Missouri Student Unions, including Memorial Union and the MU Student Center, welcomed 4.5 million visitors in FY 2013, hosted more than 16,000 bookings and checked out more than 65,000 laptops computers and 3,000 bicycles.
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Alumni often tell me some of their most valuable learning experiences happened outside the classroom. I like to remind people this doesn’t happen by accident. Student Affairs professionals care deeply about helping students reach their maximum potential — and we are intentional in our efforts toward that goal. We set students on a path to success from the moment they set foot on campus.

One of our programs, Alternative Spring Break, has grown so much we had to change its name to Mizzou Alternative Breaks. Nearly 500 students completed community service trips during spring, fall and winter breaks last year, making our program No. 4 in the nation for participants and number of trips. We are on track to become No. 1 this year with a record 840 student participants. Learn more about this life-changing program on Page 10.

We value your investment in the Mizzou student experience — whether you have entrusted us with your student, volunteered your time or included Student Affairs in your philanthropy plan. Our financial report begins on Page 13.

Thank you for supporting the Mizzou student experience!

Catherine C. Scroggs, EdSp ’82, PhD ’94
Vice Chancellor for Student Affairs

Student Affairs
University of Missouri

Campus Dining Services        Parent Relations
Counseling Center             Residential Life
Disability Services          Student & Auxiliary Services
MizzouRec                    Student Life
Mizzou extended a decade of record-setting enrollments in fall 2013, welcoming the most diverse student body in its history. The freshman class of 6,194 was second in size only to the 2012 class.

From the moment they arrive at Mizzou, students have access to programs, services and facilities we have designed to be transformational. Learn how on the following pages.
Communities are at the core of the Mizzou student experience. Student Affairs programs and facilities are designed to support academic, social, physical and mental well-being. *U.S. News and World Report* ranks Mizzou’s *residential learning communities* among the best in the nation. Students who participate in Freshman Interest Groups (FIGs) — in which students with similar interests live together, take classes together and participate in special programs together — have higher retention rates, GPAs and graduation rates than students who do not. Student unions, dining halls, recreation facilities and centers also help create a sense of community and belonging.

*Campus Dining* serves more than *4 million meals* each year through 21 retail and residential dining locations. Campus Dining Services works with local farms to buy produce and plans to provide seasonal menu specials featuring locally grown items.

*Four out of five Mizzou students live off campus.* These students receive support from the newly created *Off-Campus Student Services program,* which serves as a hub for landlord information, referrals to campus resources and support in case of an emergency.
Involved students have higher GPAs and report a significantly higher sense of belonging and satisfaction with MU than uninvolved students. One of the easiest ways to get involved is by attending an event, such as a concert or a lecture, designed to spark reflection, conversation and inspiration. Throughout the years, performers and speakers at MU have created memories and inspired personal growth and character development. Alumni still tell stories of hearing from speakers such as President Harry S Truman, Maya Angelou and Jerry Seinfeld. Such experiences not only create lifelong memories, but also can change the trajectory of a student’s life.

Indie-rock band Fun performed in Jesse Auditorium as part of One Mizzou week in fall 2012. Photo by Jake Hamilton.

Opposite page: Student in residential journalism communities gather to meet faculty and get to know each other. Photo by Jill Fox.
Students develop lasting relationships with peers and mentors when they work toward a common goal. Many student initiatives and organizations are service oriented. Student volunteers for Supportive Tigers Riding in Pursuit of Ensuring Safety (STRIPES), for example, have provided free, safe, confidential rides to their peers since 2001. In FY 2013, 250 student volunteers provided a total of 18,286 safe rides for fellow students. The Missouri Students Association, private donors, local businesses and patron tips help cover the program’s operating costs, including rental fees and fuel.

STRIPES operates Thursday, Friday and Saturday nights during fall and spring semesters. Photo by Jake Hamilton.

One in four students participates in Greek Life. Fraternity and sorority membership at Mizzou has grown 43 percent in five years.

Opposite page: Tiger Pantry is located at 1400 Rock Quarry Road. Photo by Jonathan Butler.

Our alcohol-prevention programs are nationally recognized year after year as one of the top programs in the nation. Binge drinking rates at Mizzou have dropped over the last five years.
Student Affairs encourages personal and professional growth by creating opportunities for students to lead others, hone their communication skills, and participate in conferences and teambuilding courses. **Tiger Pantry** is one of several student-grown, student-led programs. Observing the University of Arkansas Full Circle Pantry operation inspired students from the Missouri Students Association to launch the food pantry for the Mizzou community in fall 2012. Since opening, Tiger Pantry has served more than 2,000 clients. The operation is funded by campus and community sponsorships and private donations.

Each year, the **Unions Entrepreneurial Program** grants student entrepreneurs **$2,000** in start-up funds and **325 square feet of space** in the MU Student Center to launch an original business idea. **Quirks Consignment Store** is the 2013 resident.

The **Center for Leadership and Service** offered 66 educational programs and trainings in FY 2013, including the Chancellor’s Leadership Class, Women’s Leadership Conference and **Mizzou Leadership Academy**.
As their Mizzou student experience culminates, seniors participate in Tiger Prowl, passing through the Columns again to symbolize their graduation from the university.

Wherever their path leads from Mizzou, successful graduates are prepared for a fulfilling future as good citizens and caring people who contribute to their communities and make a difference in the world.
Tell Us About Your Mizzou Experience

The University of Missouri turns 175 years old this year. In the spirit of celebration and reflection, we want to hear about your student experience.

What is your favorite Mizzou memory? How did you live and learn, participate, collaborate and grow? What people and programs impacted your Mizzou experience? And, what are you up to today?

Send an email to studentexperience@missouri.edu or write to Student Affairs Communications, N17 Memorial Union, Columbia, MO 65211. Please include your name, year of graduation and daytime contact information.

Team Mizzou, the MizzouRec student staff leadership and development program, is a key component of the MizzouRec Services and Facilities success formula. Photo by David Freyermuth.

Opposite page: Graduating students walk back through the Columns during Tiger Prowl May 10, 2013. Photo by Shane Epping.

The MizzouRec Complex welcomed an all-time high of **1.1 million visitors** in FY 2013. The Team Mizzou GPA has exceeded the average campus undergraduate GPA for 15 years.
Each trip typically has 10 participants and two site leaders, who go through almost a year of training to plan their trips and learn how to find community partners, make a budget, raise funds, keep participants safe and solve problems on the fly.

“We take two Mizzou students and say, ‘Here are 10 other Mizzou students,’ ” says Bryan Goers, coordinator of leadership and service for the Department of Student Life.

“We have a budget of whatever you decide to make it. You’re going to go find a site, find an issue, make contacts in that region, and we’ll give you two vans.’ And it’s like … go.”

During their trips, students tweet, blog and vlog about the work they do, the relationships they build and what they learn.
IN DEMAND

In 2009, Alternative Breaks application numbers started growing (thanks largely to word of mouth), and the program did its best to meet the demand.

Organizers added winter break trips, international trips to the Dominican Republic and Nicaragua, a Thanksgiving trip, a weekend trip to Kansas City and a collaborative project with other SEC schools.

In spring 2009, there were just 88 participants and eight trips. During the 2013 spring break, more than 400 students participated in 36 trips. About 640 students are signed up for spring break trips this year.

In total, about 850 students will embark on 69 trips in 2014. Almost 1,600 students applied for those 850 spots.

The program is on track to be the largest of its kind in the country (it's currently the fourth-largest program) and the first program to send more than 1,000 people on trips in a year.

“It never ceases to amaze us,” Goers says. “We go in the next year and say ‘Aw, man, do you think we can get this many applications?’ and it gets blown out of the water.”

Private gifts fund the program, and scholarships help make it possible for more students to participate.

Last year, gifts ranging from $10 to $1,000 from more than 2,200 donors helped send 478 students on Alternative Break trips.

Goers says the goal is to send as many students who want to serve as possible.

In order to do that, fundraising and scholarships will become even more vital. A $50,000 endowment could provide $2,000 in scholarships every year, allowing more students to participate.

SERVE; DON’T HELP

The program stresses seven principles to its participants and site leaders. One of the most talked-about is “serve; don’t help.”

“We don’t go in with the mentality that we’re going to impart our wisdom on a community,” Goers says. “We know that community is
going to teach us as much as they’re getting out of it.”

Other principles include “be Gumby,” which stresses flexibility, and “bring it home,” which reminds participants to bring what they learn back to MU.

Many students have done just that. Students come back with new perspectives and sometimes, Goers says, plans to switch majors. Other students return to start their own service organizations on campus. The Mizzou Unity Coalition, which advocates accessibility for people with disabilities, and Mizzou Pinwheels for Prevention, part of a national campaign for child-abuse prevention, were both created by Alternative Breaks participants, Goers says.

“Mizzou is a community that wants to give back.”
**2013–14 BUDGET**

<table>
<thead>
<tr>
<th>Source of Income</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campus general revenue allocation</td>
<td>$3,872,404</td>
</tr>
<tr>
<td>Gift and endowment income</td>
<td>$259,308</td>
</tr>
<tr>
<td>Interest income</td>
<td>$199,451</td>
</tr>
<tr>
<td>Other income</td>
<td>$4,206,841</td>
</tr>
<tr>
<td>Sales and services</td>
<td>$131,814,307</td>
</tr>
<tr>
<td>Student fees</td>
<td>$16,809,308</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$157,161,619</strong></td>
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</tbody>
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**DIRECT STUDENT SUPPORT**

<table>
<thead>
<tr>
<th>Type of Support</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student salaries</td>
<td>$7,517,312</td>
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<tr>
<td>Financial aid</td>
<td>$238,221</td>
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<tr>
<td>Graduate student stipends</td>
<td>$529,391</td>
</tr>
<tr>
<td>Room and board waivers</td>
<td>$1,083,698</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$9,368,622</strong></td>
</tr>
</tbody>
</table>

**EMPLOYEE HEADCOUNT**

- Student staff: 2,139
- Full-time staff: 609
- Part-time staff: 133

Student Affairs employs 25% of all student workers at Mizzou.
STUDENT FEES

Associated Students of the University of Missouri
($0.50)
Divisional Councils
($1.43)
Jesse Auditorium
($1.94)
Readership
($2.08)
Multicultural Student Organizations
($3.17)
Club Sports
($4.07)
Capital Improvement
($4.20)
Student Organizations
($9.29)
Counseling Center
($10.47)
Student Life
($19.48)
Student Government
($22.51)
Information Technology
($153.60)
MizzouRec
($138.69)
Student Health
($99.17)
Student Unions
($63.72)
Parking and Transportation
($23.84)

All fees are assessed per semester, per credit hour. Totals are based on a 12-hour credit load and may vary based on the number of hours a student takes. Visit bit.ly/mufees for more information.

TUITION AND FEE COMPARISON
Gray bars represent annual range for in-state tuition and required fees.

See how Mizzou measures up. Visit measuresup.missouri.edu for the latest figures.

MIZZOU
$9,415

Association of American Universities
Average $11,285
AAU Publics
Average $11,043
Southeastern Conference
Average $14,565
Big Ten Conference
Average $14,273
Big 12 Conference
Average $26,133
Private gifts enhance the Mizzou student experience.

### 2013 Fundraising

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Planned gifts</td>
<td>126,667</td>
</tr>
<tr>
<td>Individual cash gifts</td>
<td>209,970</td>
</tr>
<tr>
<td>Corporate and foundation cash gifts</td>
<td>50,000</td>
</tr>
<tr>
<td><strong>Total raised</strong></td>
<td><strong>386,636</strong></td>
</tr>
</tbody>
</table>

More than 2,000 Mizzou parents contributed to the Parents Fund in FY 2013, raising $108,169 for counseling, safe driving, leadership development and other essential student services.

Bonita and Carlton Brooks of St. Louis volunteer as members of the Parent Leadership Council. Their son, Darren, is a junior biology major at Mizzou. Photo by Rachel Coward.

Your gift enhances the Mizzou student experience. Use the enclosed envelope to make a gift today or contact us to learn more about giving to Student Affairs.

Iris Calloway, director, Student Affairs Advancement
S1 Memorial Union, University of Missouri, Columbia, MO 65211
573-884-3160 • studentaffairs.missouri.edu
Mizzou was an easy choice for Domingo Pacheco. He knew he didn’t want to stay in his hometown of Springfield, Mo., so he followed his friends to Columbia. What he found surprised him.

“One of the things I realized quite quickly was the opportunity,” says Pacheco, BA, BS ’09. One opportunity led to another, from undergraduate research to Missouri Students Association (MSA) activities.

Eventually, Pacheco found himself in charge of the STRIPES safe driving program, where he worked to reduce the designated driver age from 21 to 18, increasing the pool of volunteers. Then he began exploring options for sustainable funding.

“When STRIPES first came out, the idea was that MSA would give us a little money until we became independent. But STRIPES had never really taken strides to become financially independent,” Pacheco says.

That’s when he learned about endowment. When a program is endowed, the original gift amount is not spent. By preserving the principal, an endowment provides funding in perpetuity.

The STRIPES endowment was created with $25,000 in gifts from corporations, parents and alumni plus proceeds from a golf tournament fundraiser. Today the endowment is valued at nearly $60,000, providing about $2,400 for the program every year.

Shortly after graduation, Pacheco found himself discussing philanthropy with former MSA president and fellow Springfield, Mo., native Rachel Anderson, BGS ’08. The MU Student Center had just opened, and Anderson, then a regional development officer for MU, happened to mention the new Unions Entrepreneurial Program.

The entrepreneurial program, supported by the Missouri Student Unions, nurtures creativity among MU students by providing start-up money and a rent-free space in the MU Student Center for one year. Applicants are required to submit a business plan, marketing strategy and budget.

“The kind of students taking this risk are the
kind of people who are going to be very, very successful later,” says Pacheco, now a solution engineer for SAP. “I wish we could have done that [when I was a student]. We had all sorts of ideas.”

With a matching gift from his employer, Pacheco pledged to endow the program. He acknowledges the $25,000 minimum to create an endowment is daunting.

“Those are the kinds of checks you write when you buy a house, not when you make a donation,” he says. “But when you can split it over five years and factor in an employer match, all of a sudden it’s not a scary number.”

Pacheco says he's simply putting his money where his mouth is.

“To me, when I look back, Mizzou means opportunity. You have all these resources and opportunities at your fingertips. Across the board, it's themes of leadership, working with other individuals and communication. That carries over no matter what field you go into.

“I stumbled upon Mizzou,” Pacheco says. “And year after year, semester after semester, I stumbled upon all these opportunities. This [gift] is my thank you card to Mizzou.”

**Partners in Success**

**Advancement Board**
- Co-chair: Steffani Lautenschlager, BA ’00
- Co-chair: Val Lawlor, BA ’89
- Matt Broffman, BJ ’07
- Sherri Brophy, BS BA ’79, past parent
- Isaac Butler, BS ’01
- Dr. Marcia Chatelain, BA, BJ ’01
- Ashley Dean, BA ’97, JD ’00
- Keith Dorsch, past parent
- Steve McCartan, BA ’95, JD ’99
- Domingo Pacheco, BA, BS ’09
- Dan Reiter, BS BA ’03
- Lucinda Rice-Petrie, BS Ed ’68, MA ’69, past parent
- Marissa Schaffner, BS BA ’99

**Parent Leadership Council**
- Matt and Claire Adrian, Carl Junction, Mo.
- Lisa and Joel Alexander, Springfield, Mo.
- Craig and Janet Ault, Scottsdale, Ariz.
- Marilyn and Kevin Bertelsen, Charlotte, N.C.
- Carlton and Bonita Brooks, St. Louis
- Karyn and John Campbell, Leawood, Kan.
- Chuck and Mary Chalender, Springfield, Mo.
- Chris and Steve Clerkley, Temecula, Calif.
- John and Suzan Gampper, Overland Park, Kan.
- Susan and Kirby Greteman, Houston
- Joe and Loretta Hornberg, St. Louis
- Carol and Mike Janssen, Houston
- Jeff and Nancy Jensen, Ballwin, Mo.
- Charles and Jenny Kassly, Fairview Heights, Ill.
- Sally and Tim Lankford, Kenilworth, Ill.
- John and Cheryl Lothian, Elmhurst, Ill.
- Joan Lowenstein & Jonathan Trobe, Ann Arbor, Mich.
- Tommy and Laura Nelson, St. Joseph, Mo.
- Bill Page, Lee's Summit, Kan.
- Tamee Reese, St. Louis
- Teri Spector, Alhambra, Ill.
- Dennis Stoutenburgh, Dallas, Texas
- Kim Voss, Washington, Mo.
- Lisa and Jeff Yoakam, Springfield, Mo.

**How Endowment Works**

MU collects the earnings for each endowment in a distribution account. Each year, 4.5 percent of the fund’s value is spent according to the donor’s wishes. The minimum amount to establish an endowment is $25,000, which can be given in installments for up to five years.
Student Affairs
University of Missouri
Office of Advancement
S1 Memorial Union
Columbia, MO 65211