



SGA: Enrollment Update

ROB HORNBERGER

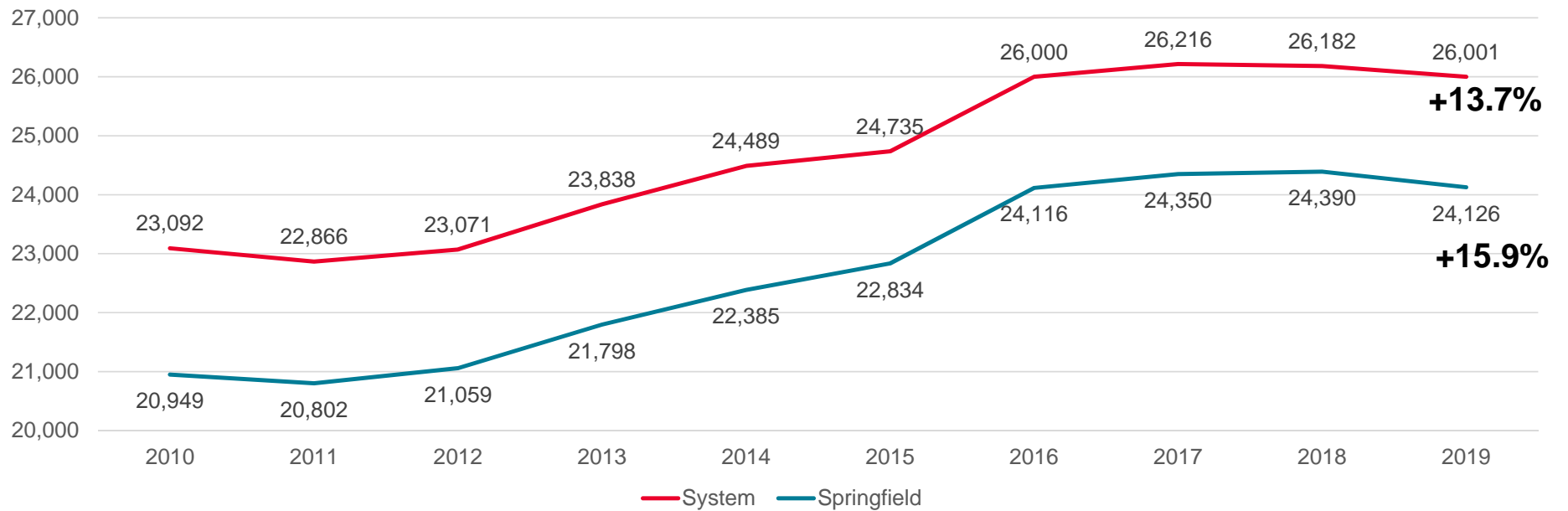
Enrollment Management & Services

November 12, 2019



Enrollment Update

FALL 2011 TO FALL 2019





Enrollment Update

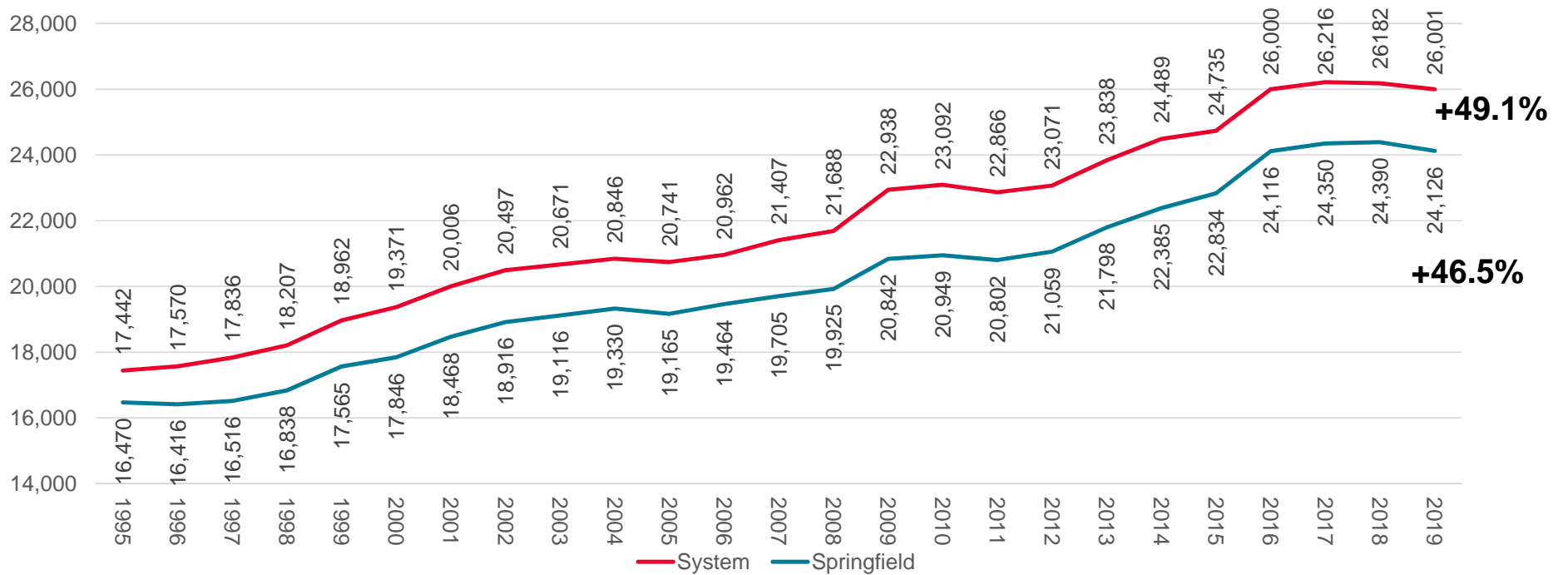
TOTAL ENROLLMENT, FALL 2010 THROUGH FALL 2019

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%



Enrollment Update

FALL 1995 TO FALL 2019





Enrollment Update

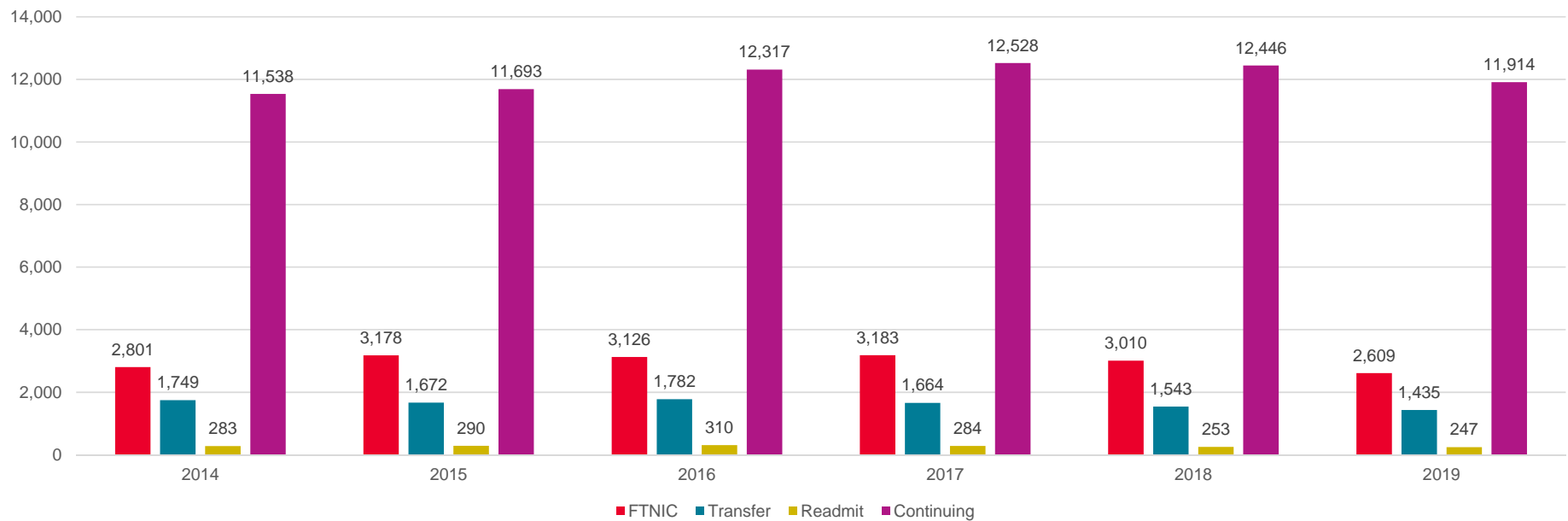
UNDERGRADUATE DEGREE SEEKING STUDENTS

	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%
Total	16,371	16,833	17,535	17,659	17,252	16,205	-1047, -6.1%



Enrollment Update

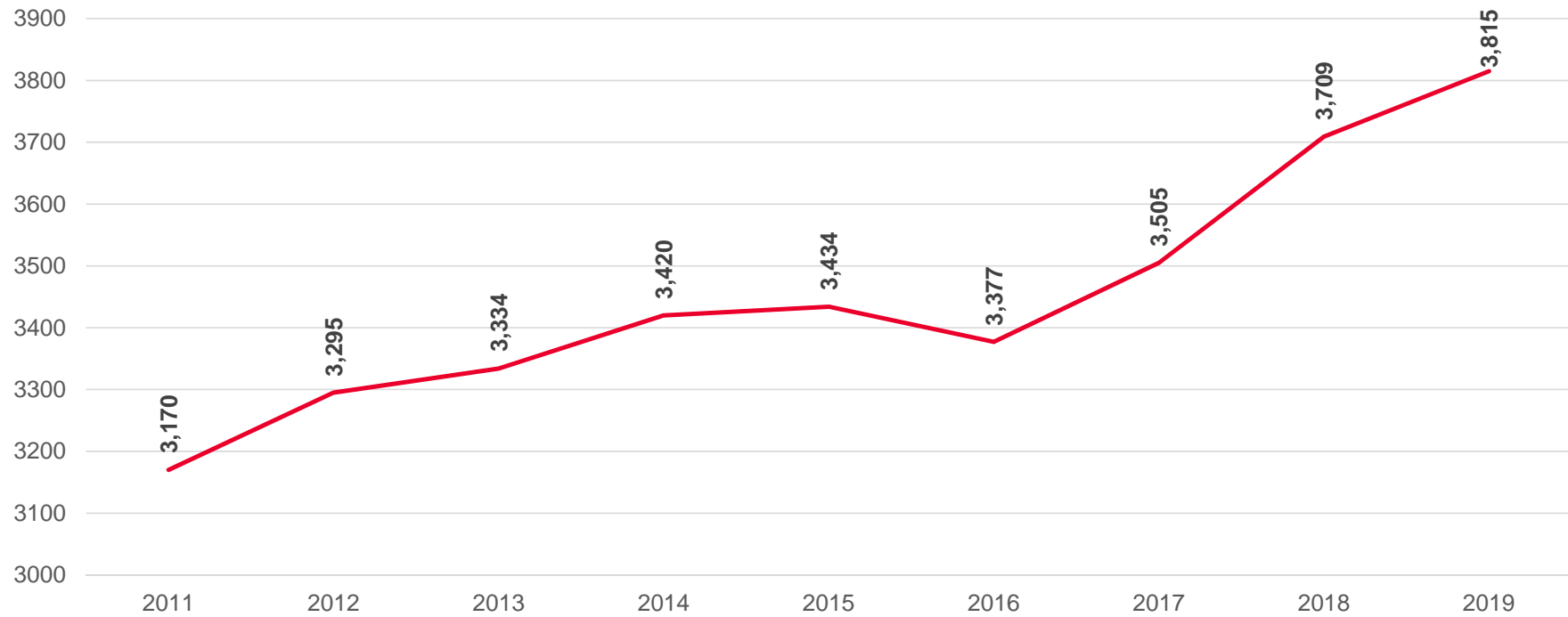
UNDERGRADUATE DEGREE SEEKING STUDENTS





Enrollment Update

GRADUATE STUDENTS

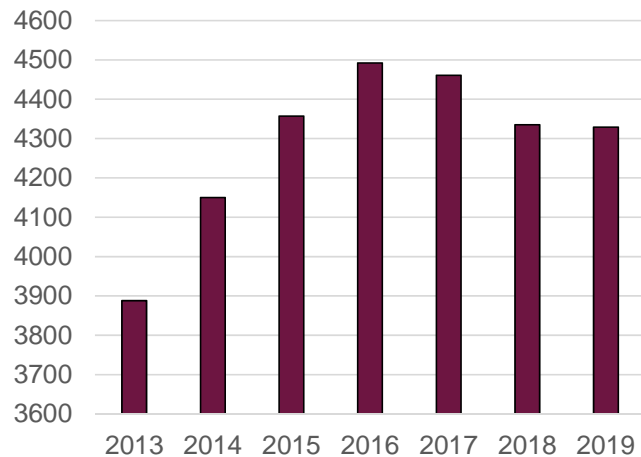




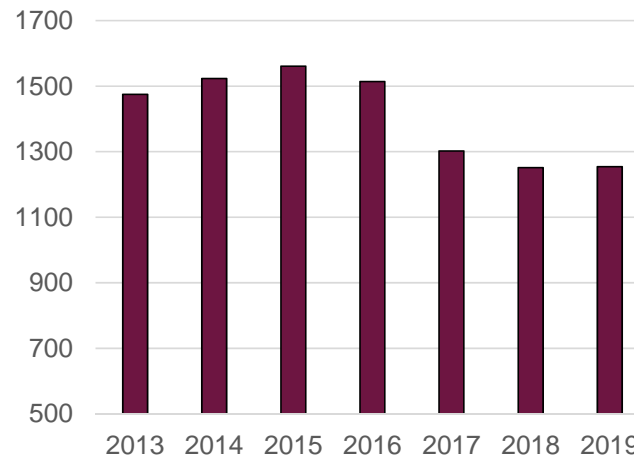
Enrollment Update

UNDERREPRESENTED AND INTERNATIONAL STUDENTS

Underrepresented



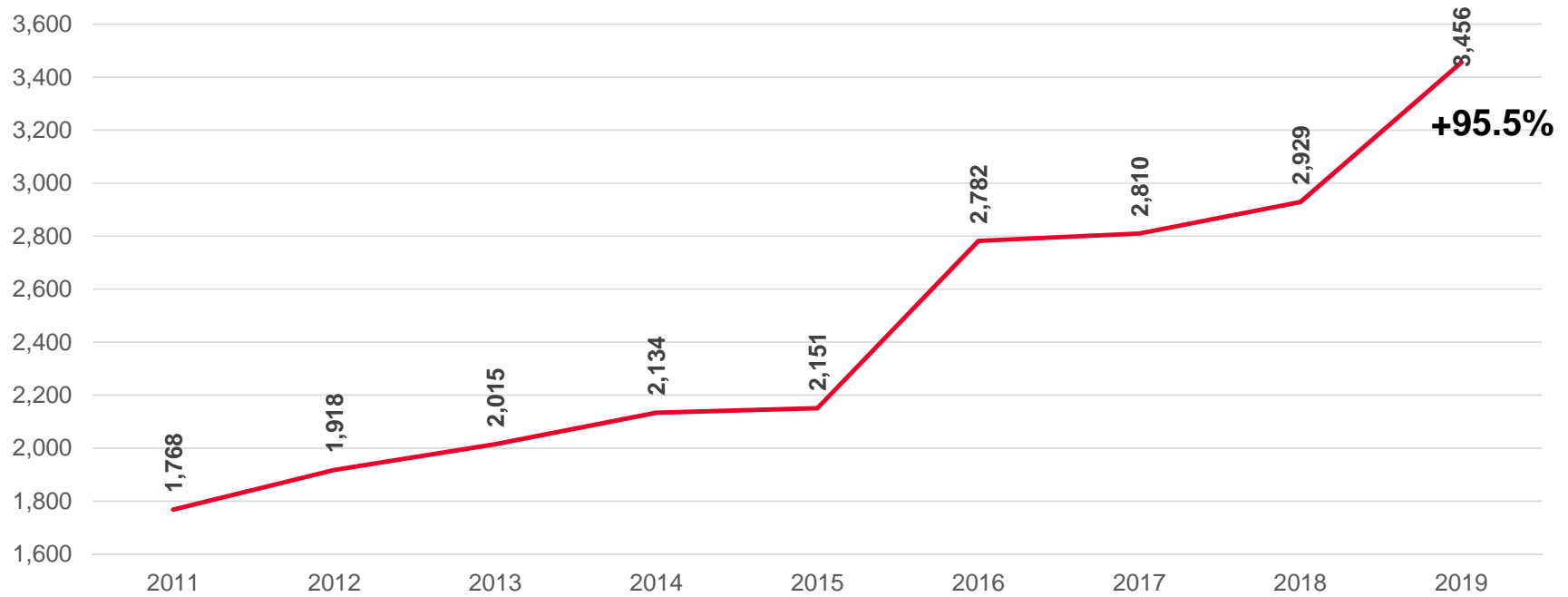
International





Enrollment Update

DUAL CREDIT STUDENTS





Enrollment Update

COLLEGES

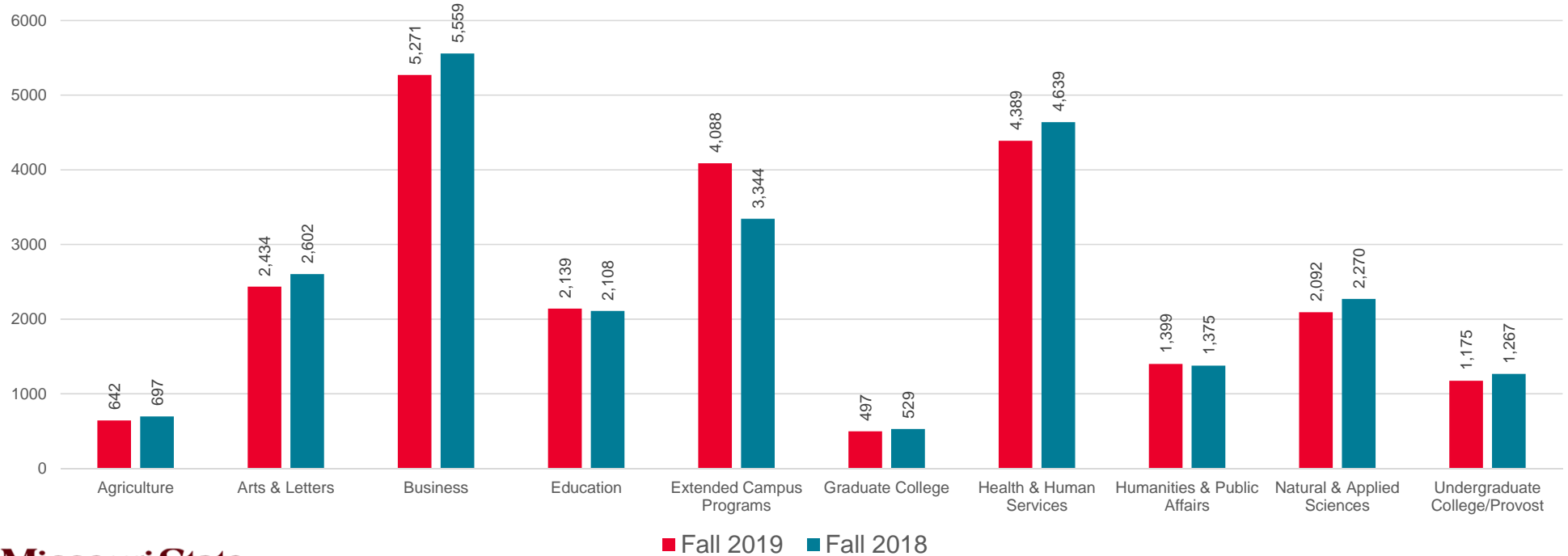
	Fall 2019	Fall 2018	Change	%Change
Agriculture	642	697	-55	-7.89%
Arts & Letters	2,434	2,602	-168	-6.46%
Business	5,271	5,559	-288	-5.18%
Education	2,139	2,108	31	1.47%
Extended Campus Programs	4,088	3,344	744	22.25%
Graduate College	497	529	-32	-6.05%
Health & Human Services	4,389	4,639	-250	-5.39%
Humanities & Public Affairs	1,399	1,375	24	1.75%
Natural & Applied Sciences	2,092	2,270	-178	-7.84%
Undergraduate College/Provost	1,175	1,267	-92	-7.26%



Enrollment Update

COLLEGES

Academic College Fall 2018 and Fall 2019





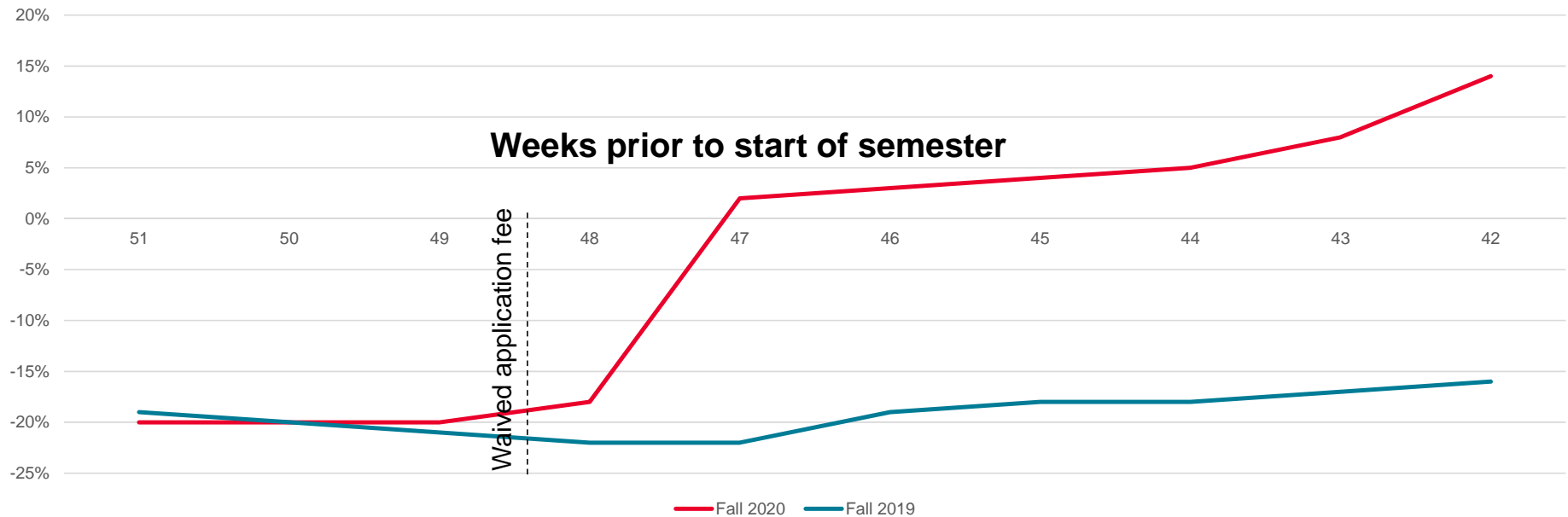
First to Second Year Retention Rate

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



Fall 2020 Applications

FALL 2019 AND FALL 2020 FTNIC APPLICATION





SGA: SEM Update

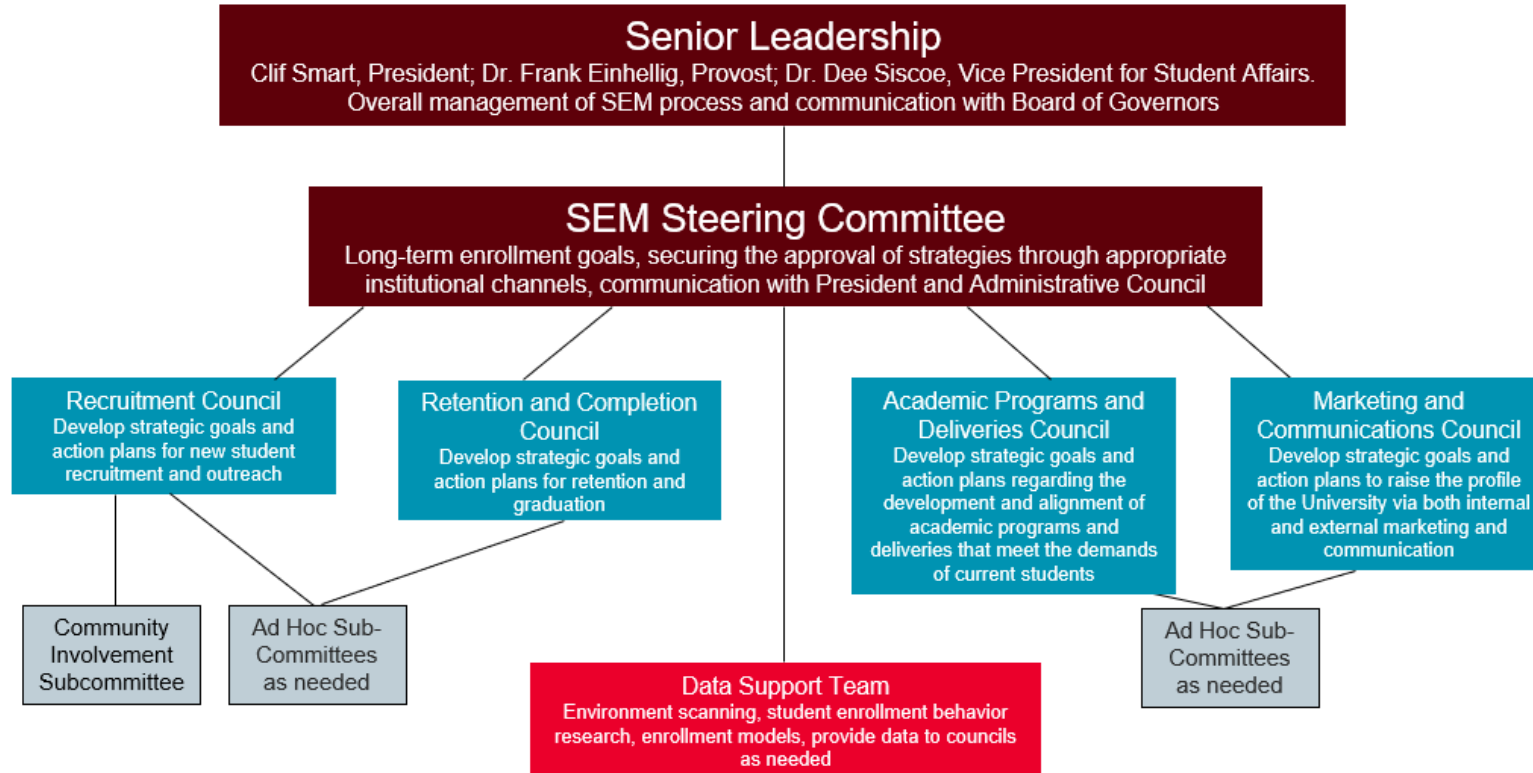
ROB HORNBERGER

Enrollment Management & Services

November 12, 2019



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	Bodenhausen *	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
Monica	Feeney
Nancy	Gordon
Chuck	Hermans
Hayden	Hollingsworth
Shannon	Holt
Gary	Michelfelder
Rob	Moore
Jessica	Nelson
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**

The strategic enrollment management (SEM) plan will be the guiding document that charts Missouri State's path toward achieving its enrollment (recruitment and retention) objectives. The University utilizes its SEM plan to make strategic decisions, prioritize initiatives, and allocate resources related to enrollment. Missouri State's SEM plan will be applied in a complementary role with the University's long range plan, mission, vision, and values, and action plans. The SEM Steering Committee shall be responsible for developing the SEM plan and oversight of the four councils, subcommittees, and data support team.

- The **Recruitment Council** serves as one of the four major councils of the SEM structure, reporting to the SEM Steering Committee and overseeing various subcommittees. The overall work of this committee encapsulates the development of strategic objectives for new student recruitment and strategies to attain those objectives.



SEM Council Descriptions

- The **Retention and Completion Council** serves as one of the four major councils of the SEM structure, reporting to the SEM Steering Committee and overseeing various subcommittees. The overall work of this committee encapsulates the development of strategic objectives for retention of current students and graduation and strategies to attain those objectives.
- The **Academic Programs and Deliveries Council** serves as one of the four major councils of the SEM structure, reporting to the SEM Steering Committee and overseeing various subcommittees. The overall work of this committee encapsulates the development of strategic objectives regarding the development and alignment of academic programs and deliveries that meet workforce and student demands.



SEM Council/Team Descriptions

- The **Marketing and Communications Council** serves as one of the four major councils of the SEM structure, reporting to the SEM Steering Committee and overseeing various subcommittees. The overall work of this committee encapsulates the development of strategic objectives and action plans to help raise the profile of the University via both internal and external marketing and communication.
- The **Data Support Team** serves as primary resource for the steering committee, councils, and subcommittees. The overall work of this committee encapsulates supporting 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.



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



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



SEM Timeline

Due	Item
End of fall 2019	Progress reports from councils
January 29, 2020, 12:15-1:15PM	SEM Townhall Meeting
April 1, 2020	Council drafts of strategies
June 1, 2020	Steering Committee SEM plan final

These dates and the specific deliverables will be updated after our November 12-13 consultant visit.



SEM Communication Tools

- Enrollment Management and Services [blog](#)
- SEM [Interest form](#)
- SEM [website](#)

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 (SEM Institute pre-conference workshop)
 - Nechell Bonds
 - Stacey Funderburk
 - Rob Hornberger
 - Suzanne Shaw
 - Michelle Smith
 - Kelly Wood
- 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





AACRAO SEM Consultant Visit

JODY GORDON, NOVEMBER 12-13

- Tuesday, November 12

Time	Location	Topic	MSU Personnel
9:30 AM	Carrington 203	Project Overview	Senior Leadership
10:00 AM	Carrington 203	SEM Goals, Strategies and Tactics Workshop	Steering Committee Members
11:30 AM		BREAK	
11:45 AM	Carrington 203	Data review	Data Committee Members
1:15 PM	PSU Union Club	Lunch BREAK	
2:00 PM	PSU Ballroom West	Introduction to SEM Goals, Strategies and Tactics Workshop	Members from all 4 Councils
4:30 PM	Carrington 304	End of Day 1 wrap up	Project Leads



AACRAO SEM Consultant Visit

JODY GORDON, NOVEMBER 12-13

- Wednesday, November 13

Time	Location	Topic	MSU Personnel
9:00 AM	Carrington 304	Review of objectives for the day	Project Leads
9:30 AM	PSU Ballroom West	Workshop on Establishing Strategic Enrollment Goals	Members from all 4 Councils
12:00 PM	PSU Ballroom West	Lunch BREAK and report back on goals developed	Members from all 4 Councils
1:30 PM		BREAK and transition time	
1:45 PM	Carrington 304	Preparation for Meeting with Steering Committee	Project Leads
2:30 PM	PSU 317	Strategic Enrollment Goals Report Back	Steering Committee Members and/or Senior Leadership
3:30 PM	PSU 317 or Carrington 304	Wrap-up and next steps	Project Leads