



# Faculty Senate: Enrollment Update

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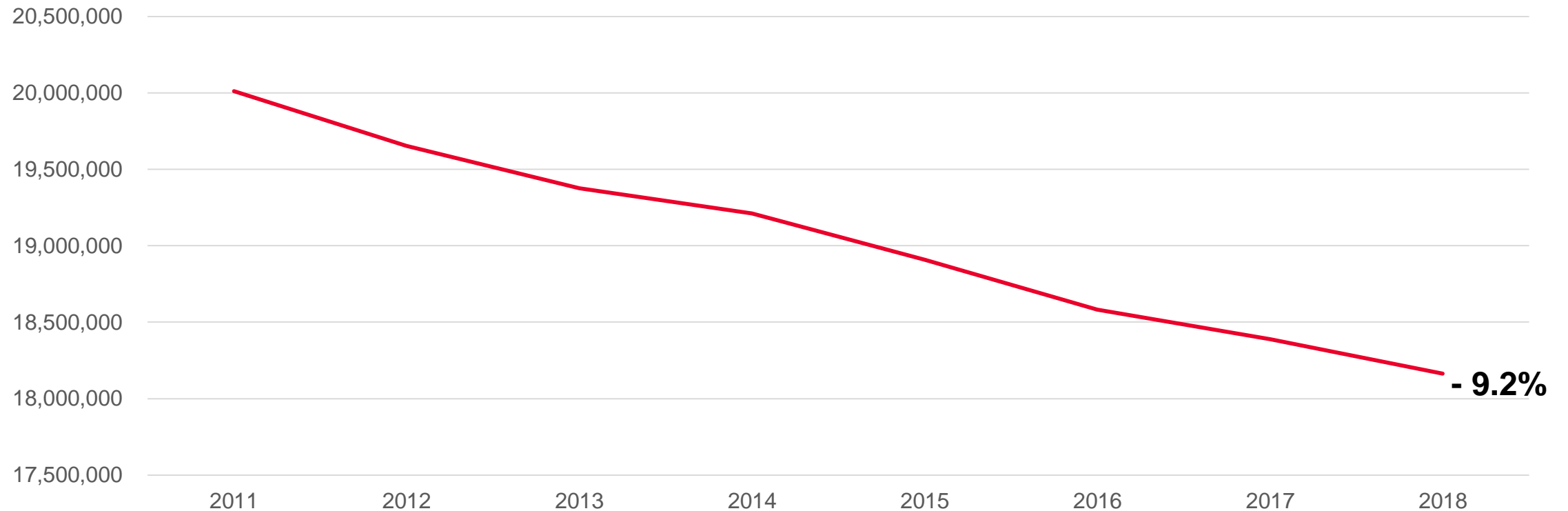
**ROB HORNBERGER**

Enrollment Management & Services

December 5, 2019

# National Enrollment Trend

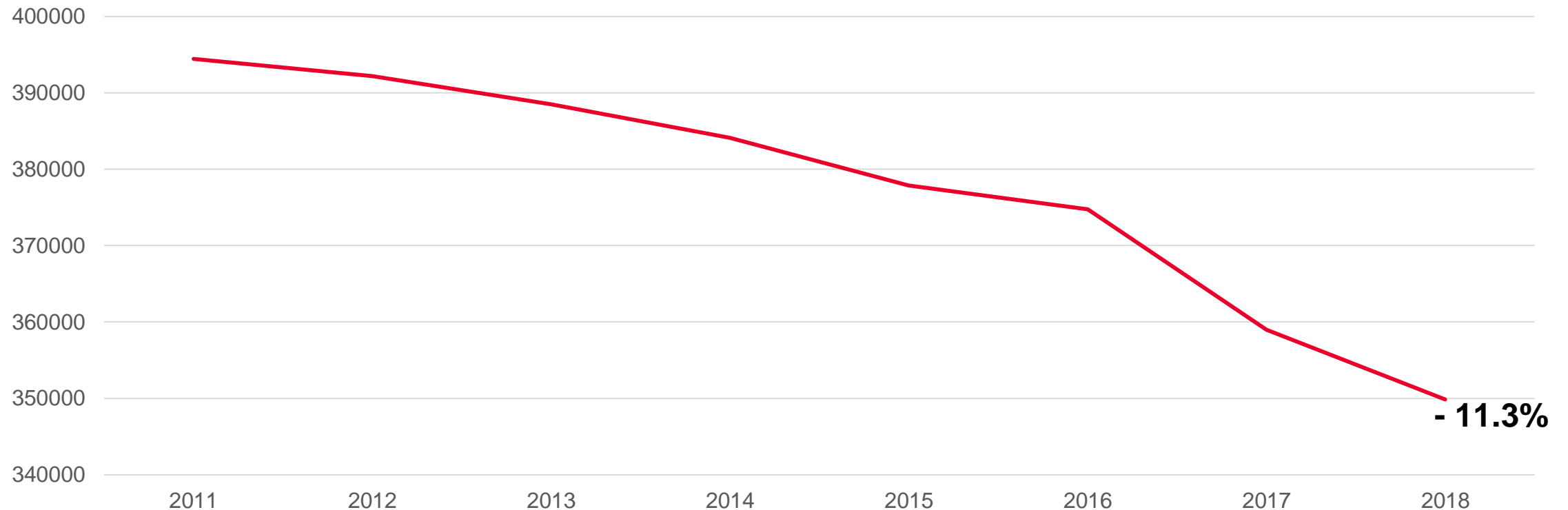
FALL 2011 TO FALL 2018 – ALL INSTITUTIONS COMBINED





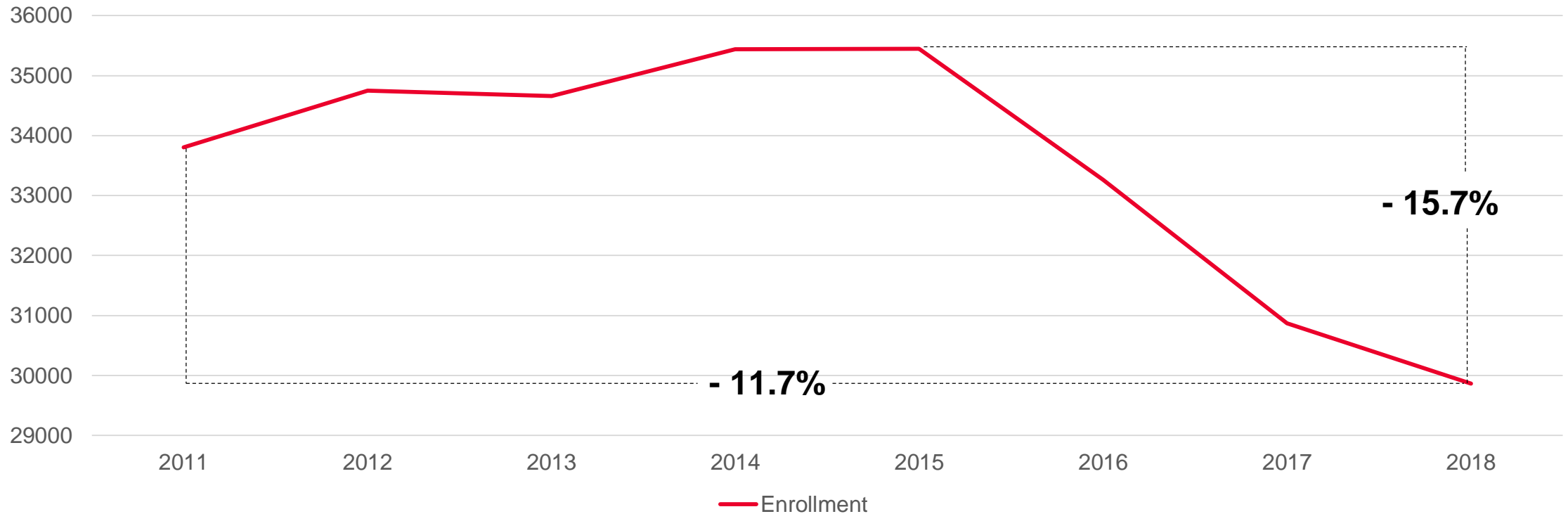
# Missouri Enrollment Trend

FALL 2011 TO FALL 2018 – ALL INSTITUTIONS COMBINED



# UM-Columbia Enrollment

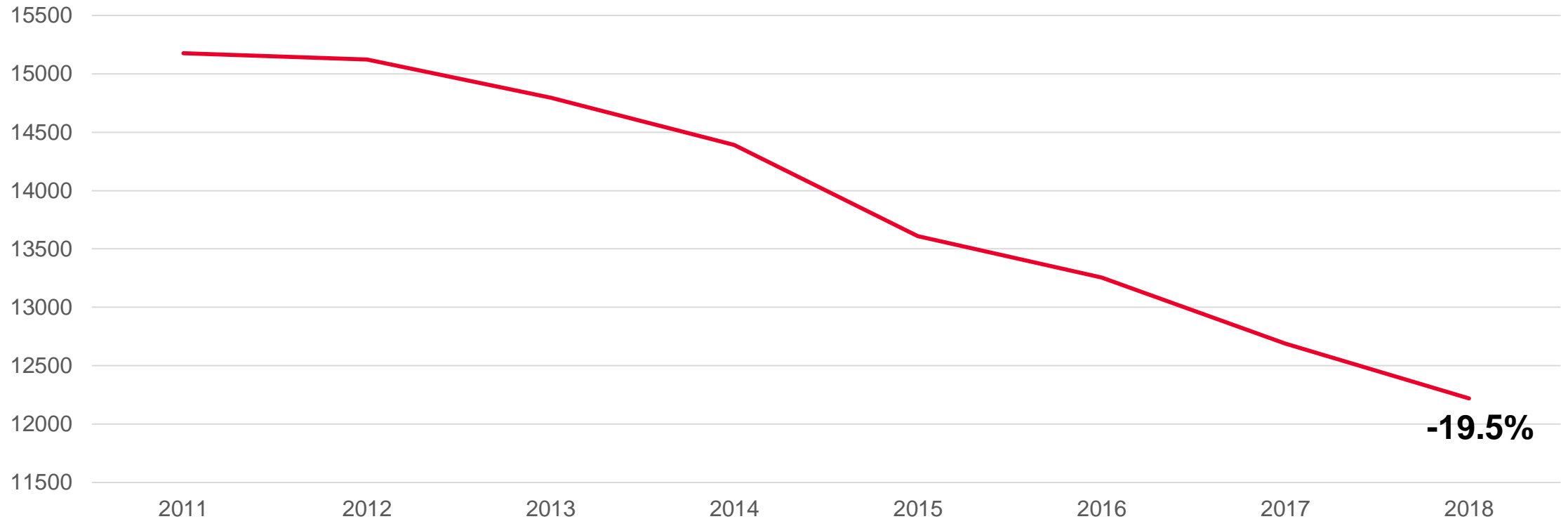
FALL 2011 TO FALL 2018





# OTC Enrollment Trend

FALL 2014 TO FALL 2018



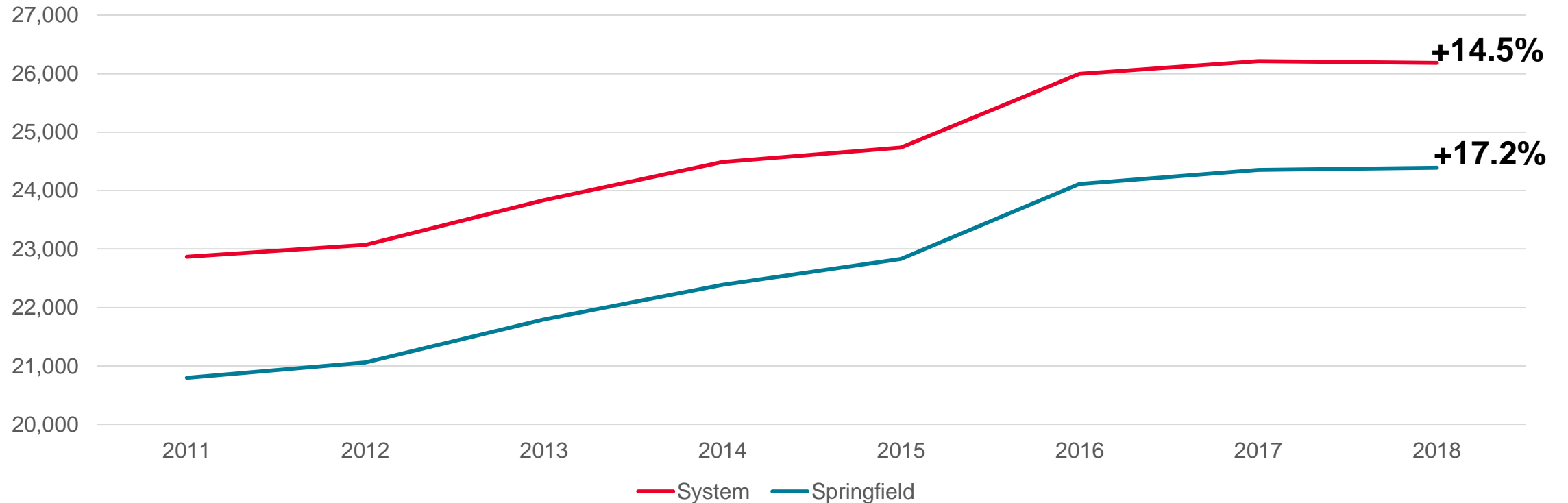


# Reasons for Declining Enrollment

- Earlier graduation
- Fewer high school graduates
- Fewer transfer students (declining community college enrollment)
- Declining international enrollment
- Full employment
- Increased competition

# MSU Enrollment Trend

FALL 2011 TO FALL 2018





# MSU Enrollment Trend

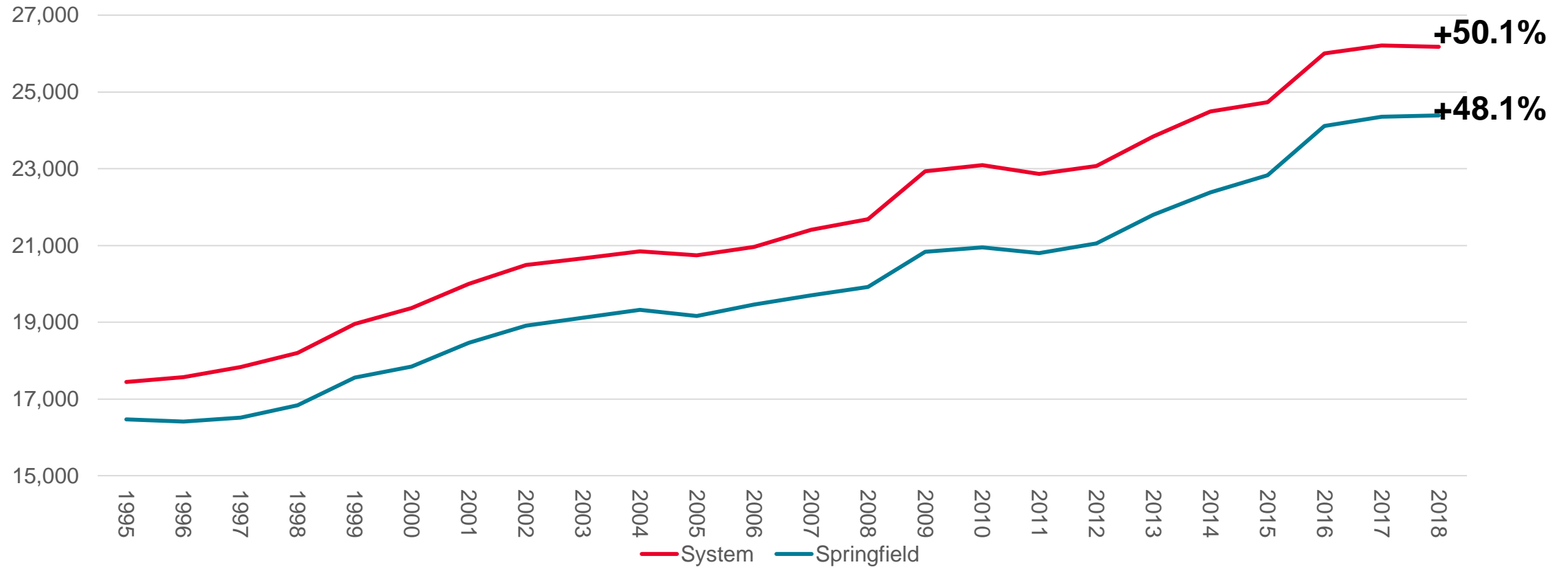
## TOTAL ENROLLMENT, FALL 2010 THROUGH FALL 2019

Year	Springfield Campus	West Plains Campus	System Total	Number Change	Percent Change
2019	24,126	1,963	26,001	-181	-0.7%
2018	24,390	1,875	26,182	-34	-0.1%
2017	24,350	1,930	26,216	216	0.8%
2016	24,116	1,951	26,000	1,265	5.1%
2015	22,834	1,993	24,735	246	1.0%
2014	22,385	2,193	24,489	651	2.7%
2013	21,798	2,123	23,838	767	3.3%
2012	21,059	2,102	23,071	205	0.9%
2011	20,802	2,142	22,866	-312	-1.4%
2010	20,949	2,229	23,092	154	0.7%



# MSU Enrollment Trend

FALL 1995 TO FALL 2018



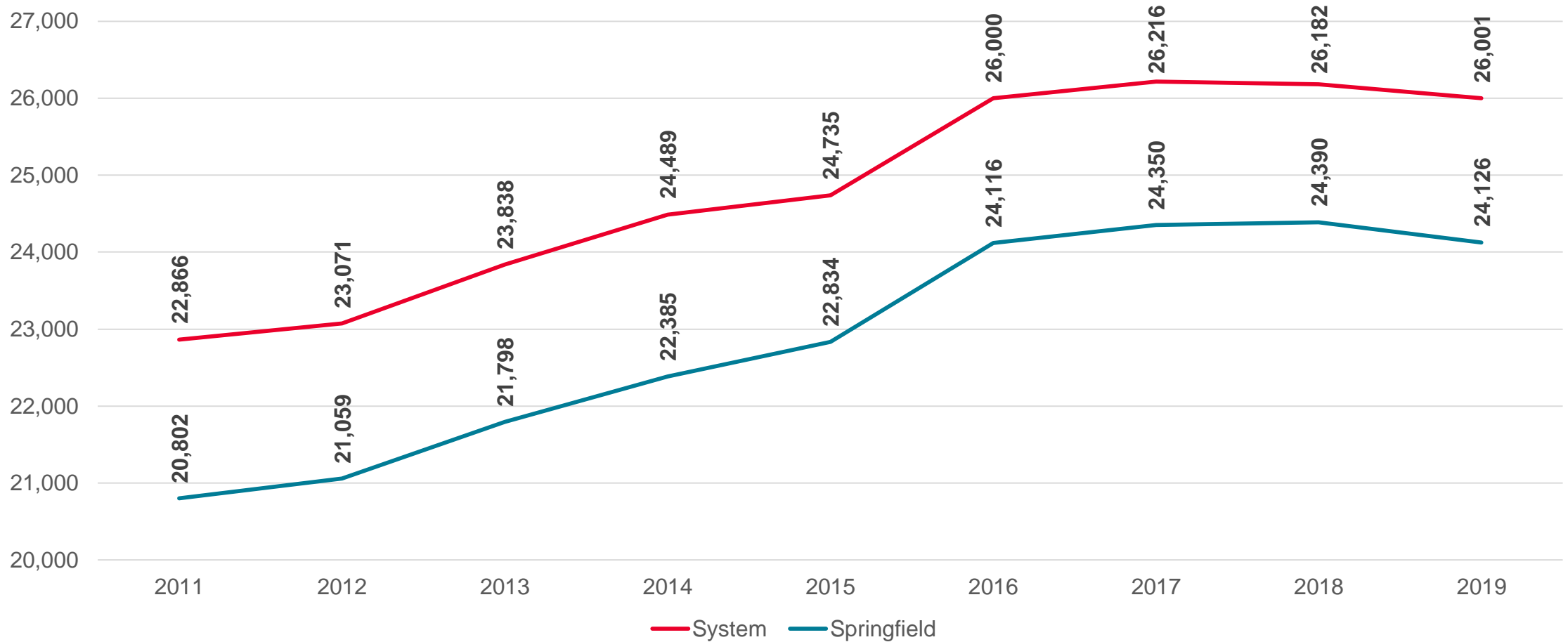


# A Moment of Positive Reflection

## Prior to this fall 2019, Missouri State:

- Is the only Missouri public institutions that grew each of the past five years
- Had the largest enrollment increase during that five year period
- Enrolls more students from Missouri than any other institution
- Grew 20 of the last 22 years

# Total Enrollment



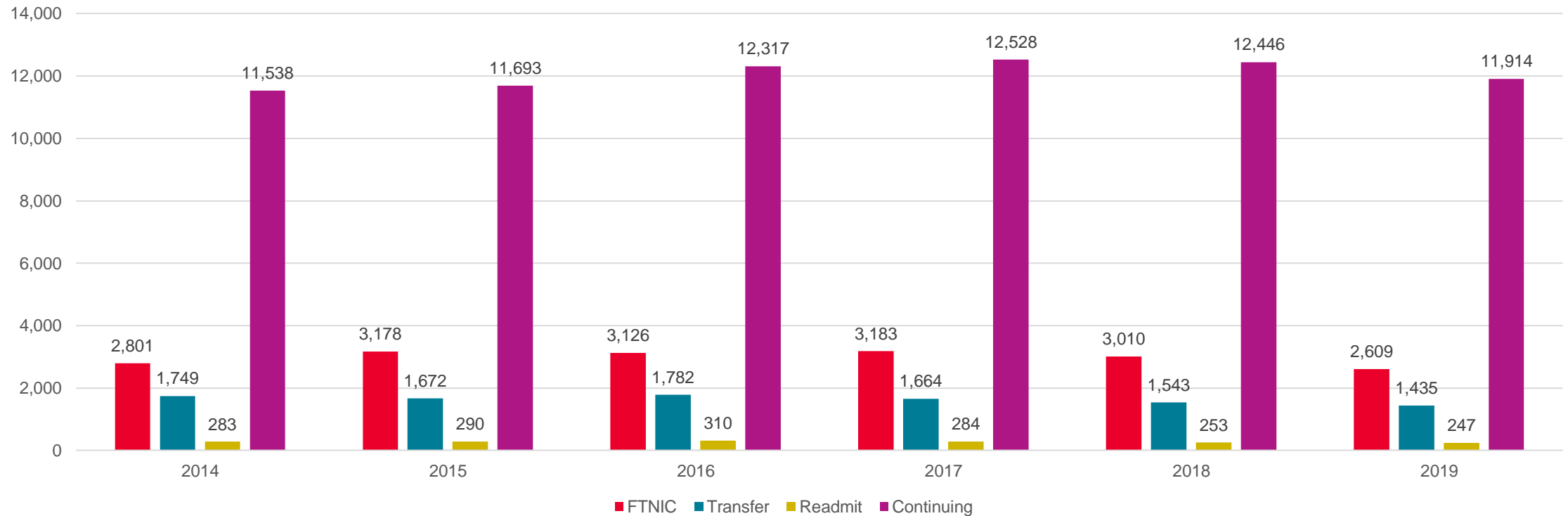
# Undergraduate Enrollment

## UNDERGRADUATE DEGREE SEEKING STUDENTS

	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 18-19 Diff
FTNIC	2,801	3,178	3,126	3,183	3,010	2,609	-401, -13.3%
Transfer	1,749	1,672	1,782	1,664	1,543	1,435	-108, -7%
Readmit	283	290	310	284	253	247	-6, -2.4%
Continuing	11,538	11,693	12,317	12,528	12,446	11,914	-532, -4.3%
<b>Total</b>	<b>16,371</b>	<b>16,833</b>	<b>17,535</b>	<b>17,659</b>	<b>17,252</b>	<b>16,205</b>	<b>-1047, -6.1%</b>

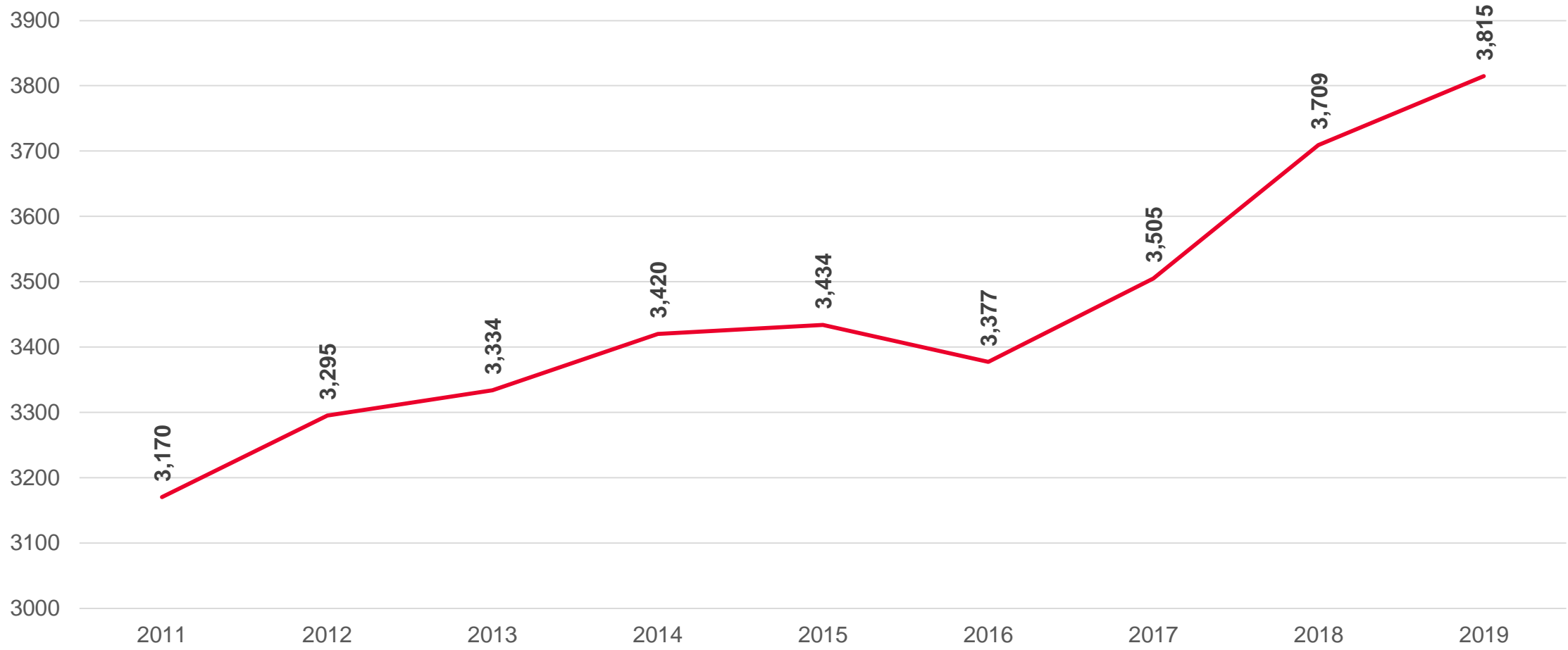
# Enrollment Update

## UNDERGRADUATE DEGREE SEEKING STUDENTS



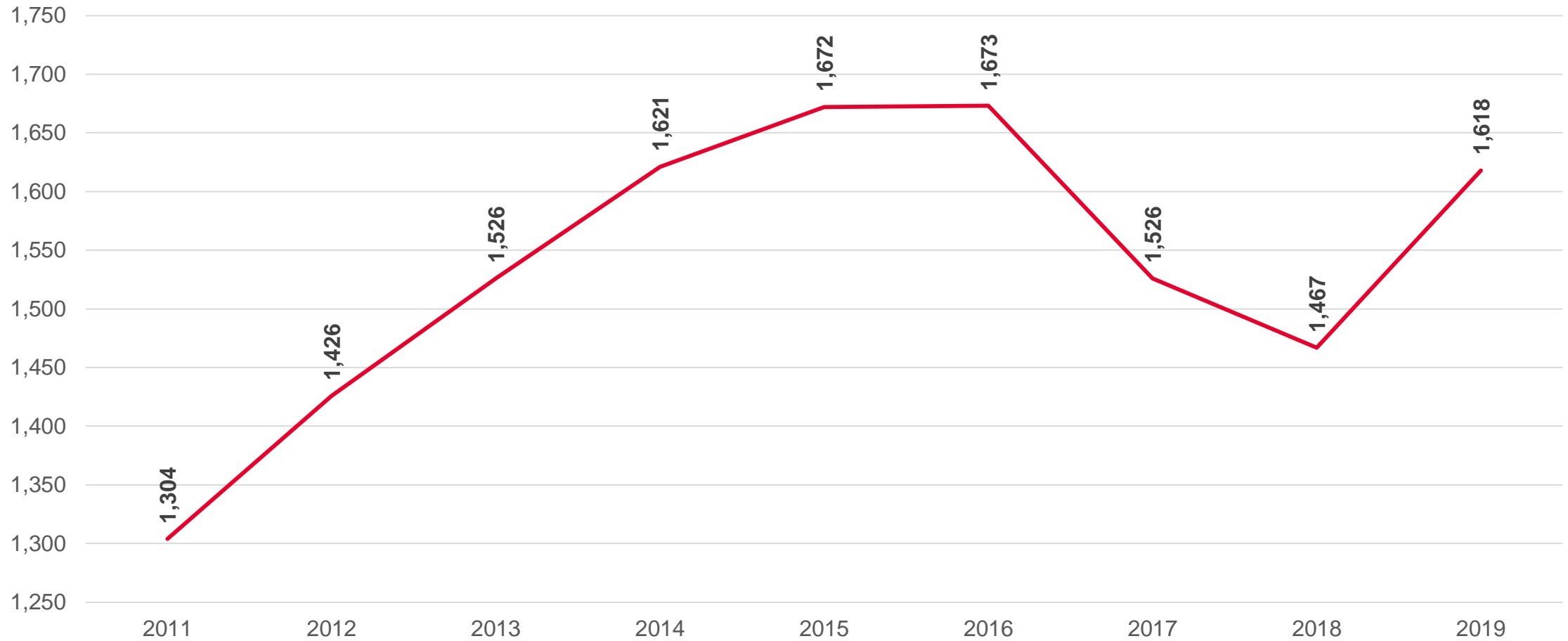


# Graduate Student Enrollment





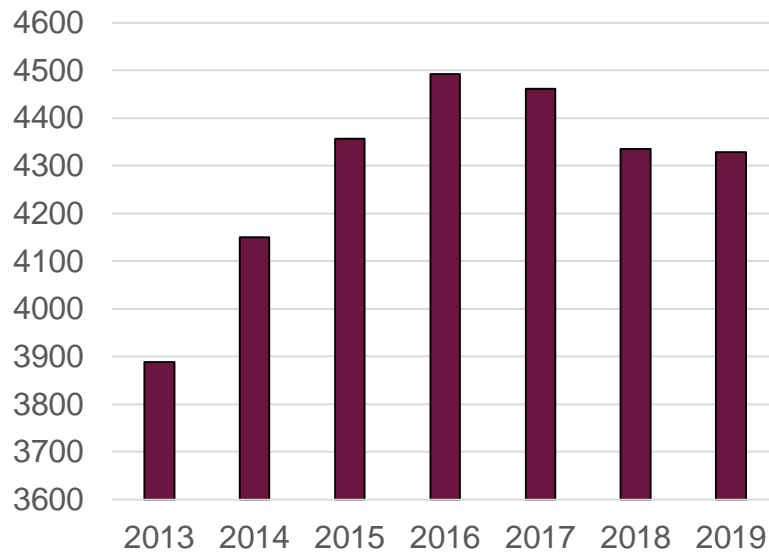
# International Enrollment



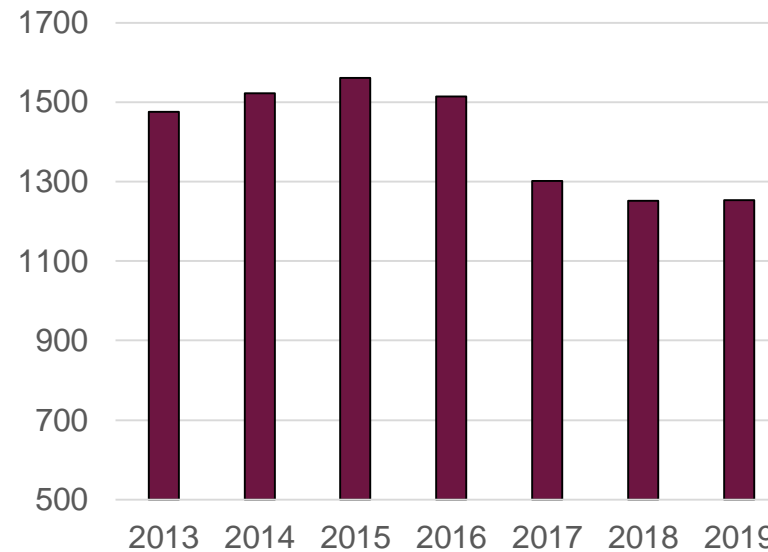
# Enrollment Update

## UNDERREPRESENTED AND INTERNATIONAL STUDENTS

### Underrepresented

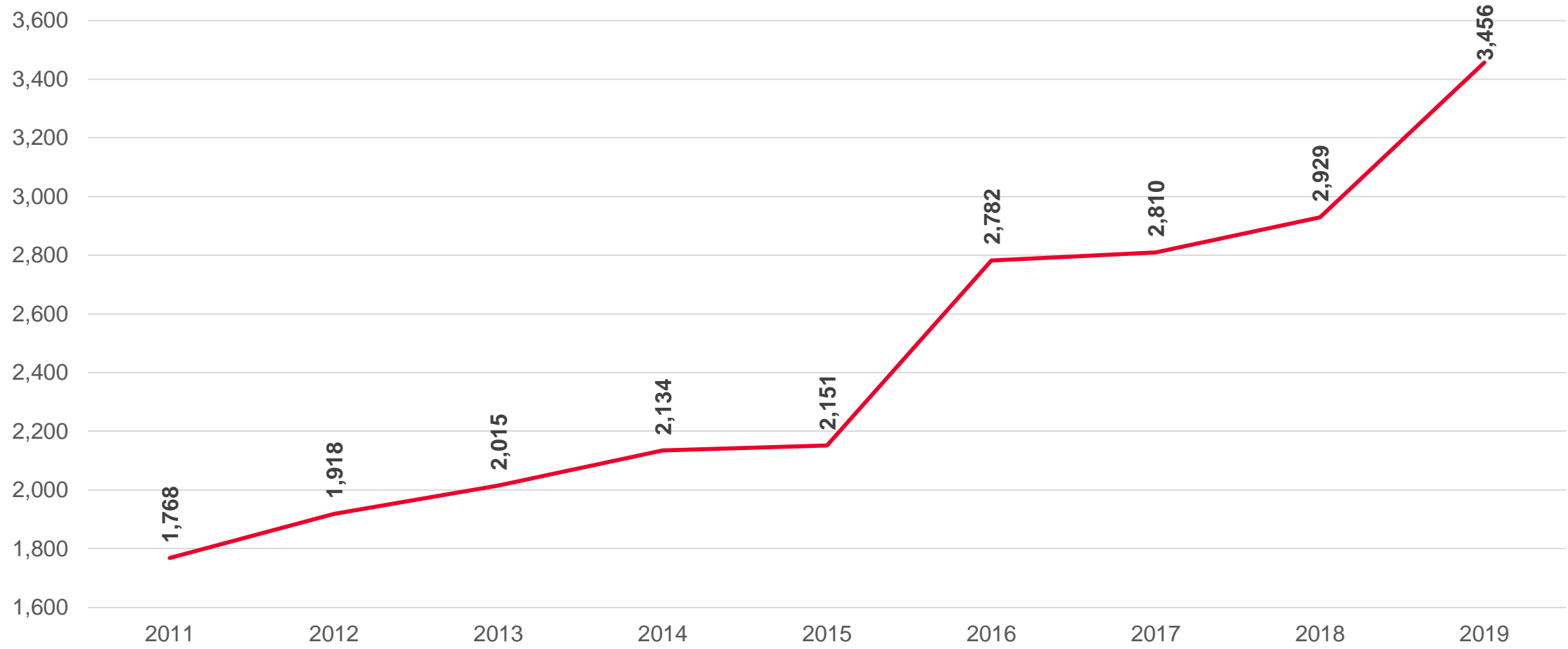


### International





# Dual Credit Enrollment



# Projected Fall 2020 Undergraduate Enrollment

	2018 actual	2019 actual	2020 projected	Change over projected 2019
<b>First-time new in college</b>	3,010	2,609	2,609	0
<b>Transfer</b>	1,543	1,435	1,435	0
<b>Readmit</b>	253	247	247	0
<b>Continuing</b>	12,446	11,914	11,080	-834
<b>Total</b>	17,252	16,205	15,371	<b>-834</b>
<b>Fiscal Impact</b>				<b>&gt;\$5 million</b>



# First to Second Year Retention Rate

FA13 to FA14	FA14 to FA15	FA15 to FA16	FA16 to FA17	FA17 to FA18	FA18 to FA19
75%	78%	79%	77%	78%	78%



# Faculty Senate: SEM Update

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**ROB HORNBERGER**

Enrollment Management & Services

December 5, 2019



# What is enrollment management?

“Strategic Enrollment Management is a comprehensive process designed to help an institution achieve and maintain the optimum recruitment, retention, and graduation rates of students, where “optimum” is **defined within the academic context of the institution**. As such, SEM is an institution-wide process that embraces virtually every aspect of an institution’s function and culture.” ~ Michael Dolence

- Recruitment, Retention, Research, Structure

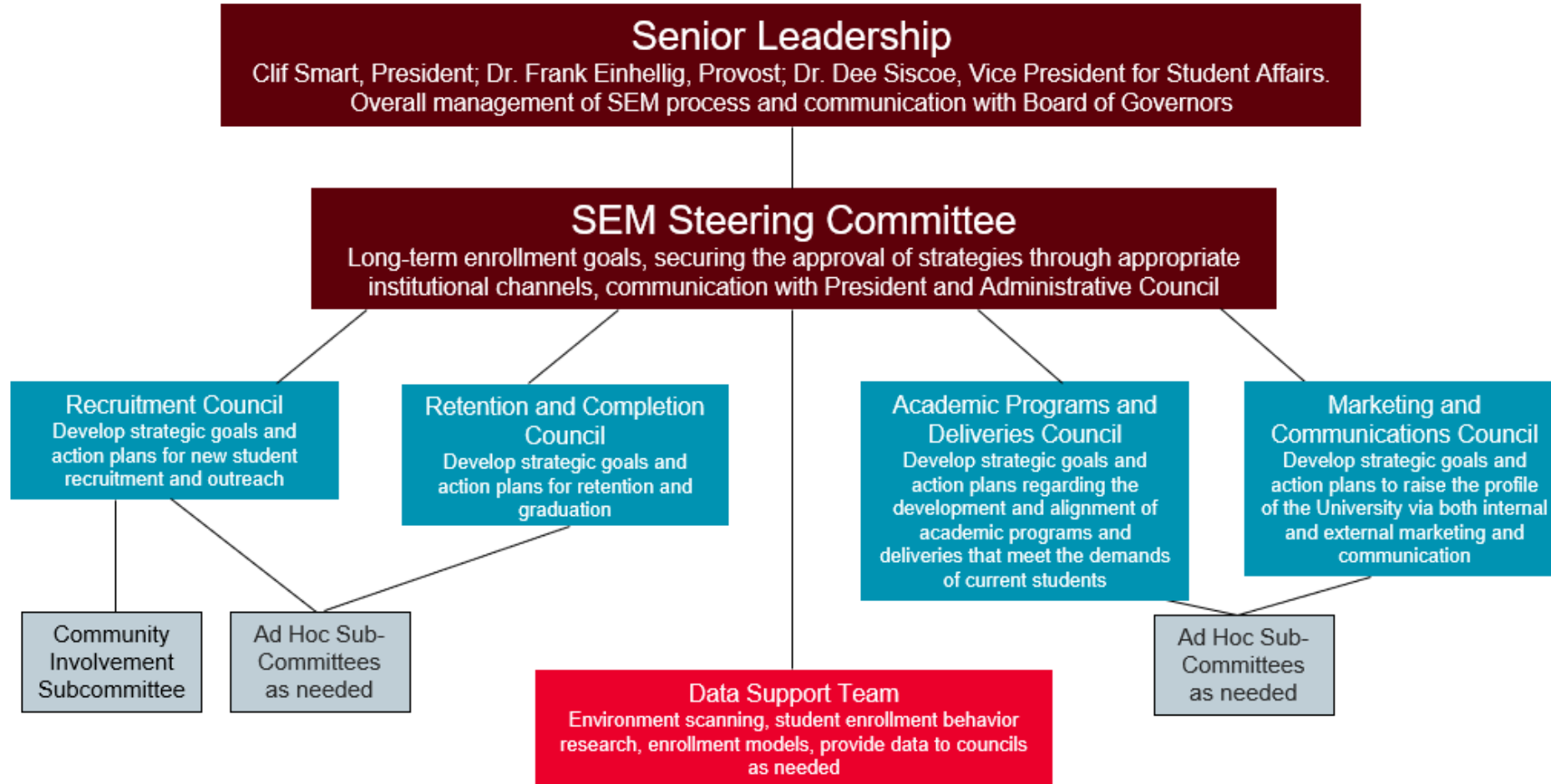


# Why SEM?

“Campus leaders cannot change the wind direction, but they can trim the institutional sails. For too long, the admissions dean or enrollment manager had the lone hand on the tuition-revenue tiller. Now, it’s all hands (campus leadership, faculty, staff, trustees, etc.) on deck, pulling the tactical lines in a coordinated, strategic fashion.”

The Great Enrollment Crash. (2019, September 6). Chronicle of Higher Education

# Missouri State SEM Committee Structure



# Steering Committee

	First Name	Last Name	Area
1	Rob	Hornberger (co-chair)	Enrollment Management
2	Tammy	Jahnke (co-chair)	CNAS
3	Brad	Bodenhause *	International Services
4	Jeff	Coiner	Information Services
5	Tom	Dicke	CHPA, Past Faculty Senate Chair
6	Lahi	Dirie	SGA
7	Steve	Foucart	Financial Services
8	Julie	Masterson *	Graduate College
9	Saibal	Mitra	CNAS, Faculty Senate Chair
10	Wes	Pratt	Diversity and Inclusion
11	Suzanne	Shaw	Marketing and Communications
12	Christina	Simmers*	COB
13	Kelly	Wood *	Center for Academic Success and Transition
*Also a subcommittee co-chair			





# SEM Councils

## Recruitment Council

Brad	Bodenhausen (co-chair)
Nechell	Bonds (co-chair)
Antoinette	Barffour
Chris	Craig
Brian	Edmond
Stacey	Funderburk
Algerian	Hart
Heather	King
Ben	Metzger
Joye	Norris
Sarah	Powell
Jorge	Rebaza-Vasquez
Ethan	Schroeder
Jon	Turner
Elizabeth	Walker

## Retention and Completion Council

Michele	Smith (co-chair)
Kelly	Wood (co-chair)
John	Chuchiak
Sandy	Culver
Carole	Douglas
Lyle	Foster
Rebecca	Harbaugh
Ross	Hawkins
Aimee	Hendricks
Cindy	MacGregor
Judith	Martinez
Tayo	Obafemi-Ajayi
Kelly	Rapp
Sarah	Williams

## Academic Programs and Deliveries Council

Julie	Masterson (co-chair)
Dave	Meinert (co-chair)
Rachel	Anderson
Heidi	Backes
Jen	Cox
Nancy	Gordon
Chuck	Hermans
Hayden	Hollingsworth
Shannon	Holt
Gary	Michelfelder
Rob	Moore
Jessica	Nelson
Missy	Penkalski
Kent	Ragan
David	Rohall
Christi	Sudbrock

## Marketing and Communication Council

Stacey	Funderburk (co-chair)
Christina	Simmers (co-chair)
Rhonda	Bishop
Karen	Engler
Brett	Garland
Stephanie	Hein
Adja	Jones
Cameron	LaBarr
Natalie	Mook
Tara	Orr
Melissa	Price
Jake	Simmons
Margie	Stewart
Randi	Ulbricht
Raeleen	Ziegler

# Data Support and Community Involvement

## Data Support Team

Theresa	McCoy (co-chair)
Michelle	Olsen (co-chair)
Sree	Acharya
Clement	Balasundaram
Lakan	Drinker
Brian	Edmond
Keri	Franklin
Chelsey	Giles
Ben	Metzger
Kristi	Oetting
Megan	Schiller
Natalie	Seever
Amie	Squibb
Siyu	Wang

## Community Involvement Subcommittee

Rachelle	Darabi (co-chair)
Brent	Dunn (co-chair)
A.M.	Baker
Chris	Barnhart
Andrew	Bradley
Cole	Howerton
Kyoungtae	Kim
Juan	Meraz
Kathy	Nordyke
Arbindra	Rimal
Chase	Stockton
Robert	Westenberg



# SEM Council Descriptions

## Steering Committee

- SEM plan will be the guiding document related to enrollment (recruitment and retention) objectives.
- Used to make strategic decisions, prioritize initiatives, and allocate resources related to enrollment.
- Applied in a complementary role with the University's long range plan, mission, vision, and values, and action plans.
- SEM Steering Committee responsible for developing the SEM plan and oversight of the four councils, subcommittees, and data support team.

## Recruitment Council

- Development of strategic objectives for new student recruitment and strategies to attain those objectives.



# SEM Council Descriptions

## Retention and Completion Council

- Development of strategic objectives for retention of current students and graduation and strategies to attain those objectives.

## Academic Programs and Deliveries Council

- Development of strategic objectives regarding the development and alignment of academic programs and deliveries that meet workforce and student demands.



# SEM Council/Team Descriptions

## Marketing and Communications Council

- Development of strategic objectives and action plans to help raise the profile of the University via both internal and external marketing and communication.

## Data Support Team

- Supports the other teams regarding the use of existing institutional and external data, identification and collection of additional data, development and use of new reports, evaluation and implementation of assessment related to enrollment, and small-scale environmental scans producing data regarding market, industry, and competitor challenges.



# Subcommittees

## RECRUITMENT

- Diversity Recruitment
- Freshmen
- Dual Credit
- Transfer
- Outreach
- Graduate
- International
- High Ability

## RETENTION AND COMPLETION

- Student Success Programs
- First year students and programs
- Additional student populations
- Barriers to student retention and completion
- Transfer and non-traditional student populations



# Subcommittees

## ACADEMIC PROGRAMS AND DELIVERIES

- Access/Student Demand
- Enrollment, Retention, Completion
- Models of Program Delivery

## MARKETING AND COMMUNICATION

- Raise profile of university using internal and external communication
- Identify barriers of student success by reviewing communication materials
- Communication of achievements and stories of MSU students, faculty, staff and alumni
- Review communication materials regarding how they support recruitment, outreach, retention and completion initiatives
- Communication strategies for prospective and continuing students
- Review University websites to enhance student recruitment, retention and success



# Subcommittees

## DATA AND SUPPORT TEAM

- Data Requests
- Inventory of existing SEM related reports
- Inventory of existing systems/data sources





**Missouri State**  
UNIVERSITY

**STRATEGIC ENROLLMENT MANAGEMENT  
KICK-OFF EVENT**

Wednesday, September 18  
12:00 p.m.—5:00 p.m.  
Bond Learning Center, Ballroom  
2401 S. Kansas Expressway

- 11:30 a.m. Check-in
- 12:00 p.m. Lunch
- 12:30 p.m. Remarks by  
President Clif Smart
- 1:00 p.m. Presentation by  
Khadish Franklin, EAB
- 3:00 p.m. Remarks by  
Dr. Rob Hornberger
- 3:30 p.m. Breakout Sessions

RSVP to [RSVP@MissouriState.edu](mailto:RSVP@MissouriState.edu)  
by Friday, September 13

**Missouri State**  
UNIVERSITY



# SEM Guiding Principles

- Stabilize enrollment short term
- Grow enrollment in targeted areas
- Improve retention
- Facilitate successful degree and credential completion
- Broaden access to underserved populations
- Identify new and emerging academic programming that meets student and workforce demands
- Equip students for successful career outcomes
- Employ actions and modify processes that eliminate barriers that impair student success.
- Raise the profile of the University
- Develop a culture of enrollment growth among faculty, staff, and students



# SEM Timeline

Due	Item
December 12, 2019	BOG approval of SEM goals
January 29, 2020, 12:15-1:15PM	SEM Townhall Meeting
April 1, 2020	Councils submit strategies
June 1, 2020	Steering Committee SEM plan final

# SEM Communication Tools

- Enrollment Management and Services [blog](#)
- SEM [Interest form](#)
- SEM [website](#)
- Clif Notes, August 6 and November 19



ENROLLMENT MANAGEMENT AND SERVICES

**Welcome and thanks!**

September 20, 2019 by [Rob Hornberger](#)

**SEM** Strategic Enrollment Management

Welcome to the MSU Enrollment Management and Services blog. This site will be used to post information about enrollment management at MSU and updates regarding our SEM plan initiative.

If you would like to express interest in helping with the SEM plan initiative or provide input, an [MSU Strategic Enrollment Management Plan Interest Form](#) is available for you to complete.

Thank you for your support of the SEM plan initiative.

# AACRAO SEM Conference

- Attendees:
  - Clif Smart, President (SEM Institute pre-conference workshop)
  - Nechell Bonds, Assistant Vice President and Director of Admissions
  - Stacey Funderburk, Director, Editorial and Design Services
  - Dr. Rob Hornberger, Associate Vice President for Enrollment Management and Services
  - Suzanne Shaw, Vice President for Marketing and Communications
  - Dr. Michele Smith, Assistant Vice President Student Affairs, Multicultural Services
  - Dr. Kelly Wood, Executive Director, Center for Academic Success and Transition
- Team-oriented conference on SEM
- SEM Institute pre-conference workshop
  - SEM plan must be academic centered
  - Importance of developing data...goals...strategies...tactics
- Met with coach/consultant throughout the week



# III

# AACRAO SEM Consultant

JODY GORDON

- Plan writer w/consulting
- Pre-meetings at conference
- On-campus visit, November 11-13
- Bio on website





# SEM Goals

1. Recruitment
2. Student Success: Retention
3. Student Success: Underserved Populations
4. Climate
5. Graduation/Completion
6. Financial Preparedness
7. Raising the Profile of the University
  - Quality academic programs through new and emerging programs and delivery modes, and career outcomes aligned with workforce demands.



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