

A photograph of a large, classical-style university building with a prominent portico supported by several columns. The building is set against a clear blue sky. A flagpole with a flag is visible in the background. The entire image has a blue color cast.

Missouri State  
UNIVERSITY

# University Council

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March 3, 2026

# Welcome/Announcements

# Board of Governors Meeting Update

# PREPARATION FOR THE HLC SITE VISIT

WITH THE HLC OVERSIGHT COMMITTEE

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MARY BOHLEN  
DR. ALGERIAN HART  
DR. EGON HEIDENDAL

DR. TAMERA JAHNKE  
DR. CLARENDA PHILLIPS  
DR. SHAWN WAHL

DR. ANDREA WEBER  
DR. KELLY WOOD  
MARK WOOLSEY



# CRITERION ONE

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## MISSION

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*The institution's mission is clear and articulated publicly; it guides the institution's operations.*



# MISSION: STRENGTHS

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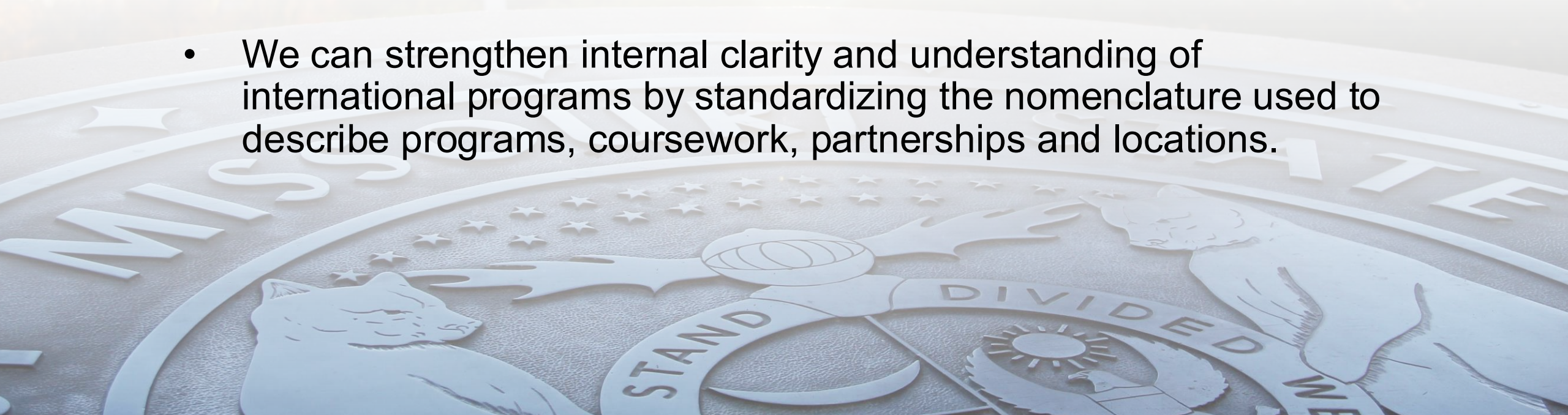
- Missouri State fosters a strong campus-wide identity with the public affairs mission, and this mission is reaffirmed in our strategic plan, “Igniting Opportunity.”
- We are recognized for our commitment to local, regional and international partnerships.



# MISSION: OPPORTUNITIES

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- We have an opportunity to develop a comprehensive public affairs program.
- With the authorization to award Doctor of Philosophy degrees, we are positioned to respond to workforce needs and expand academic opportunities.
- We can strengthen internal clarity and understanding of international programs by standardizing the nomenclature used to describe programs, coursework, partnerships and locations.



# CRITERION TWO

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## INTEGRITY: ETHICAL AND RESPONSIBLE CONDUCT

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*In fulfilling its mission, the institution acts with integrity; its conduct is ethical and responsible.*



# INTEGRITY: STRENGTHS

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- Missouri State's Board of Governors is an institutional asset, characterized by its engagement, high standards and intentionality.
- Our commitment to continuous improvement and transparency is demonstrated through measures such as the online availability of policy libraries and handbooks and the annual publication of student learning outcomes and fees.



# INTEGRITY: OPPORTUNITIES

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- We have opportunities to respond to the rapidly evolving technological environment by addressing new complexities, such as academic integrity and the use of artificial intelligence.



# CRITERION THREE

## TEACHING AND LEARNING FOR STUDENT SUCCESS

*The institution demonstrates responsibility for the quality of its educational programs, learning environments and support services, and it evaluates their effectiveness in fulfilling its mission. The rigor and quality of each educational program is consistent regardless of modality, location or other differentiating factors.*



# TEACHING AND LEARNING FOR STUDENT SUCCESS: STRENGTHS

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- Missouri State's faculty are highly qualified — with over 90% holding terminal degrees in their fields.
- We offer a comprehensive range of support services, including student success and mental health services, for all students.
- The revamped office of institutional effectiveness and new academic performance management system demonstrate our commitment to data-informed, transparent assessment processes.



# TEACHING AND LEARNING FOR STUDENT SUCCESS: OPPORTUNITIES

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- Many program review processes paused because of COVID-19, academic realignment and the rebuilding of the office of institutional research. In 2025, we piloted a new program-review process, and we have an opportunity to implement it university-wide.
- We have the opportunity to strengthen collaboration among all stakeholders to improve student retention.
- We have the opportunity to revise our general education program.



# CRITERION FOUR

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## SUSTAINABILITY: INSTITUTIONAL EFFECTIVENESS, RESOURCES AND PLANNING

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*The institution's resources, structures, policies, procedures and planning enable it to fulfill its mission, improve the quality of its educational programs, and respond to future challenges and opportunities.*



# SUSTAINABILITY: STRENGTHS

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- Missouri State demonstrates a commitment to continuous improvement through strategic planning initiatives, and the budget process includes measures to keep budgeting as transparent as possible.
- Newly opened facilities, like Roy Blunt Hall, and those in development, such as the Judith Enyeart Reynolds Performing Arts Center, reflect our sustained commitment to our infrastructure.



# SUSTAINABILITY: OPPORTUNITIES

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- A data-informed strategic enrollment plan — to serve the university’s mission, promote long-term enrollment goals and ensure fiscal health — is in development.
- We have an opportunity to fully implement the initiatives of our strategic plan, “Igniting Opportunity.”





# Igniting Opportunity: Peer Groups

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EGON HEIDENDAL

MARCH 3, 2026



# Peer Group Establishment Committee

- Formed Fall 2025
- Goal
  - Deliver a **benchmark** peer group to be used in our strategic plan *Igniting Opportunity*
  - Deliver an **aspirational** peer group to be used in *Igniting Opportunity*
- Members
  - Associate Provost for Institutional Effectiveness (Chair),
  - Seven faculty,
  - Two deans,
  - Associate Provost for Student Success,
  - And representation from Community and Global Partnerships, Enrollment Management, Finance and Administration, Human Resources, Marketing and Communications, and Student Affairs.



# Methodology

- **Define Comparison Universe**

- Public, Carnegie Undergraduate/Graduate–Master’s and –Doctorate institutions (including Research Colleges/R2); no medical schools; all locales included.

- **Select & Weight Variables**

- IPEDS continuous measures reflecting:
  - Enrollment scale & mix, Student success (retention, graduation), Instructional capacity, Financial resources, Research activity, Student demographics
- Committee assigned weights (100-point allocation). Same variables and weights used for both groups.

- **Measure Institutional Similarity**

- Office of Institutional Research conducted a **pair-wise Euclidean distance analysis**.
- Smaller distance = greater similarity.
- Top-ranked institutions form the benchmark and aspirational peer groups.
- Committee reviewed analysis and made recommendations to Provost Leadership Team and President’s Cabinet.



# Peer Group Descriptions

- **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.
- **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.



# Peer Groups

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

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 Plains Update



## UNIVERSITY COUNCIL

**Zora Mulligan**  
**Chancellor**

**March 3, 2026**




# 2025-26 Goals




# 2025-26 Goals

- 1. Complete onboarding plan**
- 2. Lead successful preparation for HLC comprehensive evaluation**
- 3. Lead planning efforts, including a strategic plan, enrollment plan, and preparation for a campus master plan**
- 4. Ensure state-funded projects are completed on time**
- 5. Develop a plan to address budget challenges**
- 6. Increase Fall 2026 enrollment**

- 
1. Onboarding
  - 2. HLC**
  3. Planning
  4. Projects
  5. Budget
  6. Enrollment

- **Final site visit report received January 9, 2026**
- **All criteria met; two core components met with concern:**
  - **4.B. Resource Base and Sustainability; focus is on processes and alignment with strategic priorities**
  - **4.C. Planning for Quality Improvement; focus is on strategic planning and alignment with budget/assessment**
- **Site visit team recommends campus' accreditation be reaffirmed with monitoring**

- 
1. Onboarding
  - 2. HLC**
  3. Planning
  4. Projects
  5. Budget
  6. Enrollment

## NEXT STEPS

- **March 20: Deadline for campus to provide institution response**
- **April 21: Institutional Actions Council hearing**
- **June 25-26: HLC Board of Trustees meeting**

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1. Onboarding
  2. HLC
  - 3. Planning**
  4. Projects
  5. Budget
  6. Enrollment

- **First interactive workshop held January 23**
- **Topics included:**
  - Why strategic planning matters
  - What we want this plan to accomplish
  - What should be carried forward or let go from current long-range plan
  - Environmental scan
  - Baseline data
  - Prioritization of themes
  - Vision, mission, values

- 
1. Onboarding
  2. HLC
  - 3. Planning**
  4. Projects
  5. Budget
  6. Enrollment

## THEMES

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

- 
1. Onboarding
  2. HLC
  - 3. Planning**
  4. Projects
  5. Budget
  6. Enrollment

## OTHER PROGRESS

- Peers identified
- Goal work groups identified and trained
- Workforce needs identified

- 
1. Onboarding
  2. HLC
  - 3. Planning**
  4. Projects
  5. Budget
  6. Enrollment

## NEXT STEPS

- **March 20: Second interactive workshop**
- **On track for May presentation to Board of Governors and June approval**

- 
1. Onboarding
  2. HLC
  - 3. Planning**
  4. Projects
  5. Budget
  6. Enrollment

## FACILITY MASTER PLAN

- Will be developed in partnership with Planning, Design, and Construction in 2026-27
- Goal is to present it for board approval no later than June 2027

1. Onboarding
2. HLC
3. Planning
- 4. Projects**
5. Budget
6. Enrollment

## VET TECH

- Drago Hall renovation underway; on time and on budget
- Advancement working on fundraising for equipment




- 
1. Onboarding
  2. HLC
  3. Planning
  4. Projects
  - 5. Budget**
  6. Enrollment

- **Continuing to monitor FY 2026 closely**
- **Planning for FY 2027**

1. Onboarding
2. HLC
3. Planning
4. Projects
5. Budget
- 6. Enrollment**

## SPRING CENSUS

- **Headcount +0.4%**
- **Credit hours -4.5%**

- 
1. Onboarding
  2. HLC
  3. Planning
  4. Projects
  5. Budget
  - 6. Enrollment**


## AREAS OF GROWTH

- **Dual credit**
- **First-time freshmen starting in the spring**
- **Readmitted students**
- **Completion program participants**

- 
1. Onboarding
  2. HLC
  3. Planning
  4. Projects
  5. Budget
  - 6. Enrollment**

## OTHER NOTES

- **Continuing freshman down;  
consistent with fall enrollment**

- 
1. Onboarding
  2. HLC
  3. Planning
  4. Projects
  5. Budget
  - 6. Enrollment**

## POSITIVE MOMENTUM

- **Getting the most out of our systems**
- **Using internal resources**
- **Making it easier to tell our story**



# Update on Team

# Update on Team



**Keri Elrod**

Interim Associate Vice Chancellor  
for Administrative Operations

Start date in role: January 9, 2026



**Trish Smith**

Executive Assistant in the Chancellor's Office

Last day on the job: March 13, 2026

A photograph of two young women in blue t-shirts high-fiving each other. They are standing in front of a building with a large window. The background is filled with trees showing autumn foliage in shades of orange, yellow, and brown. The scene is brightly lit, suggesting a sunny day.

# Missouri State University<sup>®</sup>

W E S T P L A I N S



# Ombuds Office

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UPDATE

Jamie Birch

March 3, 2026



# Ombuds Office

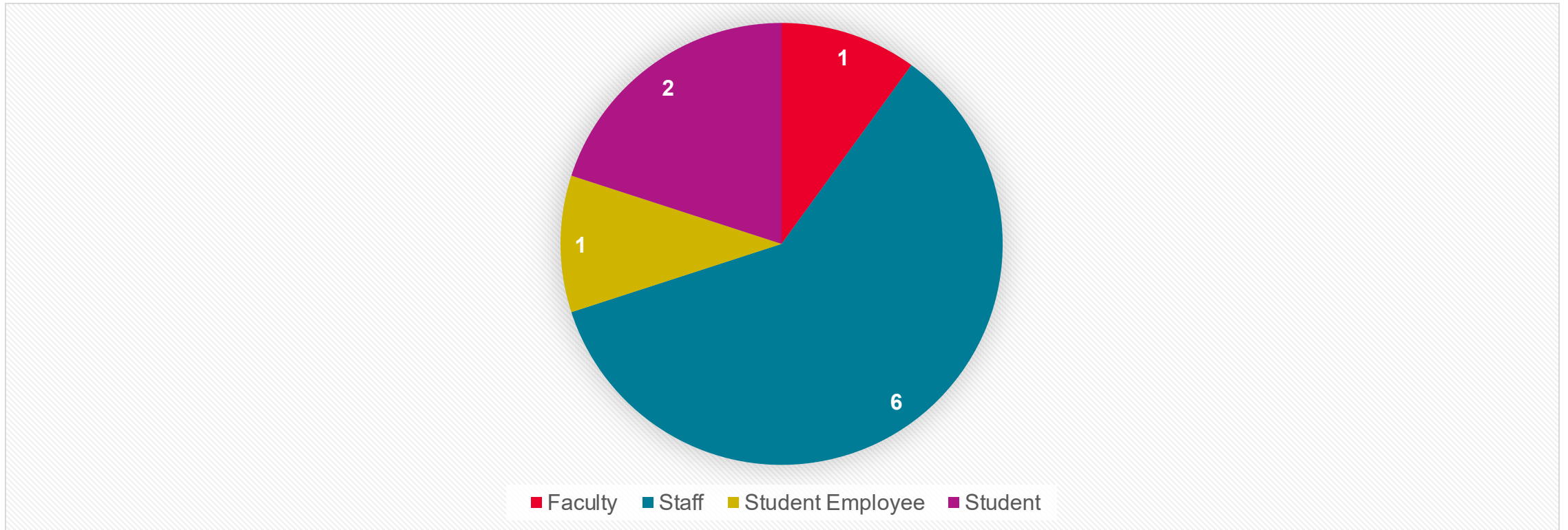
## BRIEF BACKGROUND

- An informal, confidential, impartial and independent resource for employees and students
- Re-established in 2025, launched November 2025
- Housed under the President's Office
- Current Ombuds representatives:
  - Dr. Chris Herr
  - Mary Bohlen



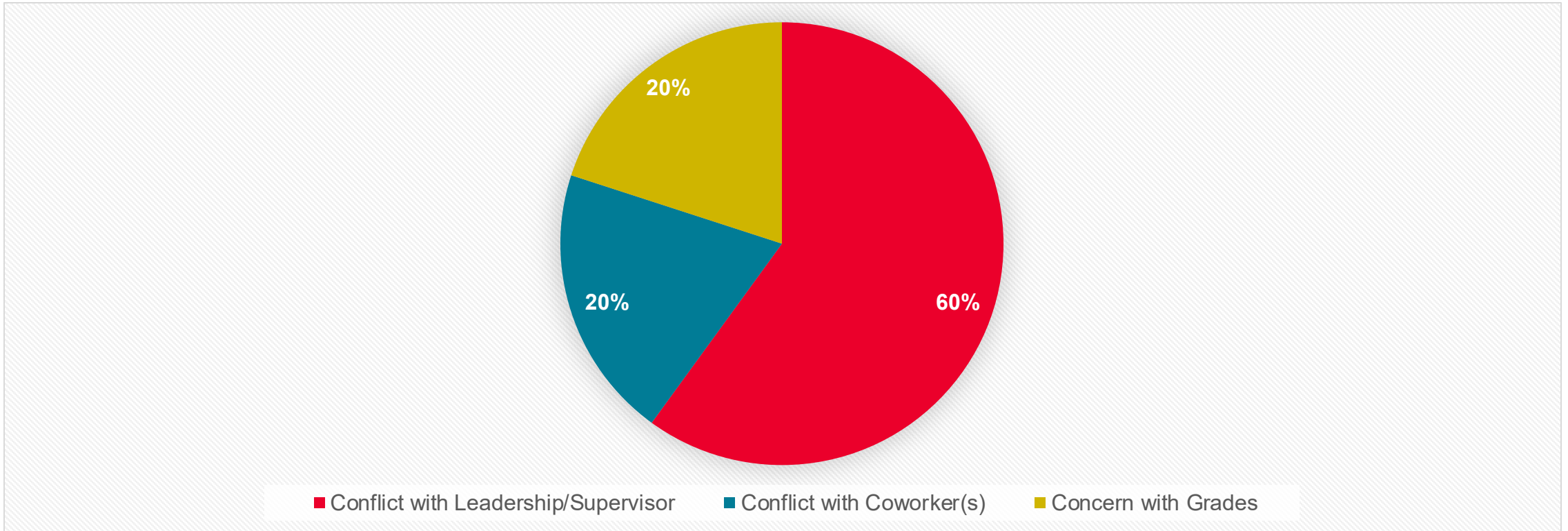
# Office Interactions

NOVEMBER 2025 – DECEMBER 2025



# Scope of Concerns

NOVEMBER 2025 – DECEMBER 2025





# Contact Information

## FOR ASSISTANCE/REFERRALS

- Contact information
  - [Ombuds@MissouriState.edu](mailto:Ombuds@MissouriState.edu)
  - Online form: <https://www.missouristate.edu/President/Ombuds/contact.htm>
  - Dr. Chris Herr
    - [CJHerr@MissouriState.edu](mailto:CJHerr@MissouriState.edu)
    - (417) 516-6444
  - Mary Bohlen
    - [Mbohlen@MissouriState.edu](mailto:Mbohlen@MissouriState.edu)
    - (417) 771-0102



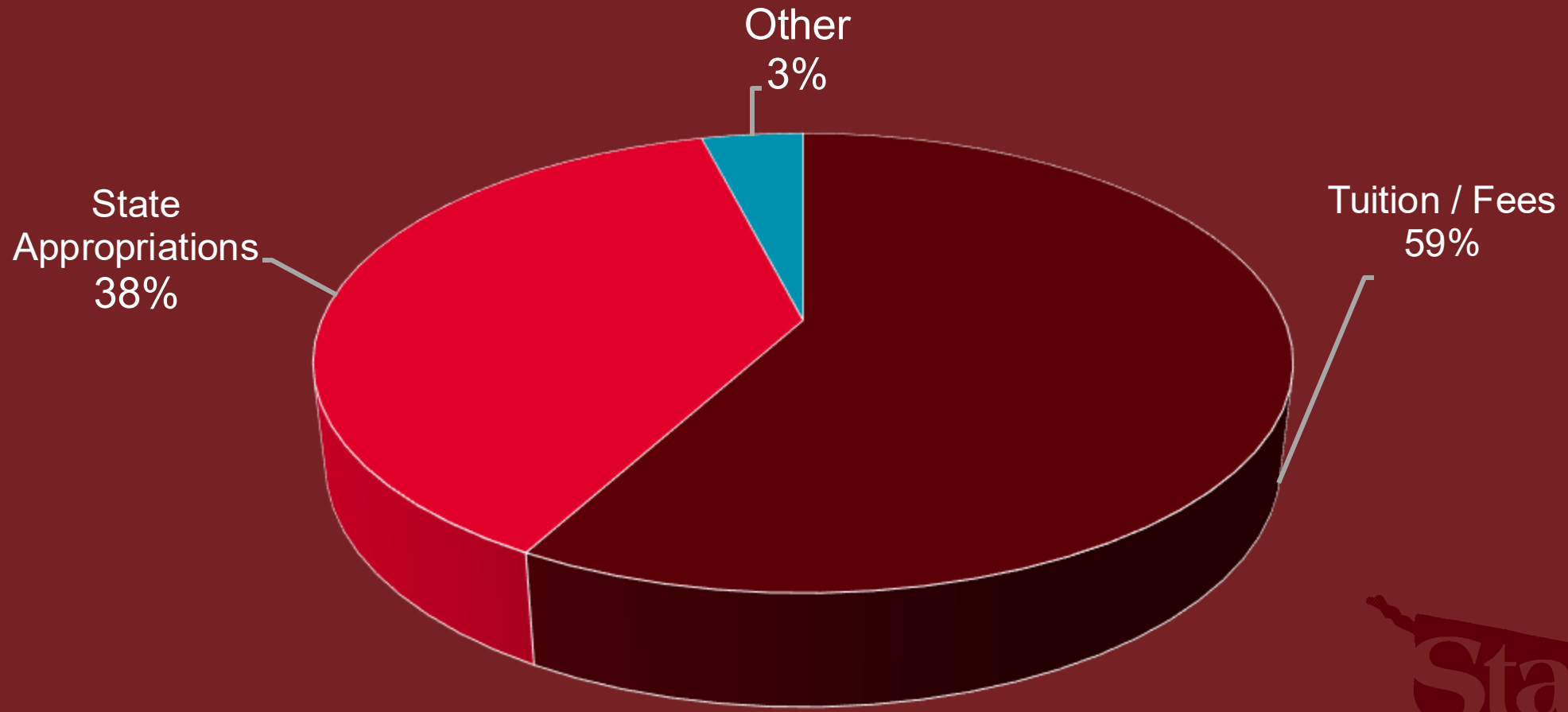
# Budget Update



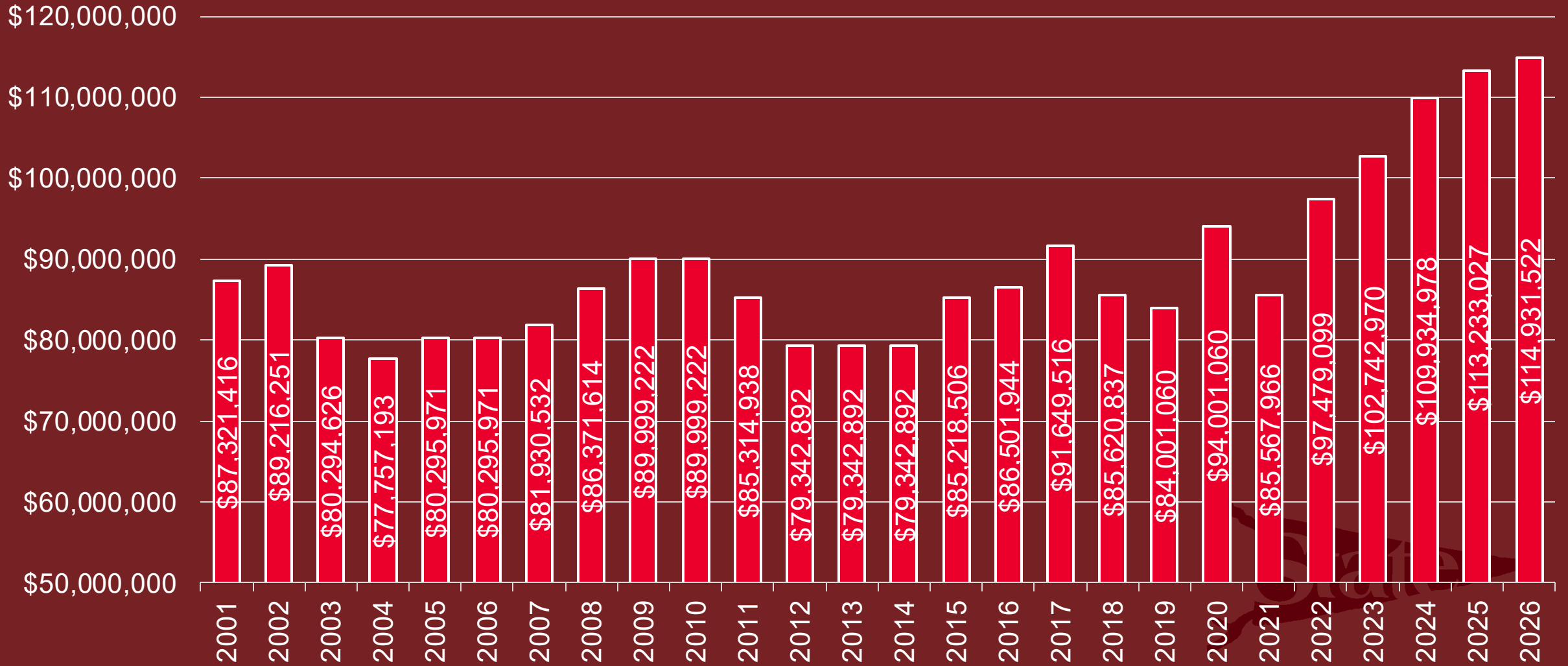
UNIVERSITY COUNCIL

March 3, 2026

# MSU's FY2026 Operating Budget

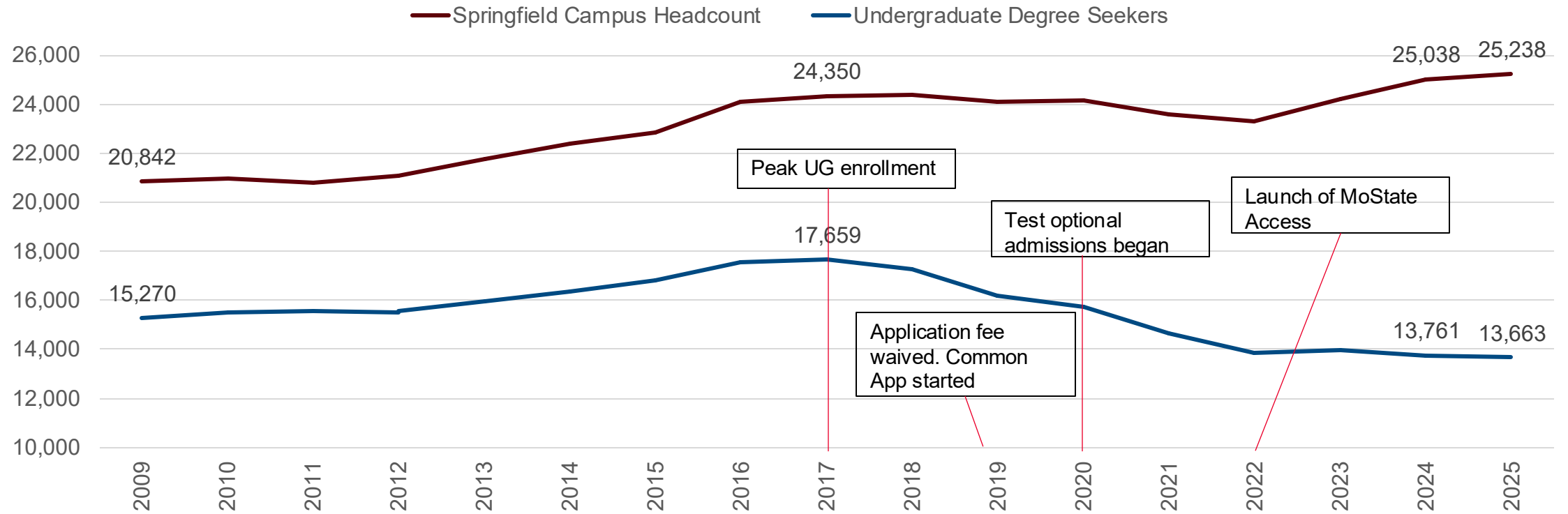


# MSU's Operating Appropriations



# Springfield Total & UG Degree-Seekers

## ENROLLMENT



# FY2026 Four-Year Institutions (UG Resident)

## TUITION & FEES (SPRINGFIELD CAMPUS)

FY2026

\$10,732

(6/13)

### *Undergraduate Resident*

	Nondesignated and unrestricted per credit hour tuition	Total required fees, per semester charged to all full-time students	Total Tuition and required fees, per year, charged to a typical full-time student
University of Missouri- St. Louis	\$529.00	\$0.00	\$15,870.00
Missouri University of Science and Technology	\$597.00	\$709.20	\$15,746.40
University of Missouri-Columbia	\$597.60	\$607.00	\$15,546.60
University of Missouri-Kansas City	\$411.20	\$851.10	\$14,038.20
Northwest Missouri State University	\$290.90	\$2,534.25	\$13,795.50
Missouri State University	\$302.00	\$836.00	\$10,732.00
University of Central Missouri	\$297.00	\$773.25	\$10,456.50
Missouri Western State University	\$298.00	\$750.00	\$10,440.00
Truman State University	\$329.27	\$171.00	\$10,220.00
Southeast Missouri State University	\$295.00	\$672.00	\$10,194.00
Missouri Southern State University	\$300.00	\$450.00	\$9,900.00
Lincoln University	\$269.00	\$790.00	\$9,650.00
Harris-Stowe State University	\$242.00	\$600.00	\$8,460.00

# FY2026 Four-Year Institutions (Grad Resident)

## TUITION & FEES (SPRINGFIELD CAMPUS)

*Graduate (Not Professional) Resident*

	Nondesignated and unrestricted per credit hour tuition	Total required fees, per semester charged to all full-time students	Total Tuition and required fees, per year, charged to a typical full-time student
University of Missouri- St. Louis	\$677.00	\$0.00	\$16,248.00
Missouri University of Science and Technology	\$584.00	\$713.25	\$15,442.50
University of Missouri-Kansas City	\$538.00	\$851.10	\$14,614.20
University of Missouri-Columbia	\$551.30	\$556.90	\$14,345.00
Missouri Western State University	\$495.00	\$600.00	\$13,080.00
Truman State University	\$527.00	\$0.00	\$12,648.00
Northwest Missouri State University	\$350.10	\$2,064.60	\$12,531.60
University of Central Missouri	\$399.50	\$773.25	\$11,134.50
Missouri State University	\$394.00	\$836.00	\$11,128.00
Southeast Missouri State University	\$395.00	\$537.60	\$10,555.20
Lincoln University	\$372.00	\$790.00	\$10,508.00
Missouri Southern State University	\$385.00	\$504.00	\$10,248.00
Harris-Stowe State University			

FY2026

\$11,128

(9/12)



# Fed Funds Target Rate

## FED ANNOUNCEMENTS

- Target Rate:
  - Lowered by  $\frac{1}{4}$  percentage point (3) times
    - From: 4.25% to 4.50%
    - To: 4% to 4.25% (9/17/25)
    - To: 3.75% to 4% (10/29/25)
    - To: 3.50% to 3.75% (12/10/25)
- Target Rate Projections (FOMC):
  - 2026: 3.50%
  - 2027: 3.25%
  - 2028: 3%

## • Lower Interest Income

- FY25 Budget Rate: 4.50%
- FY26 Budget Rate: 4%
- Continue to lower FY27 Budget Rate



# MOSERS Employer Contribution Rate

SEPTEMBER 18, 2025: MOSERS BOARD MEETING

- Employer Contribution Rate:
  - Increased by 1.75%
  - From: 30.25% (FY2026)
  - To: 32% (FY2027)
- Increase MOSERS Expense
  - System Total: \$2,201,999
  - Springfield: \$2,079,440
  - West Plains: \$122,559

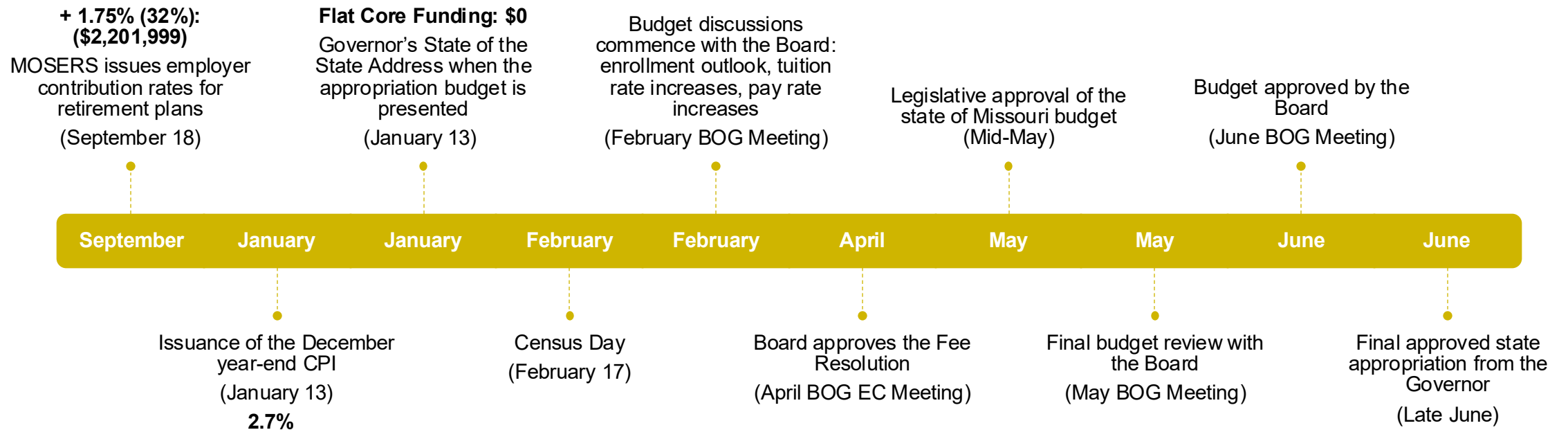
# Compensation: CUPA Report (May 2025)

2024-25 Faculty and Staff Salary Comparisons					
Academic Year	Staff Comparison <sup>+</sup>	Faculty Salary Compared to CUPA Peer Salary			
		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%
2023-24 <sup>^</sup>	92.8%	83.9%	94.3%	98.2%	103.5%
2024-25 <sup>^</sup>	91.6%	88.0% <sup>°</sup>	84.6% <sup>°</sup>	97.6%	103.8%

Faculty and Staff Salary Comparison Adjusted for Cost-of-Living					
Academic Year	Staff Comparison	Faculty Salary Compared to CUPA Peer Salary			
		Non-tenure Track		Tenured / Tenure Track	
		Average	Median	Average	Median
2024-25	98.9%	95.0%	91.3%	105.4%	112.1%

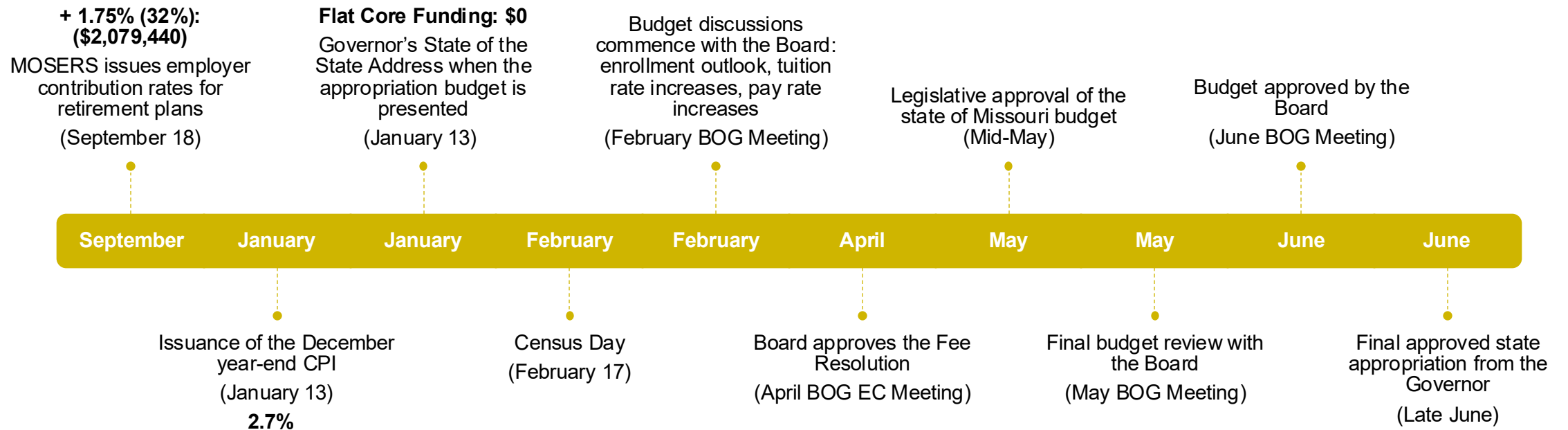
# Budget Process Key Dates

## MISSOURI STATE UNIVERSITY SYSTEM



# Budget Process Key Dates

## SPRINGFIELD CAMPUS





# Budget Process at Missouri State

## FY2027 INITIAL BUDGET DISCUSSION

### TEAMS:

- President's Cabinet
- **University Council**
- Executive Budget Committee
- FY27 Fee Study Team
- Faculty Senate
- Staff Senate

### TOPICS:

- State Appropriation
- Enrollment
- Tuition & Fees
- Scholarships
- Interest Income
- Compensation / Benefits
- Contracted Increases / Decreases
- New Budget Items



# FY2026 Budget Update

## SPRINGFIELD CAMPUS

- Summer/Fall 2025: (\$3,245,896)  
Actual Shortfall

- Transition the current **\$3.2 million** FY2026 operating budgetary freeze to a cut

- Spring 2026: (\$3,905,185)  
Projected Shortfall

- Enact an additional **\$3.9 million** FY2026 operating budget reduction



# Governor's Recommended Budget

JANUARY 13, 2026: STATE OF THE STATE ADDRESS

- Flat Core Funding
- \$0
  - Springfield: \$0
  - West Plains: \$0
- Reappropriation of Previously Appropriated Capital Projects
- Reductions to State Student Financial Aid Programs
- No New Capital Improvement or MoExcels

# History of Tuition & Fees Increases

## SPRINGFIELD CAMPUS

CALENDAR YEAR	INFLATION	FISCAL YEAR	TUITION & FEES INCREASE	UNDERGRADUATE RESIDENT TUITION & FEES <sup>1</sup>	TUITION & FEES INCREASE PERCENTAGE REFLECTS:
2015	0.7%	FY2017	0%	\$ 7,060	
2016	2.1%	FY2018	3.5%	\$ 7,306	Student Initiative: Health Center Fee (\$29)
2017	2.1%	FY2019	2%	\$ 7,452	
2018	1.9%	FY2020	4%	\$ 7,750	
2019	2.3%	FY2021	2.4%	\$ 7,938	Student Initiative: Mental Health Fee (\$8)
2020	1.4%	FY2022	11%	\$ 8,808	Tuition and fees increase percentage reflects new tuition model charging a single tuition rate for seated and online courses.
2021	7%	FY2023	3.7%	\$ 9,138	
2022	6.5%	FY2024	4.9%	\$ 9,582	
2023	3.4%	FY2025	5.2%	\$ 10,082	Student Initiative: Athletic Fee (\$60)
2024	2.9%	FY2026	6.4%	\$ 10,732	Student Initiative: Athletic Fee (+\$140); Transit System Shuttle Fee (+\$5)
<b>10-YEAR AVERAGE</b>	<b>3%</b>	<b>10-YEAR AVERAGE</b>	<b>4.3%</b>		
2025	2.7%	FY2027	TBD		



# Initial Compensation Discussion

## MISSOURI STATE UNIVERSITY SYSTEM

CALENDAR YEAR	INFLATION	FISCAL YEAR	ATB PAY INCREASE
2015	0.7%	FY2017	2%
2016	2.1%	FY2018	None
2017	2.1%	FY2019	1% plus \$600
2018	1.9%	FY2020	1.9%
2019	2.3%	FY2021	\$600
2020	1.4%	FY2022	3%
2021	7%	FY2023	4%
2022	6.5%	FY2024	5%
2023	3.4%	FY2025	3%
2024	2.9%	FY2026	\$600
<b>10-YEAR AVERAGE</b>	<b>3%</b>	<b>10-YEAR AVERAGE</b>	<b>2.3%</b>
2025	2.7%	FY2027	TBD

# Wrap-Up