HVVLQR RI WKH %RDUG RI &XUDWRU

,W ZDV PRYHG6EQ & XDDGVRUFRQGHGUEK &XKJDDWRUKHU
VKDOO EH DQ H[HFXYLYH VHVVLRQ ZLWK D FORVHG UHF
PHHWYHEUXDU\IRU FRQVLGHUDWLRQ RI

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)HEUXDU\

- 6HFWLRQ UH560RRLQJ WR PDWWHUV LGHQWLILHG
LQFOXGH OHJDO DFWLRQV FDXVHV RI DFWLRQ RU OL
FRPPXQLFDWLRQV ZLWK FRXQVHO DQG
- 6HFWLRQ UH560RRLQJ WR PDWWHUV LGHQWLILHG
LQFOXGH OHDVLQJ SXUFKDVH RU VDOH RI UHDO HVW
- 6HFWLRQ UH560RRLQJ WR PDWWHUV LGHQWLILHG
LQFOXGH KLULQJ ILULQJ GLDUFWSGXQDQJHRSJOSUHRPVRW
- 6HFWLRQ UH560RRLQJ WR PDWWHUV LGHQWLILHG
LQFOXGH VHDOHG ELGV DQG UHODWHG GRFXPHQWV D
GRFXPHQWV RU GRFXPHQWV UHODWHG WR D QHJRWLD
- 6HFWLRQ 560RHODWLQJ WR PDWWHUV LGHQWLILHG
LQFOXGH LQGLYLGXDOO\ LGHQWLILDEOH SHUVRQQHO
SHUWDLQLQJ WRDSISSORDQMW RRU HPSOR\PHQW
- 6HFWLRQ 560RHODWPDQJWRWLV LGHQWLILHG LQ WKDV
LQFOXGH UHFRWRWZFWLHG DURPSGLVFORVXUH E\ ODZ I
- 6HFWLRQ UH560RRLQJ WR PDWWHUV LGHQWLILHG
LQFOXGH FRQILGHQWLDO RU SULYLOLFJHRSYHRPFXQLW D
ERG\ DQG LWV DXGLWU

5ROO FROOVKRWRDUG

&XUDWRU %UQFLF YRWHG \HV
&XUDWRU %UQFLF YRWHG \HV
&XUDWRU)DUPHU ZDV DEVHQR
&XUDWRU *UDKDP YRWHG \HV
&XUDWRU /D\PDQ ZDV DEVHQR
&XUDWRU 3KLOOLSV YRWHG \HV
&XUDWRU 6QRZVGHQ YRWHG
&XUDWRU 6WHHOPDQ YRWHG \HV
&XUDWRU 6XQGYROG YRWHG \HV

7KH PRWLRQ FDUULHG

'XH WR ZHDWKHU FRQGLWLRQ%RDUGXRDWRUV LGHQWLILHG
ZDV FDQFHODQDUG RI &XUDWRUV SXEOLF VHWDRQ UHF
)HEUXDU\

%RDUG RI &XUDWRUVXVWYMLQJVVLRQ

%RDUGXRDWRUV 0HHWLQJ
)HEUXDU\

\$ PHHWLQJ RI WKH 8QLYHUVLW\ RI 0LVVRXUL %RDUG R
VHVVLQRQ DW RQKXUV)HEUXDU\ LGWRWOHU RIXWKH , , ,
0HPRULDO 6WXRGHVHGHUHQW\ &RDXLFRX &FDSFLD
0LVVRXUL SXUVXDQW WR SXEOLF Q-RVLFH6KLOKORLUGVD
RI WKH %RDUG RI &XUDWRUV SUHVLGHG RYHU WKH PHH

3UHVHQW

7KH +RQRUDEOH QKDEED *
7KH +RQRUDEOH 'DUU\O 0 &KDWPDQ
7KH +RQRUDEOH % *UDKDP
7KH +RQRUDEOH -RKQ 5 3KLOOLSV
7KH +RQRUDEOH 3KLOOLS + 6QRZGHQ
7KH +RQRUDEOH 'DYLQ / 6WHHOPDQ
7KH +RQRUDEOH -RQ 7 6XQGYROG

7KH +RQRUDEOH -DPLH /)DUPHUEDQWIIUH\ / /D\PDQ

\$OVR 3UHVHQW

'UOXQ < 83KURHLVLGHQW
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0V&LQG\ +DUPHUEDU\ RI WKH %RDUG RI &XUDWRUV
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*HQHUDO %XVLQHVV

5DFKHO 'ZLJLQV/3ZMRKQHG WKH PHHWLQJ

3UHVVLGHQWF&KRLHVDQHQWISSO &RXQVHO 2ZHQV H[FX
IURP WKH PHHWLQJ

\$QQXDO &RPPXQLFDWLRQ ZLWK ([WHUQDO \$XGLWRUV

1R DFWLRQ WDNHQ E\ WKH %RDUG

0HPEHUV RI %.' H[FXVHG WKHPVHOYHV IURP WKH PHHWLQJ

3UHVVLGHQWF&KRLHVDQHQWISSO &RXQVHO 2ZHQV UHM

&KDQFHORU \$OH[&DUWZULJKW 3URYRVW /DWKD 5DPF
-RQDWKDQ &XUWULJKW DQG 0V &KULVWLQH +ROW MRLC
3UDUHQG &RPPXQLQH WKH PHHWLQJ E\ SKRQH

%RDU&XEDWRUV 0HHWLQJ
)HEUXDU\

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&RXQVHO 2ZHQV DQG 0U &XUWULJKW

%RDU&XEDWRUV 0HHWLQJ
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%RDUGXRDWRUV 0HHWLQJ
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&XUDWRU 6QRZGHQ YRWHG \HV
&XUDWRU 6WHHOPDQ YRWHG \HV
&XUDWRU 6XQGYROG YRWHG \HV

7KH PRWLRQ FDUULHG

*HQHUDO %XVLQHVV

0U 0LNH *OD]LHU &KDQFHOO RU \$OH[&DUWZULJKW 3U
6WHUN MRLQHG WKH PHHWLQJ

*HQHUDO &RXQVHO DQG HFWLRQDWGREQ 5HSRUWO &RXQVHO

1R DFWLRQ WDNHQ E\ WKH %RDUG

0U 0LNH *OD]LHU DQG 0U -LP 6WHUN H[FXVHG WKHPVH

3UHVLGHQW\ UHFRUGWRQVHFWHQGH \ 3UHVLGHQW &K

1R DFWLRQ WDNHQ E\ WKH %RDUG

&KDQFHOO RU &DUWZULJKW\FXQGGURKFRWHGDPFKDQB WH

*HQHUDO &RXQVHO DQG /LWLUJWHQW\FG SERUWQFRUOLQX

1R DFWLRQ WDNHQ E\ WKH %RDUG

,W ZDV PRYHG *ED&DQDWRHFRQGHGKEO&KSDWRWKH
PHHWLQJ RI IWS&XUDWRUVDR\ EH DGMRXUQH

5ROO FDOO YRWH RI WKH %RDUG

&XUDWRUWRWHG\HV
&XUDWRU &KDWPDQ YRWHG \HV
&XUDWRUZDQDPEHQW IRU YRWH
&XUDWRU *UDKDP YRWHG \HV
&XUDWRUZDDMDEQ/HQW
&XUDWRU 3KLOOLSV YRWHG \HV

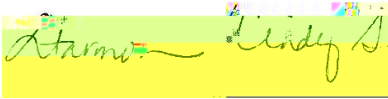
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&XUDWRUVZCHQ YRWHG \HV
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7KH PRWLRQ FDUULHG

7KHUH EHLQJ QR RWKHU EXVLQHVV WR FRPH EHIRU
ZDV DGMWUXBCHGRXUVGD\)HEUXDU\

5HVSHFWIXOO\ VXEPLWWHG



&LQG\ 6 +DUPRQ
6HFUHWDU\ RI WKH %RDUG RI &XUDWRUV
8QLYHUVLW\ GRVWHPVRXUL

\$SSURYHG E\ WKH %RDUG RI &XUDWRUV RQ \$SULO