



## **Board of Governors Programs & Planning Committee Meeting**

**Plaster Student Union, Ballroom East**

**Thursday, 5/9/2024**

**8:30 - 9:45 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 February 16, 2024**

*II.A. Minutes of the February 16, 2024, Programs and Planning Committee Meeting - Page 2*
- III. Community Graduate Assistant Program Presented By: Brad Bodenhausen, Vice President for Community and Global Partnerships, and Dr. Julie Masterson, Associate Provost and Dean of the Graduate College**
  - A. Pre-read materials**

*III.A.1. Community Partners GA Pamphlet 2024-25 FINAL - Page 4*

*III.A.2. Academic Expressions - Filling Needs in the Workplace - Page 6*

*III.A.3. KSMU - With new program Missouri State University wants to bolster workforce with graduate students - Page 11*
- IV. Learning Management System and Faculty Success Update Presented By: Drs. John Jasinski, Provost; Nancy Gordon, Director of the Faculty Center for Teaching and Learning; and Letitia White Minnis, Associate Dean of the McQueary College of Health and Human Services**
- V. College and University Professional Association (CUPA) Report Update Presented By: Drs. John Jasinski, Provost, and Ken Brown, Chief Academic Strategy Officer**

*V. CUPA Report Update - Page 16*
- 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 17*
- VII. Adjournment Presented By: Governor Jeff Schrag**

**MINUTES OF THE  
BOARD OF GOVERNORS PROGRAMS AND PLANNING COMMITTEE  
MISSOURI STATE UNIVERSITY  
FRIDAY, FEBRUARY 16, 2024**

Governor Jeff Schrag, Chair of the Programs and Planning Committee, called the meeting to order at 8:57 a.m. in the Plaster Student Union, Ballroom East, on the Missouri State University Springfield Campus in Springfield, Missouri.

**Roll Call**

Present – Jeff Schrag, Committee Chair  
Bradley Cooper, Committee Member  
Anson Elliott, Committee Member (via Zoom)  
Tim Francka, Committee Member  
Travis Freeman, Committee Member  
Missy Gourley, Committee Member  
Ann Kampeter, Committee Member  
Lynn Parman, 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 Vice President for Legal Affairs  
and Compliance  
John Jasinski, Provost  
Dennis Lancaster, Chancellor of the West Plains Campus  
Natalie McNish, Director of Internal Audit and Risk Management  
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 Schrag called for a motion to approve the minutes of the December 14, 2023, Programs and Planning Committee meeting. Governor Tim Francka provided a motion, receiving a second from Governor Chris Waters.

Motion passed 8-0.

**2024 College and University Personnel Association (CUPA) Faculty Salary Data Submission**

Dr. John Jasinski, Provost, and Dr. Ken Brown, Chief Academic Strategy Officer, reviewed the College and University Professional Association for Human Resources (CUPA) faculty salary data submission process. Highlights included goals and approach, implementation steps, and recommendations that resulted in improving the process and identifying key steps forward for further enhancement.

**2024 College and University Personnel Association (CUPA) Institutional Peer Identification Process**

Drs. Jasinski and Brown reviewed the CUPA institutional peer identification process and the recommended changes to the comparative group that were supported by the Executive Budget Committee. The university believes the collective work will increase confidence in the CUPA survey results and provide better data to make more informed salary decisions.

**Office of Institutional Research Revamp Approach**

Drs. Jasinski and Brown reviewed the Office of Institutional Research revamp approach to be led by Dr. Brown. The goal is to describe the university’s current state and develop a blueprint for a best-in-class approach to institutional effectiveness.

**Adjournment**

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

Motion passed 8-0.

Meeting adjourned at 9:57 a.m.

\_\_\_\_\_  
Jeff Schrag  
Committee Chair

Passed at the meeting of  
May 9, 2024

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Rowena Stone  
Secretary to the Board

# Missouri State<sup>®</sup>

GRADUATE  
COLLEGE

901 S. National Ave, Springfield, MO 65897

Missouri State University is an Equal Opportunity/Affirmative  
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# Missouri State University

Community Graduate  
Assistantship Program  
2024-2025

Missouri State | GRADUATE COLLEGE

• • • • • **Empower Your Business with Innovative Thinking & Fresh Talent!**

• • • • • Are you looking for fresh talent and new ideas to drive your business forward? Look no further than Missouri State (MSU) graduate assistants. Our students are highly educated and bring a diverse set of skills and experiences to the table.

CONTACT INFORMATION:  
MISSOURI STATE COMMUNITY  
GRADUATE ASSISTANTSHIP PROGRAM

☎ (417) 836-8740

✉ JerryMasterson@MissouriState.edu

🌐 graduate.missouristate.edu

# Why choose us?

Our graduate assistantship program provides financial assistance and hands-on experience to help our students achieve their career goals. As a community partner, you'll not only benefit from the skills and talents of our graduate students, but also contribute to the development of the next generation of leaders and the growth and success of your community.

Don't miss out on this opportunity to boost your business and make a positive impact on your community. Contact us today to learn more about how to become a host company for an MSU graduate assistant.

## BY HOSTING A GRADUATE ASSISTANT FROM MSU YOU'LL GAIN ACCESS TO:

- Innovative thinking and cutting-edge research
- A fresh perspective on your industry
- Strong work ethic and eagerness to apply knowledge to real-world problems
- An extended interview period, allowing you to fully evaluate the fit of the candidate with your business

**INVEST IN YOURSELF,  
INVEST IN YOUR COMMUNITY.**



# Selection & Supervision

### 1.) SELECTION:

- The business partner identifies a need for a graduate assistant and communicates the duties and desired qualifications to MSU, who advertises the position.
- MSU will provide a list of qualified candidates for the partner to review. The partner may request additional information or conduct interviews with the candidates as needed.
- The partner selects a candidate and communicates their selection to MSU.

### 2.) COST:

- The contract covers a stipend and tuition and fees.
- The partner selects the stipend level.
- Rates for 2024-2025 academic year are provided below, but the contract can be modified for alternative work times.
  - Level 1: \$20,950 per academic year
  - Level 2: \$23,250 per academic year

### 3.) PAYMENT:

- MSU invoices the partner for the one-time fixed cost.

### 4.) ONBOARDING:

- MSU assists the partner in onboarding the GA and provides any necessary training to adhere to institutional policy

### 5.) SUPERVISION:

- The partner supervises and provides guidance to the GA throughout the duration of their assistantship.

### 6.) EVALUATION:

- The partner evaluates the GA's performance at the end of their assistantship and provides feedback to MSU.

### 7.) RENEWAL:

- The partner may choose to renew the GA's assistantship.

*Missouri State University is committed to providing high-quality graduate assistant services to its community partners. We look forward*

# Academic Expressions

Office of the Provost

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## Filling Needs in the Workforce

Details on community graduate assistantships, which benefit local employers and Missouri State students. Plus, great news for nursing.

Last year, Missouri State's Graduate College rolled out the **Community Graduate Assistantship Program**. It works much like on-campus graduate assistantships; participants receive a tuition waiver and stipend in exchange for a set number of working hours. But instead of working on campus, a community graduate assistant (GA) works in a local company. So far, participating employment partners include organizations like CoxHealth, Bass Pro and CNH Reman.

Provost **Dr. John Jasinski** calls the initiative "a triple win. It provides opportunities for students, employers and our academic programs," he says. "The community GA program is front and center as we live our public affairs mission."

# How Community Graduate Assistantships Work

- A business identifies a need for a GA and communicates the duties and desired qualifications to Missouri State. We then advertise the position and provide a list of qualified applicants for the business to review. The business may conduct interviews or request additional information before selecting a candidate.
- Community GAs work on one-year contracts that are renewable for one year. Typically, they're available to work 20 hours each week while the fall and spring semesters are in session. Based on an employer's needs, some customization is available.
- The employer's financial contribution covers a stipend, tuition and fees for the GA. Missouri State invoices this as a one-time, fixed cost.
- The employer supervises and evaluates the GA's performance. Missouri State assists with onboarding and provides regular check-in opportunities for both the GA and the employer.

## Q&A

[Dr. Julie Masterson](#), associate provost and dean of the Graduate College, and [Dr. Jerry Masterson](#), program director of Graduate Interdisciplinary Programs, led the effort to introduce community graduate assistantships.

We chatted with them about how this idea came together and what it means for Missouri State students and the Springfield community.

**Academic Expressions:** What do you want people to know about this program?

**Julie:** Community graduate assistantships allow students to get funding to support graduate education along with hands-on experience in a setting that is relevant to the student's professional goals. Community GAs really get to see the things that they're learning in the classroom come alive.

**Jerry:** From a student's perspective, they get to step into something they know theoretically but may have never been in the trenches with. Now, they're there. They get some on-the-job training, and then they're engaged in the profession just like a traditional employee.

**Julie:** For employers, Jerry often describes it as "an extended interview process." Many companies have internship programs, but an internship is a short window. One of our employment partners commented, "About the time you learn where the bathroom is, an internship is over!" With a community GA, you get a longer-term opportunity to mentor and get to know someone. Another employment partner told us: "We didn't even know if we needed a full-time employee in this role. Having a community GA gave us a way to test the concept over a specific period of time and with a limited investment."

**Jerry:** Another benefit is that for students entering the job market, one of the biggest barriers is the work experience requirement. Many positions require work experience. A community graduate assistantship gives someone that experience and helps them move past that barrier.



“For students entering the job market, one of the biggest barriers is the work experience requirement,” Dr. Jerry Masterson says. “Many positions require work experience. A community graduate assistantship gives someone that experience and helps them move past that barrier.” (Photo by Jesse Scheve/Missouri State University)

## A Stellar Collaboration

**AE:** It sounds like such an intuitive program. How did it come about?

**Jerry:** The university had become more interested in expanding community partnerships, and we were interested in how this could include graduate assistantships.

**Julie:** [Dr. Tona Hetzler](#) [department head of public health and sports medicine] had been doing this kind of placement for years.

**Jerry:** Yes, the sports medicine graduate students are already certified athletic trainers. They have an arrangement through Mercy where the students get placed in the athletic departments for K–12 and other schools in town.

**Julie:** And [Dr. Tamera Jahnke](#) [dean of the College of Natural and Applied Sciences] has done something similar in our science graduate programs — placing teaching assistants for Ozarks Technical Community College. When we started having conversations with local businesses, we thought we could expand that model to include, basically, any organization in the community. Then the [efactory](#) got involved! Once [Rachel Anderson](#) [executive director of the efactory], [Emily Denniston](#) [director of the efactory’s community engagement and operations], [Nicki Donnelson](#) [director of marketing and communications for the efactory] and their team got involved, we



went next level! They promoted the program and held events, which really helped get the word out. It's an example of the stellar collaboration that happens at this university.

**“IT’S AN EXAMPLE OF THE STELLAR COLLABORATION THAT HAPPENS AT THIS UNIVERSITY.”**

**—DR. JULIE MASTERSON**

## **Nurturing Relationships**

**AE:** How can faculty best support this program?

**Julie:** If you believe your students would benefit from this kind of experience, make an appointment with Jerry. Talk to him about the knowledge and skills your students have, and he can talk about the needs we’re seeing in the community. He can also go out and develop relationships in the community, knowing that we have students with specific skills.

**Jerry:** The more I know about the kinds of students that are out there — all their talents and abilities — the more effective we can be. We have a limited number of these community graduate assistantships available, but there’s a lot of interest, and we’re always open to adding more employment partners.

**Julie:** That’s another way to help! Faculty members have contacts in our community, personal and professional. Tell your contacts about this program, and please introduce us.

**Jerry:** Yes, if your program has an advisory committee, loop them in on this. If they have an internship program, ask them if they’d be interested in something that allows for longer-term placements.

**Julie:** This program is one of Missouri State’s love letters to the community. We’re doing this so that our relationships are strengthened, and we’re able to support the advanced workforce needs in our community. It’s good for our community, and it’s good for our graduate students. Everybody wins.

# Around Campus...



Thanks to funding from Missouri's Nursing Education Incentive Program, Missouri State's School of Nursing will be able to serve more students. (Photo by Jesse Scheve/Missouri State University)

A team led by Dr. Kathryn Patterson, director of the School of Nursing, was awarded \$377,000 from Missouri's Nursing Education Incentive Program to expand Missouri State's nursing program.

The grant will provide funds for two new faculty members to teach in the accelerated Master of Science in Nursing (MSN) program. This accelerated option will focus on clinical practice leadership, with additional funds to provide partial scholarships or traineeships to students who complete the program with a commitment to teach in a Missouri Higher Education School of Nursing for a minimum of three years.

"Our focus is on developing an accelerated MSN program, which reduces the time to complete the degree to increase the number of qualified nurse leaders," Patterson says. "The program's shorter structure will appeal to those seeking a quick turnaround."

# With new program, Missouri State University wants to bolster workforce with graduate students

KSMU | By [Gregory Holman](#)

Published December 5, 2023 at 8:45 AM CST



*Gregory Holman/KSMU*

Downtown Springfield, Missouri, photographed Aug. 9, 2022.

## **Missouri State University hopes to strengthen the bonds between employers in the Ozarks and highly educated, up-and-coming workers.**

This week, Missouri State hosted a lunch event at the eFactory in downtown Springfield. They weren't celebrating the holidays. Officials rolled out a new effort to get high-skilled workers out into the local labor force. It's simply dubbed the [Community Graduate Assistant Program](#).

"Practical experience," Dr. Julie Masterson says, by way of characterizing the new effort. "It's like an internship on steroids."

Dr. Masterson is a speech pathologist. She's also dean of the Missouri State graduate college and an associate provost. She says that in pilot form, a handful of students and a variety of local employers have already taken advantage of MSU's new grad assistant program.

"This advanced workforce development need — that will vary," Masterson says. "Depending on whether the employer is a large corporation, a small private firm, or even a nonprofit."

More about the workforce development side of all this comes later in this article. But first, let's explain how Missouri State's new program works.

Grad students are matched with a local employer on a contract basis. The local employer helps write the job description for a 20-hour-per-week role. The students get paid monthly and have their tuition and fees covered. And, Dr. Masterson says, these assistantships often run

That's important because the timeframe is significantly longer than a typical beginners' work internship. Those often finish up in about 10 weeks. MSU's longer timeframe lets the students blossom beyond mere basic training. The idea is that employers get to leverage the skills offered by eager new workers.

"She's hungry for knowledge; she's excited to learn."

That's how Tyler Hellweg describes a graduate student his company took on. Hellweg has a niche architecture firm in Springfield, Arkifex. His company was looking to ramp up its marketing, but wasn't ready to commit to creating a new department in-house or hiring a full-service firm from outside. So Arkifex went with a grad student skilled in marketing.

"What normally felt like it would have been hundreds of thousands of dollars for us to create, it was \$20,000 for us to really see if it's a right fit for our business," Hellweg says.

Employers like Hellweg pay roughly \$21,000 to \$23,000 for a full academic year of student placement. The students get to jump into a real-world professional job – but they remain a paid employee of the university. That's an advantage for the employers as they manage costs.

## **Could Springfield host a 'center for advanced workforce development'?**

The hope is to also provide an advantage for the entire community: Promoting Missouri State, the Ozarks and Springfield as places with

vibrant economic and educational opportunities. I asked Dr. Masterson what she thought the program could bring in 5 to 10 years.

She says, “I would love to see us be able to develop somewhat of a center for advanced workforce development, so that we would continually engage with our community to make sure that all of our coursework, academic experiences, that we’re providing for our students are indeed resulting in an advanced potential employee for them.”

If things go really well, Missouri State’s new effort could even become a statewide placement program, Dr. Masterson says. And that leads us to some important context with today’s workforce in Missouri.

Almost three full years after 2020, Missouri’s workforce remains in short supply. A couple of numbers published a few months ago by the United States Chamber of Commerce in Washington, D.C. [help illustrate the issue.](#)

Pre-COVID, Missouri had about 85 workers for every 100 open jobs. Lately, the U.S. Chamber considers Missouri’s labor market to be “nearly fully recovered.” But these days, there are just 53 available workers for every 100 open job positions in the Show-Me State.

It’s important to note that those numbers cover the whole workforce, not just the highly-educated segment made up by people pursuing advanced degrees. But Dr. Masterson argues that bolstering this advanced workforce will help the Ozarks.

“Folks with graduate degrees [tend to engage more](#) in volunteer

– more. And of course they contribute to the professional activities of the community.”

To learn more about the new program, visit [graduate.MissouriState.edu](https://graduate.MissouriState.edu) or call [417-836-8740](tel:417-836-8740).

**Tags**

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## Gregory Holman

Gregory Holman is a KSMU reporter and editor focusing on public affairs.

[See stories by Gregory Holman](#)

# College and University Professional Association (CUPA) Report Update

Board of Governors, May 9, 2024

## 2023-2024 Faculty and Staff Salary Comparisons

### Faculty Salary Compared to CUPA Peer Salary

| Academic Year    | Staff Comparison*** | Non-tenure Track |              | Tenured / Tenure Track |               |
|------------------|---------------------|------------------|--------------|------------------------|---------------|
|                  |                     | Average          | Median       | Average                | Median        |
| 2016-17          | NA                  | 88.9%            | 95.3%        | 95.6%                  | 99.0%         |
| 2017-18          | 90.1%               | 87.5%            | 92.9%        | 96.4%                  | 102.2%        |
| 2018-19          | 90.0%               | 86.2%            | 94.2%        | 93.5%                  | 100.4%        |
| 2019-20*         | 91.0%               | 88.0%            | 96.4%        | 93.2%                  | 99.8%         |
| 2020-21*         | 90.3%               | 85.8%            | 96.6%        | 92.8%                  | 100.0%        |
| 2021-22*         | 91.1%               | 90.3%            | 101.2%       | 96.4%                  | 102.6%        |
| 2022-23*         | 92.8%               | 85.7%            | 102.2%       | 99.9%                  | 106.6%        |
| <b>2023-24**</b> | <b>92.8%</b>        | <b>83.9%</b>     | <b>94.3%</b> | <b>98.2%</b>           | <b>103.5%</b> |

\* Faculty comparison is to CUPA Public Doctoral/Professional Institutions

\*\* Faculty comparison is to CUPA Public Doctoral/Professional and Master's: Larger Programs Institutions

\*\*\* Staff Compared to Mid-Point of MSU Salary Range

### Faculty and Staff Salary Comparisons Adjusted for Cost-of-Living\*\*\*\*

|                  | Staff Comparison*** | Non-tenure Track |               | Tenure Track  |               |
|------------------|---------------------|------------------|---------------|---------------|---------------|
|                  |                     | Average          | Median        | Average       | Median        |
| <b>2023-24**</b> | <b>98.8%</b>        | <b>89.3%</b>     | <b>100.4%</b> | <b>104.5%</b> | <b>110.2%</b> |

\*\*\*\* Cost-of-living adjustment based on regional price parity for Springfield, MO MSA compared to the average regional price parity of institutional peers. Regional price parities were obtained from the U.S. Bureau of Economic Analysis. Values based on December 2023 reporting.



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