



Board of Governors Programs & Planning Committee Meeting

May 07, 2026 10:45 AM CDT

Plaster Student Union, Ballroom East

I. Roll Call *Presented by: Governor Lynn Parman*

II. Approval of Minutes *Presented by: Governor Lynn Parman*

II.A. Approval of the minutes of the Programs and Planning Committee Meeting of February 19, 2026

III. Peer Institution Discussion *Presented by: Dr. Egon Heidendal, Associate Provost for Institutional Effectiveness*

III.A. Benchmark and Aspirational Peer Groups

IV. Darr College of Agriculture Strategic Plan Update *Presented by: Dr. Melissa Bledsoe, Dean of the Darr College of Agriculture*

V. West Plains Campus Strategic Plan Update *Presented by: Zora Mulligan, Chancellor of the West Plains Campus*

VI. Resolution Authorizing Closed Meeting, Pursuant to the Revised Statutes of the State of Missouri 610.021

VII. Adjournment *Presented by: Governor Lynn Parman*

II.A.

**MINUTES OF THE
BOARD OF GOVERNORS PROGRAMS AND PLANNING COMMITTEE
MISSOURI STATE UNIVERSITY
THURSDAY, FEBRUARY 19, 2026**

The Programs and Planning Committee of the Board of Governors for Missouri State University held a meeting in the Robert W. Plaster Student Union, Ballroom East, on the Missouri State University Springfield Campus on February 19, 2026, with Governor Melissa Gourley, Chair of the Board of Governors, presiding. Governor Gourley called the meeting to order at 3:45 p.m.

Roll Call

Present – Melissa Gourley, Board Chair and Committee Member
Tim Francka, Committee Member
Travis Freeman, Committee Member
Lynn Parman, Committee Member
Jeff Schrag, Committee Member
Chris Waters, Committee Member

Absent – Anson Elliott, Committee Member
Ann Kampeter, Committee Chair

Also present – Richard B. Williams, President
Jamie Birch, Chief of Staff and Assistant to the President for Governmental Affairs
Brad Bodenhausen, Vice President for Community and Global Partnerships
Jeff Coiner, Chief Information Officer
Rachael Dockery, General Counsel and Vice President for Legal Affairs and Compliance
Brent Dunn, Vice President for University Advancement
Natalie McNish, Director of Internal Audit and Risk Management
Dawn Medley, Vice President for Enrollment Management
Matt Morris, Vice President for Administration and Finance
Andrea Mostyn, Interim Vice President for Marketing and Communications
Zora Mulligan, Chancellor of the West Plains Campus
Clarenda Phillips, Provost and Vice President for Academic Affairs
Dee Siscoe, Vice President for Student Affairs
Rowena Stone, Secretary to the Board of Governors

Approval of Minutes

Governor Gourley called for a motion to approve the minutes of the December 11, 2025, Programs and Planning Committee meeting. Governor Tim Frankca provided a motion, receiving a second from Governor Travis Freeman.

Motion passed 6-0.

Behavioral Intervention Team (BIT) Overview

Dr. Dee Siscoe, Vice President for Student Affairs, provided an overview of the Behavioral Intervention Team (BIT). Missouri State University's BIT was founded in fall 2003 as part of the national shift toward preventive, coordinated behavioral assessment and support on college campuses. BIT is designed to assess the severity of situations involving student behavior and determine whether intervention or connection to appropriate resources is needed. By fostering early identification and a coordinated response, BIT contributes to a supportive campus environment that promotes the mission of student success.

Dr. Andrea Weber, Assistant Vice President for Student Affairs and Dean of Students, provided an overview of the Springfield Campus BIT. She reviewed BIT's mission, alignment with student success and commitment to Public Affairs, and members of the case management team.

Ellen Curie, Coordinator for Student Care and Support, reviewed risk ratings, cases by year, interventions, and student feedback for the Springfield Campus.

Dr. Angela Totty, Vice Chancellor of Student Services for the West Plains Campus, provided an overview of the West Plains Campus Grizzly Care Team. She reviewed the mission, cases by year, areas of concern, interventions, and student feedback.

Strategic Plan Update

Zora Mulligan, Chancellor of the West Plains Campus, provided a strategic plan update for the West Plains Campus. She reviewed key dates in the process and information gathered on an environmental scan, regional data, and stakeholder feedback. She shared information on the goal work group areas:

- Expand awareness of Missouri State University-West Plains
- Implement and enhance opportunities to grow and maintain enrollment
- Ensure institutional offerings align with the needs of the communities we serve
- Strengthen fiscal and organizational resources
- Enhance partnerships with Missouri State University in Springfield

Ms. Mulligan concluded her report by sharing additional information on peer institutions, changing campus culture, and goal work group training.

Review of Resolution of Replacement Policy G1.17 Open Meetings and Records Policy

Rachael Dockery, General Counsel and Vice President for Legal Affairs and Compliance, reviewed a resolution for approval of a replacement policy for [G1.17 Open Meetings and Records Policy](#) to be voted on at the regular Board meeting the following day.

Adjournment

With no additional information needing to be discussed, Governor Gourley called for a motion to adjourn the meeting. Governor Francka provided a motion, receiving a second from Governor Jeff Schrag.

Motion passed 6-0.

Meeting adjourned at 4:37 p.m.

Lynn Parman
Committee Chair

Passed at the meeting of
May 7, 2026

Rowena Stone
Secretary to the Board

III.A.

Benchmark and Aspirational Peer Groups

The attached document presents the benchmark and aspirational peer groups for Missouri State University.

These peer groups were developed through a structured, committee-based process to support institutional benchmarking, strategic planning, and performance assessment aligned with the University's strategic plan, *Igniting Opportunity*. The work was led by the Office of Institutional Effectiveness and included a 17-member committee representing Academic Affairs and administrative divisions.

The committee defined a universe of comparable public institutions based on shared characteristics, including mission, degree offerings, and institutional structure. Institutions with medical schools or affiliated hospitals were excluded to ensure comparability.

Using national IPEDS data, the committee then selected key variables capturing institutional scale, student success outcomes, instructional capacity, financial resources, and student population characteristics. These variables were assigned relative weights through a structured process reflecting their importance in assessing institutional similarity.

A pair-wise distance statistical analysis (Euclidean distance matrix) was conducted to measure the similarity of each institution to Missouri State University across these dimensions.

The benchmark peer group represents institutions most similar to Missouri State University and serves as the primary comparison group for evaluating performance, capacity, and outcomes. The aspirational peer group includes institutions that are structurally comparable but demonstrate higher levels of performance in areas aligned with the University's strategic priorities, providing context for long-term goal setting and continuous improvement.

The Provost Leadership Team independently reviewed the analysis, and the peer groups reflect the combined outcomes of the committee process and this additional academic review.

These peer groups will guide institutional benchmarking and inform ongoing strategic decision-making.

Benchmark Peer Group

The benchmark peer group represents public universities most similar to Missouri State University based on a data-driven, pair-wise distance analysis using multiple years of IPEDS data. Institutions were selected through a committee-based process and reflect comparable scale, mission, student profile, and resource context. This group is intended to provide a meaningful basis for comparison on key performance, capacity, and outcomes measures central to Missouri State University's strategic priorities.

Benchmark Peer Group	
UnitID	Institution Name
142115	Boise State University
201441	Bowling Green State University-Main Campus
157951	Western Kentucky University
145813	Illinois State University
173920	Minnesota State University-Mankato
136172	University of North Florida
200800	University of Akron Main Campus
220978	Middle Tennessee State University
170082	Grand Valley State University
185590	Montclair State University
209807	Portland State University
139931	Georgia Southern University
228431	Stephen F Austin State University
172699	Western Michigan University
106458	Arkansas State University

Boise State University

A public doctoral university with high research activity serving Idaho's largest metropolitan area, with strengths in engineering, business, health sciences, and public service.

Why it fits as a benchmark peer: Similar public mission and enrollment scale, with a more developed research profile that positions it as a near-aspirational comparator.

Bowling Green State University–Main Campus

A public research university with a comprehensive academic portfolio, emphasizing student success, teacher education, applied research, and regional economic development.

Why it fits as a benchmark peer: Comparable enrollment size, academic mix, and student success focus within a regional public university model.

Western Kentucky University

A public master's-level institution known for applied learning, student engagement, and alignment with regional workforce and economic development needs.

Why it fits as a benchmark peer: Shares a similar regional mission, undergraduate emphasis, and balance of access, outcomes, and applied programs.

Illinois State University

A large public doctoral university with a strong emphasis on undergraduate teaching, student outcomes, and programs in education, business, and the liberal arts.

Why it fits as a benchmark peer: Comparable instructional mission, scale, and student success orientation, with slightly higher graduation outcomes.

Minnesota State University–Mankato

A public master's-level university serving a regional population with strengths in applied research, employer partnerships, and professional programs.

Why it fits as a benchmark peer: Similar institutional role, program mix, and balance between access, outcomes, and regional engagement.

University of North Florida

A public master's-level university in a large metropolitan region, emphasizing undergraduate education and professional programs tied to regional workforce needs.

Why it fits as a benchmark peer: Comparable academic scope and student profile, operating within a growing metropolitan context similar to Springfield's regional draw.

University of Akron (Main Campus)

A public doctoral institution with high research activity, historically recognized for strengths in engineering, polymer science, and applied research.

Why it fits as a benchmark peer: Similar public and regional mission, with a research intensity that places it slightly ahead in the research dimension.

Middle Tennessee State University

A large public doctoral university with high research activity and strong programs in business, education, media, and aerospace-related fields.

Why it fits as a benchmark peer: Comparable enrollment scale and academic breadth, with stronger research expenditures and graduate activity.

Grand Valley State University

A public master's-level university nationally recognized for strong retention and graduation rates, student-centered teaching, and community partnerships.

Why it fits as a benchmark peer: Similar institutional mission and scale, representing a high-performing comparator on student success outcomes.

Montclair State University

A public doctoral university serving a dense metropolitan region, with a strong focus on access, diversity, teacher education, and expanding research capacity.

Why it fits as a benchmark peer: Comparable public mission and academic profile, with demographic and urban-serving characteristics that inform comparisons.

Portland State University

A public doctoral university with high research activity, nationally recognized for urban engagement, applied research, and community partnerships.

Why it fits as a benchmark peer: Shares a public, access-oriented mission with stronger urban engagement and research scale.

Georgia Southern University

A public doctoral university with high research activity, serving a large regional population and emphasizing applied research and workforce-aligned programs.

Why it fits as a benchmark peer: Comparable enrollment size, public mission, and mix of undergraduate access and growing research activity.

Stephen F. Austin State University

A public master's-level university serving East Texas, with a strong emphasis on undergraduate education, regional engagement, and selected graduate and professional programs.

Why it fits as a benchmark peer: Comparable public mission, enrollment scale, and student profile, with a similar balance of access, instructional focus, and regional service within a state higher education system.

Western Michigan University

A public doctoral university with a comprehensive academic portfolio, serving a regional population with a mix of undergraduate, graduate, and applied research programs.

Why it fits as a benchmark peer: Comparable public mission, enrollment scale, and academic breadth, with a similar balance of undergraduate focus, graduate education, and applied research activity within a regional context.

Arkansas State University

A public master's-level university emphasizing regional access, applied learning, and growing graduate education and research activity.

Why it fits as a benchmark peer: Comparable size, mission, and student population, with similar balance across access, outcomes, and resources.

Aspirational Peer Group

The aspirational peer group represents public universities that operate within the same analytic framework as the benchmark group but demonstrate stronger performance or capacity in selected outcome and resource measures. Using the same institutional characteristics, variables, and weights, institutions were identified through the pair-wise Euclidean distance analysis conducted by the Office of Institutional Research.

Because the same variables and weights were applied to both groups, differences between the benchmark and aspirational peers reflect position in the data space rather than a change in institutional values or priorities. The aspirational group therefore includes institutions that remain structurally comparable to Missouri State University in mission and scale but exhibit higher levels of performance, capacity, or outcomes aligned with the University's strategic priorities.

This group is intended to inform long-term goal setting, identify achievable performance trajectories, and provide insight into the levels of investment, student success outcomes, and research activity associated with institutions positioned slightly ahead of Missouri State University within a common evaluative framework.

Aspirational Peer Group	
UnitID	Institution Name
216764	West Chester University of Pennsylvania
159647	Louisiana Tech University
217819	College of Charleston
219356	South Dakota State University
164076	Towson University
199218	University of North Carolina Wilmington
150136	Ball State University
197869	Appalachian State University
178420	University of Missouri-St Louis
237011	Western Washington University
232423	James Madison University
110556	California State University-Fresno
228459	Texas State University
156125	Wichita State University
486840	Kennesaw State University

West Chester University of Pennsylvania

A public master's-level university within the Pennsylvania State System, serving a large suburban population with a strong emphasis on undergraduate education and professional programs.

Why it fits as an aspirational peer: Comparable academic scope and mission, with stronger student success outcomes and institutional scale.

Louisiana Tech University

A public doctoral university with high research activity, recognized for strengths in engineering, science, and applied research.

Why it fits as an aspirational peer: Similar public mission and enrollment size, with higher research activity and STEM intensity.

College of Charleston

A public master's-level university with a strong focus on undergraduate education, student engagement, and a comprehensive liberal arts and professional curriculum.

Why it fits as an aspirational peer: Comparable instructional mission and academic scope, with consistently stronger retention and graduation outcomes and a well-developed residential undergraduate experience.

South Dakota State University

A public doctoral university with high research activity and land-grant heritage, serving as the state's largest and most comprehensive institution.

Why it fits as an aspirational peer: Comparable regional role and scale, with stronger research capacity and state support.

Towson University

A large public master's-level university within the University System of Maryland, emphasizing professional education and metropolitan workforce alignment.

Why it fits as an aspirational peer: Similar mission and student population, with higher enrollment scale and student success metrics.

University of North Carolina Wilmington

A public doctoral university with growing research activity, serving a coastal metropolitan region.

Why it fits as an aspirational peer: Comparable academic profile with stronger retention, graduation outcomes, and research engagement.

Ball State University

A public doctoral university with high research activity, known for architecture, education, and immersive learning initiatives.

Why it fits as an aspirational peer: Similar institutional mission and student mix, with stronger research and instructional investment.

Appalachian State University

A public doctoral university with high research activity, widely recognized for strong undergraduate outcomes and campus engagement.

Why it fits as an aspirational peer: Comparable scale and mission, with consistently higher retention and graduation performance.

University of Missouri–St. Louis

A public doctoral research university serving the St. Louis metropolitan area, with a strong focus on access, diversity, and regional engagement.

Why it fits as an aspirational peer: Shared state context and public mission, with stronger urban engagement and research capacity.

Western Washington University

A public master's-level university with a strong emphasis on undergraduate education, student engagement, and academic quality, offering a broad range of liberal arts and professional programs.

Why it fits as an aspirational peer: Comparable instructional mission and academic scope, with consistently strong student success outcomes and a well-established culture of undergraduate teaching excellence.

James Madison University

A large public master's-level university nationally recognized for student engagement, undergraduate teaching excellence, and strong outcomes.

Why it fits as an aspirational peer: Similar institutional scope with notably higher student success and national visibility.

California State University–Fresno

A public master's-level university serving California's Central Valley, with a strong access mission and broad academic portfolio.

Why it fits as an aspirational peer: Comparable mission and student demographics, operating at a larger scale with stronger resource capacity.

Texas State University

A large public doctoral university with high research activity, serving a rapidly growing region in central Texas.

Why it fits as an aspirational peer: Similar academic breadth with significantly higher enrollment scale and research investment.

Wichita State University

A public doctoral university with high research activity, known for applied research, industry partnerships, and innovation.

Why it fits as an aspirational peer: Comparable public mission and student mix, with stronger applied research and external engagement.

Kennesaw State University

A large public doctoral university with high research activity, serving the Atlanta metropolitan area.

Why it fits as an aspirational peer: Similar access-oriented mission, with substantially higher enrollment scale and metropolitan integration.

VI.

BE IT RESOLVED by the Board of Governors for Missouri State University that a closed meeting, with closed records and closed vote, be held during a recess of the Programs and Planning Committee meeting of the Board of Governors to consider items pursuant to the [revised statutes of the State of Missouri 610.021](#):

- A. R.S.Mo. 610.021(1). “Legal actions, causes of action, or litigation involving a public governmental body...”
- B. R.S.Mo. 610.021(2). “Leasing, purchase or sale of real estate by a public governmental body...”
- C. R.S.Mo. 610.021(3). “Hiring, firing, disciplining or promoting of particular employees by a public governmental body...”
- D. R.S.Mo. 610.021(6). “Scholastic probation, expulsion, or graduation of identifiable individuals...”
- E. R.S.Mo. 610.021(9). “Preparation, including any discussions or work product, on behalf of a public governmental body or its representatives for negotiations with employee groups;”
- F. R.S. Mo. 610.021(11) and (12). “Specifications for competitive bidding...;” and “Sealed bids and related documents...;”
- G. R.S.Mo. 610.021(13). “Individually identifiable personnel records, performance ratings or records pertaining to employees or applicants for employment...;”
- H. R.S.Mo. 610.021(14). “Records which are protected from disclosure by law;” and
- I. R.S.Mo. 610.021(18). “Confidential or privileged communications between a public governmental body and its auditor,...”