Missouri State UNIVERSITY

Board of Governors Programs & Planning Committee Meeting

**Plaster Student Union,
Ballroom East**

**Friday, 2/16/2024
9:00 - 10:00 AM CT**

I. Roll Call   Presented By: Governor Jeff Schrag

II. Approval of Minutes   Presented By: Governor Jeff Schrag

   A. Approval of the minutes of the Programs and Planning Committee Meeting of December 14, 2023

   II.A. Approval of the minutes of the Programs and Planning Committee Meeting of December 14, 2023 - Page 2

III. 2024 College and University Personnel Association (CUPA) Faculty Salary Data Submission Process   Presented By: Dr. John Jasinski, Provost, and Dr. Ken Brown, Chief Academic Strategy Officer

   III. 2024 CUPA Faculty Salary Data Submission Process - Page 4

IV. 2024 College and University Personnel Association (CUPA) Institutional Peer Identification Process   Presented By: Dr. John Jasinski, Provost, and Dr. Ken Brown, Chief Academic Strategy Officer

   IV. 2024 CUPA Institutional Peer Identification Process - Page 6

V. Office of Institutional Research Revamp Approach   Presented By: Dr. John Jasinski, Provost, and Dr. Ken Brown, Chief Academic Strategy Officer

   V. Institutional Research Revamp Approach - Page 8

VI. Resolution Authorizing Closed Meeting, Pursuant to Sections 610.021(1), (2), (3), (6), (9), (11), (12), (13), (14) and/or (17) of the Revised Statutes of Missouri

   VI. Closed Meeting Resolution - PPC - Page 9

VII. Adjournment   Presented By: Governor Jeff Schrag

MINUTES OF THE
BOARD OF GOVERNORS PROGRAMS AND PLANNING COMMITTEE
MISSOURI STATE UNIVERSITY
THURSDAY, DECEMBER 14, 2023

Governor Ann Kampeter, Chair of the Programs and Planning Committee, called the meeting to order at 10:31 a.m. in the Plaster Student Union, Ballroom East, on the Missouri State University Springfield Campus in Springfield, Missouri.

Roll Call

Present –   Ann Kampeter, Committee Chair
              Bradley Cooper, Committee Member
              Anson Elliott, Committee Member
              Tim Francka, Committee Member
              Travis Freeman, Committee Member
              Melissa Gourley, Committee Member
              Lynn Parman, Committee Member
              Jeff Schrag, Committee Member
              Chris Waters, Committee Member

Also present – Clif Smart, President
              Brad Bodenhausen, Vice President for Community and Global Partnerships
              Jeff Coiner, Chief Information Officer
              Rachael Dockery, General Counsel and Chief Compliance Officer
              Algerian Hart, Assistant to the President for Inclusive Engagement
              John Jasinski, Provost
              Dennis Lancaster, Chancellor of the West Plains Campus
              Natalie McNish, Director of Internal Audit and Risk Management
              Kyle Moats, Director of Athletics
              Matt Morris, Vice President for Administrative Services
              Zora Mulligan, Executive Vice President
              Suzanne Shaw, Vice President for Marketing and Communications
              Dee Siscoe, Vice President for Student Affairs
              Mark Smith, Dean of the McQueary College of Health and Human Services
              Rowena Stone, Secretary to the Board of Governors

Approval of Minutes
Governor Kampeter called for a motion to approve the minutes of the October 20, 2023, Programs and Planning Committee meeting. Governor Tim Francka provided a motion, receiving a second from Governor Jeff Schrag.

Motion passed 8-0.

3-Minute Thesis Competition
Dr. Julie Masterson, Associate Provost and Dean of the Graduate College, provided an overview of the 3-Minute Thesis Competition and introduced this year's winner, Andrew Schesser. Mr. Schesser provided a presentation on anesthesia skills video education and first-person point-of-view.

Transformation Plan on Technology
Jeff Coiner, Chief Information Officer, provided an update on technology transformation on both the Springfield and West Plains campuses. Highlights of his report included review of technology support staff, an update on key projects and the simplify IT initiative, cybersecurity risk mitigation strategies, update to the my.missouristate.edu portal, implementing updates to equipment due to Windows 10 end-of-life, transitioning the university data warehouse to another platform and utilizing data visualization, and creation of a mobile BearPass.

Teresa Haney, Director of Admissions, provided information on the Slate Customer Relationship Management (CRM) system utilized by the Office of Admissions. Dr. Nancy Gordon, Director of the Faculty Center for Teaching and Learning, and Lacey Geiger, System Analyst, provided information on Brightspace, the university's new Learning Management System (LMS). Dr. Letitia White-Minnis, Associate Dean of the McQueary College of Health and Human Services, provided information on Watermark Faculty Success, a system used to organize and build reports on teaching, research, and service activities.

Dr. John Jasinski, Provost, and Mr. Coiner shared information on future areas of focus and exploration that include investing in immersive classroom learning environments, addressing artificial intelligence, implementing an IT project management system, cybersecurity and compliance, Cheek Hall renovation and cloud services, and disruptive technologies.

Adjournment
With no additional information needing to be discussed, Governor Kampeter called for a motion to adjourn the meeting. Governor Francka provided a motion, receiving a second from Governor Travis Freeman.

Motion passed 8-0.

Meeting adjourned at 11:48 a.m.

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Jeff Schrag
Committee Chair

Passed at the meeting of
February 16, 2024

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Rowena Stone
Secretary to the Board

III.

Missouri State University's Board of Governors Programs and Planning Committee Meeting, February 16, 2024
2024 College and University Personnel Association (CUPA) Faculty Salary Data Submission Process
(Provost John Jasinski and Chief Academic Strategy Officer Ken Brown)

Academic Affairs Continuous Agility Process (CAP) Work Stream 3 – Output 3: Comparator and CUPA Approaches: Ensure CUPA data submission for individual positions is complete, accurate and up-to-date.

Historical Context

1) The office of institutional research (OIR) was the responsible agent for preparing the faculty salary data submission. Other offices were contacted to provide data (e.g., human resources and international services) but communication was mostly one way.
2) The process was completed by three OIR staff members over three months.
3) There have been ongoing concerns expressed by faculty about CUPA faculty data submission.
4) The Executive Budget Committee's charge from spring 2023 was to improve the process and data submission.
5) CAP 2023–24 included this as an output for this academic year.

Current Process

1) Formed CUPA/Peer Institutions Team.
   a) Ken Brown, Matt Morris, Tammy Jahnke, Scot Scobee, Laura Hart, Seth Hoelscher, Roberto Canales
2) Researched CUPA guidelines for data submission.
3) The team received a presentation from OIR on past practices.
   a) Provided information on faculty who have historically been included and excluded from the survey. Also provided information on how faculty ranks (e.g., clinical professor, instructor, etc.) have been coded.
   b) The team identified discrepancies between past OIR practices and CUPA guidelines.
      i) Department heads have historically been included.
      ii) Artists-in-residence have historically been excluded.
      iii) All instructors were ranked the same; all senior instructors were ranked the same.
4) With the director of institutional research retiring and OIR currently staffed with only a single analyst, the project was taken over by the Chief Academic Strategy Officer, Dr. Ken Brown.
5) Employee censuses were provided by human resources and OIR.
6) Standardized the inclusion and exclusion of specific faculty roles to align with CUPA inclusion/exclusion guidelines.
7) Ensured accuracy of assigning tenure-track and non-tenure-track codes.
8) Assigned Classification of Instructional Programs (CIP) codes to faculty based on their primary program of instruction.
   a) The accuracy of these codes is important because they are the link between faculty positions at MSU and comparator institutions.
   b) An audit of these codes is recommended between now and fall 2024 to ensure their accuracy and that they are being correctly recorded internally.
9) Confirmed that faculty ranks were correctly assigned.
   a) Tenure-track faculty
   b) Non-tenure-track faculty
      i) Clinical faculty
      ii) Instructors
      iii) Senior instructors
10) Ensured salary data was accurate, including for the following specific scenarios:
   a) 11- and 12-month faculty salaries converted to 9- and 10-month faculty salaries.
   b) Faculty who are 0.75 FTE had salary scaled to 1.0 FTE.
   c) Ensured only base faculty salary was included. Faculty who have supplemental appointments, such as being a provost fellow, had supplemental compensation excluded from the survey.

    d) Ensured that faculty on full-year sabbaticals had their salary submitted as their full-year base salary rather than their discounted sabbatical salary.

11) Ensured the accuracy of the H1-B visa status for faculty.
12) Ensured the accuracy of the highest degree held by faculty.
13) Submitted data to the college deans for review.
    a) Updated years of service for instructors and senior instructors.
    b) Updated and corrected highest degrees earned by faculty.
    c) Reviewed the accuracy of faculty salaries.
        i) For example, this year we identified an inaccurate salary number, resulting in not only correcting it in the CUPA submission but also having back pay paid to the affected faculty member.
14) Made corrections based on the deans' feedback.
15) Following submission of data on January 18, 2024, corrected minor data inconsistencies that were noted by CUPA.

Next Steps

1) CUPA will compile survey data from participating schools and provide reports in late February or early March. These reports will allow us to compare MSU faculty salaries, both within disciplines and across the entire faculty, with comparator institutions.
2) Begin the process of undertaking a CIP code audit.
3) Develop a Power BI report to simplify the process of compiling the survey data each year.
    a) The CUPA guidelines are very clear about which faculty to include and exclude from the survey, how to rank individual faculty, etc. This will allow us to create a streamlined process to compile this data from year to year.
    b) We expect this to have two advantages. First, it should significantly reduce the workload in OIR to complete the survey, likely from months to days. Second, by building a resource that follows the CUPA guidelines, we build institutional memory into the process so that if someone new in OIR takes on this project, they will work from a starting point that has MSU-specific details built in to match CUPA guidelines. In the future, this will reduce, and potentially eliminate, the subjectivity in the process.
4) For disciplines with no comparison data, similar CIP codes will be researched within the CUPA data system. See *Institutional Peer Identification Process* for additional details.

IV.

Missouri State University's Board of Governors Programs and Planning Committee Meeting, February 16, 2024
2024 College and University Personnel Association (CUPA) Institutional Peer Identification Process
(Provost John Jasinski and Chief Academic Strategy Officer Ken Brown)

Academic Affairs Continuous Agility Process (CAP) Work Stream 3 – Output 3: Comparator and CUPA Approaches: Define and select institutional peers.

Historical Context

1) In the past, MSU has used different peer institutions for different purposes. In fact, EAB recommends having different sets of peer institutions for different needs.
2) For CUPA peer comparisons, MSU has relied on a subset of schools that submit data to CUPA. This subset is determined by a set of criteria selected by MSU.
3) Over time, this set of schools can vary for a few reasons. For example:
   a) Not every school that submits data to CUPA does so every year.
   b) When MSU's Carnegie classification changed from "Master's Colleges & Universities: Larger Programs" to "Doctoral/Professional Universities," the number of comparison schools changed from over 100 schools to 22 schools.
4) Using a subset of the schools that submit to CUPA, rather than from the broader sets of all schools that report to IPEDS, is justified for a few reasons:
   a) Since MSU is submitting data to CUPA, it is the only comparison data available. If MSU identified peer institutions that do not submit data to CUPA, they would have to be excluded from the comparison set.
   b) While about 6,000 schools submit data to IPEDS, only about 600–700 schools submit data to CUPA. Selecting schools from the nearly 90% of schools that do not submit data to CUPA would not be fruitful.

Current Process

1) Formed CUPA/Peer Institutions Team
   a) Ken Brown, Matt Morris, Tammy Jahnke, Scot Scobee, Laura Hart, Seth Hoelscher, Roberto Canales
2) The team received a presentation from Matt Morris on past practices, the different lists of schools that have been used and the criteria available within the CUPA data system to select peer institutions.
   a) Criteria include entity type (e.g., single-unit institutions, institutions within a system, etc.), Carnegie classification, affiliation (e.g., public, private, etc.), level of instruction, U.S. Census region, state, metropolitan statistical area, and NCAA division.
   b) Multiple criteria can be selected and, importantly, multiple selections can be made within a criterion (e.g., selecting both "Master's Colleges & Universities: Larger Programs" and "Doctoral/Professional Universities").
   c) In 2023, the peer set was determined using the following criteria: (i) single-unit institutions and institutions within a system, (ii) schools that participated in the CUPA Faculty Survey, (iii) Carnegie group: Doctoral, (iv) Carnegie classification: Doctoral/Professional Universities, and (v) public affiliation. This resulted in a peer set of 22 schools.
3) The team reviewed these criteria and recommended expanding the criteria to include both Doctoral/Professional University and Master's Colleges & Universities: Larger Programs.
4) While we will not know the specific schools this will result in for comparison in 2024 until the data are released, we can say that using these expanded criteria with the 2023 data would have resulted in a set of 102 peer institutions.
   a) One advantage of a larger number of peer institutions is the higher likelihood of having comparison data. For individual disciplines, CUPA will only release data if there are at least five schools with the corresponding discipline. With approximately 20 peer schools, we risked not having enough comparison data if we did not expand the criteria to include a larger number of peer schools.

5) The team recognized that the CUPA data does not account for differences in cost-of-living across school locations. They recommended considering augmenting the raw data provided by CUPA with a cost-of-living adjusted comparison as well.
   a) The team is currently reviewing this option and going back to the 2023 data to see what those results would have looked like.
6) The team also noted that for disciplines with no comparison data within the peer institution set selected, we should review the CUPA data for similar Classification of Instructional Programs (CIP) codes to the MSU disciplines to access comparison data.
   a) For example, faculty in dietetics and nutrition programs are currently coded with *CIP 26.9999 Biological and Biomedical Sciences, Other*. In the *2022–23 CUPA Four-Year Faculty in Higher Education Salary Survey*, there was no comparison data available for these faculty. However, there are other CIP codes, such as *51.31xx Dietetics and Clinical Nutrition Services* that other schools may report these faculty in and, if so, it would be valuable to review this data for possible comparison.
   b) Connecting back to the *2024 CUPA Faculty Salary Data Submission* agenda item, it is important that we review the current CIP codes to ensure we are identifying our programs with the best codes available.

Next Steps

1) CUPA will compile survey data from participating schools and provide reports in late February or early March. These reports will allow us to compare MSU faculty salaries, both within disciplines and across the entire faculty, with comparator institutions. Those peer institutions will be chosen based on the expanded criteria described above.
2) A cost-of-living adjusted comparison will be calculated and presented alongside the raw data provided by CUPA.
3) For disciplines with no comparison data, similar CIP codes will be researched within the CUPA data system.

Missouri State University's Board of Governors Programs and Planning Committee Meeting, February 16, 2024
Office of Institutional Research Revamp Approach (Provost John Jasinski)

Adapted from: **Building a Data-Informed Culture**

Background

As Missouri State University builds out a data-informed culture, it is critical that we have access to timely insights and information from all areas of the institution. This type of data is broadly referred to as institutional research, and at Missouri State, it is gathered and maintained by the office of institutional research (OIR). We use OIR data to support planning and decision-making processes across campus. This data provides an objective standard for assessing the university's performance in relation to specific goals and our overall mission.

Changes in OIR and Actions Forward

Michelle Olsen, who served as OIR director for 10 years, retired in December. In addition to her position, two staff roles in OIR are currently unfilled, leaving just one remaining staff member in the office. While this understaffing creates challenges for OIR's work, it presents a unique opportunity to strategically assess OIR's operations. A variety of stakeholders have expressed feedback about the need to improve our data approach. This period of transition provides an ideal time to address these concerns and ensure that OIR — and the institution's approaches — are positioned for long-term success.

I have asked Dr. Ken Brown, chief academic strategy officer, to take on a special, limited-term OIR project, effective immediately. Ken will lead an intentional rebuilding of OIR. He'll also ensure completion of OIR's immediate tasks, address gaps in staffing and document critical OIR processes, such as state and federal compliance reporting.

The goal is to describe our current state and develop a blueprint as we strive to be best-in-class in institutional effectiveness. This temporary, focused project will help us better use data with descriptive, diagnostic, predictive and prescriptive lenses; it's designed to pay long-term dividends for Missouri State.

Because Missouri State's institutional effectiveness depends on a thorough understanding of all the data that's used in decision-making processes, the scope of this project includes assessing data collection that occurs in units other than OIR. We will address how we are collecting and leveraging data and gaps in data and analysis that will inform our decision making as we work to improve student, faculty and staff success across campus.

As Ken develops recommendations, he'll visit selected institutions and organizations that might provide insight and guidance. He'll also draw on input and expertise from professional agencies, industry organizations and stakeholders around campus.

Bottom Line

This is a big step toward greater knowledge sharing, efficiency, governance and the strategic use of data.

Upcoming Reports

We will keep the Board apprised of progress and actions generated from this temporary, focused assignment.

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<u>VI.</u>

BE IT RESOLVED by the Board of Governors for the 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…

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(17). "Confidential or privileged communications between a public governmental body and its auditor,..."