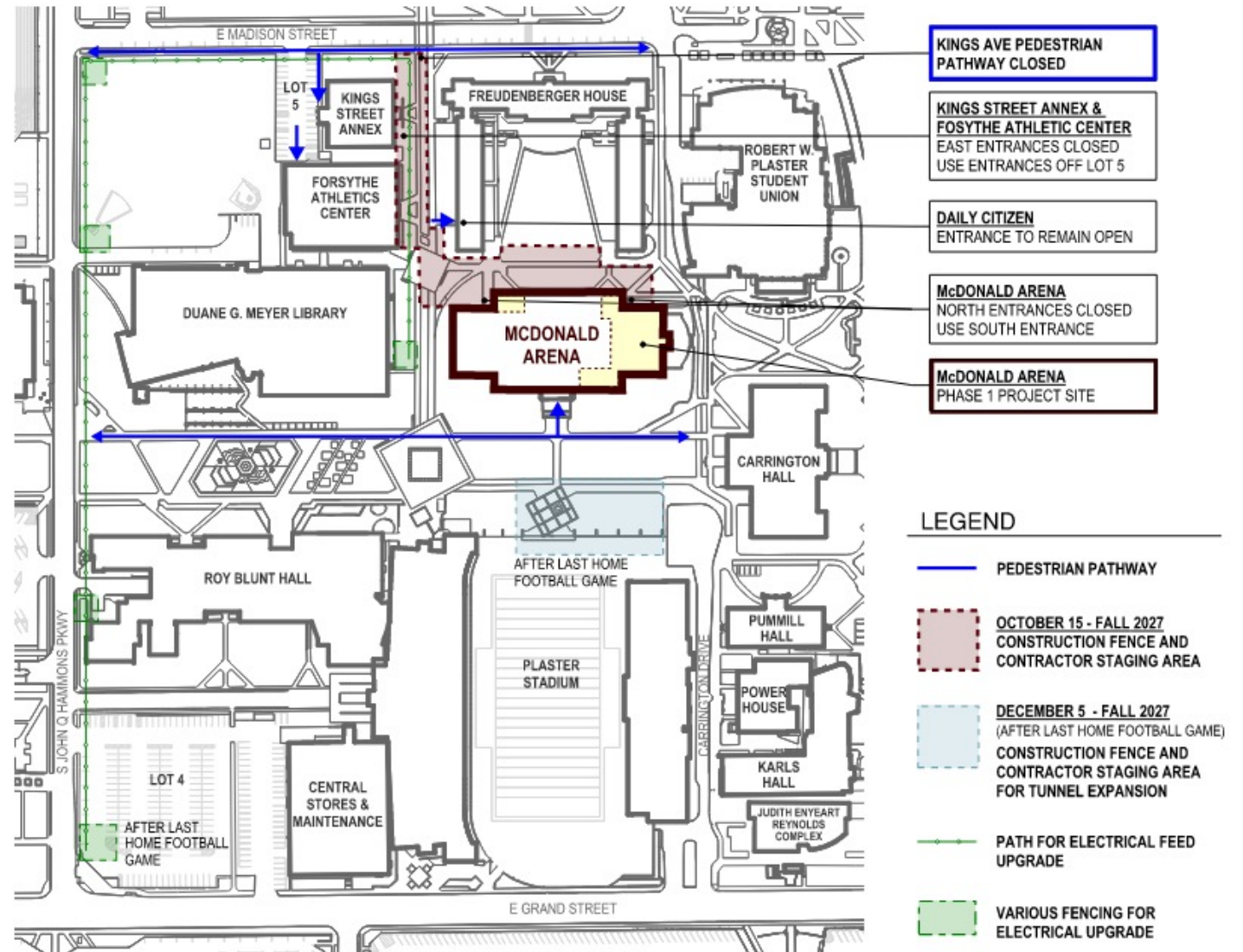




UNIVERSITY COUNCIL

October 6, 2026

INTRODUCTORY ANNOUNCEMENTS



INFORMATION



2027 Employee Benefits



UNIVERSITY COUNCIL

October 6, 2026

Missouri State
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2027 Employee Benefits

SELF FUNDED HEALTH CARE

- Third Party Administrator (TPA):
 - **Point C** (12/31/28)
 - Leaf Health
- Preferred Provider Organization (PPO):
 - **Mercy** (12/31/27; 12/31/31)
- Pharmacy Benefits Manager (PBM):
 - **MedImpact** (12/31/27; 12/31/31)
- Reinsurance (Stop Loss):
 - **Tokio Marine HCC** (12/31/26)
- **Magers Health and Wellness Center**
- **Health Care Plans & Benefits Committee**



2027 Employee Benefits

- **Benefits Fair**

- October 28: Springfield Campus (Plaster Student Union; 11am to 2pm)
- October 29: West Plains Campus (Student Recreation Center; 9am to Noon)
- November 1 to December 1: Virtual

- **Open Enrollment**

- November 1 to December 1



Medical Plan Benefit Design

DEDUCTIBLE / MAX OUT-OF-POCKET

2027		
	Base Plan	Buy-Up Plan
In-Network Deductible	\$1,600	\$800
Out-of-Network Deductible	\$3,200	\$1,600
In-Network Coinsurance	\$2,000	\$2,000
Out-of-Network Coinsurance	\$4,000	\$4,000
Medical Maximum Out-of-Pocket	\$5,350	\$3,500
Rx Maximum Out-of-Pocket	\$2,000	\$1,500
Total Maximum Out-of-Pocket	\$7,350	\$5,000



Medical Plan Benefit Design

CO-PAYS

2027		
	Base Plan	Buy-Up Plan
Magers	\$10	\$5
Primary Care	\$40	\$20
Specialist	\$60	\$30
Emergency Room Deductible	\$500	\$250
Office Visit Co-Pays & ER Deductible Maximum	\$1,750	\$700



Wellness Incentive Program

JANUARY 1, 2027 TO DECEMBER 31, 2027

Complete two of three incentives between January 1, 2026 to December 1, 2026:

- Educational Questionnaire (\$15 per month)
- Annual Flu Vaccination (\$15 per month)
- Biometrics (\$15 per month)

Vaccination and Biometrics Covered 100% = Preventative Care Benefit

Employee Medical Premium Savings: Maximum \$30 per month (\$360 per year)



Employee Medical Premium

ACTUARIAL ANALYSIS

HISTORICAL RATE CHANGES				
YEAR	Base Plan Actuarial Total	Base Plan Employee Rates	Buy-Up Plan Actuarial Total	Buy-Up Plan Employee Rates
2020	0.2%	0.0%	0.6%	0.0%
2021	6.0%	0.0%	6.0%	0.0%
2022	6.9%	0.0%	17.2%	7.0%
2023	3.5%	0.0%	3.3%	0.0%
2024	5.3%	5.0%	5.4%	15.0%
2025	9.0%	5.3%	9.2%	5.4%
2026	11.7%	9.0%	11.1%	9.2%
2027				
AVERAGE	6.1%	2.8%	7.5%	5.2%



Employee Medical Premium

TARGET

- As of June 30, 2026, the health care plan is at breakeven and in compliance with G10.02 Health Care Principles
- Increase to Base and Buy-Up Plan employee medical premiums based upon plan utilization and rising health care costs
- Support from Health Care Plans & Benefits Committee and President's Cabinet



Employee Medical Premium

JANUARY 1, 2027 TO DECEMBER 31, 2027

2027						
Medical (without wellness incentive applied)	Base Plan (Per Month)	Employee \$ Increase From 2026 (Per Month)	Employee % Change From 2026	Buy-Up Plan (Per Month)	Employee \$ Increase From 2026 (Per Month)	Employee % Change From 2026
Employee Only	\$54	\$6	12.5%	\$119	\$12	11.2%
Employee + Spouse	\$512	\$54	11.8%	\$654	\$65	11.0%
Employee + Child(ren)	\$378	\$40	11.8%	\$497	\$50	11.2%
Employee + Family	\$585	\$61	11.6%	\$738	\$74	11.1%



Employee Medical Premium

ACTUARIAL ANALYSIS

HISTORICAL RATE CHANGES				
YEAR	Base Plan Actuarial Total	Base Plan Employee Rates	Buy-Up Plan Actuarial Total	Buy-Up Plan Employee Rates
2020	0.2%	0.0%	0.6%	0.0%
2021	6.0%	0.0%	6.0%	0.0%
2022	6.9%	0.0%	17.2%	7.0%
2023	3.5%	0.0%	3.3%	0.0%
2024	5.3%	5.0%	5.4%	15.0%
2025	9.0%	5.3%	9.2%	5.4%
2026	11.7%	9.0%	11.1%	9.2%
2027	NA	11.7%	NA	11.1%
AVERAGE	6.1%	3.9%	7.5%	6.0%



Employee Dental Premium

JANUARY 1, 2027 TO DECEMBER 31, 2027

2027			
Dental	Plan (Per Month)	Employee \$ Increase From 2019 (Per Month)	Employee % Change From 2019
Employee Only	\$0	\$0	0%
Employee + Spouse	\$27.25	\$0	0%
Employee + Child(ren)	\$21.22	\$0	0%
Employee + Family	\$42.78	\$0	0%

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SECOND FLOOR



ModernThink

Missouri State Springfield Results 2026



2026 ModernThink “Great Colleges to Work For”



Survey Overview

Survey Timeline

- March 2, 2026 – April 3, 2026

Response Rates

- MSU-Springfield: 38% (734/1957)

Benchmarks

- 2026 MSU – Research College and Universities

55

Survey statements on a 5-point agreement scale

Faculty Experience
Statements on a five-
point agreement scale.

5

20

Benefit satisfaction
questions on a 5-point
satisfaction scale

Open-ended Questions

2

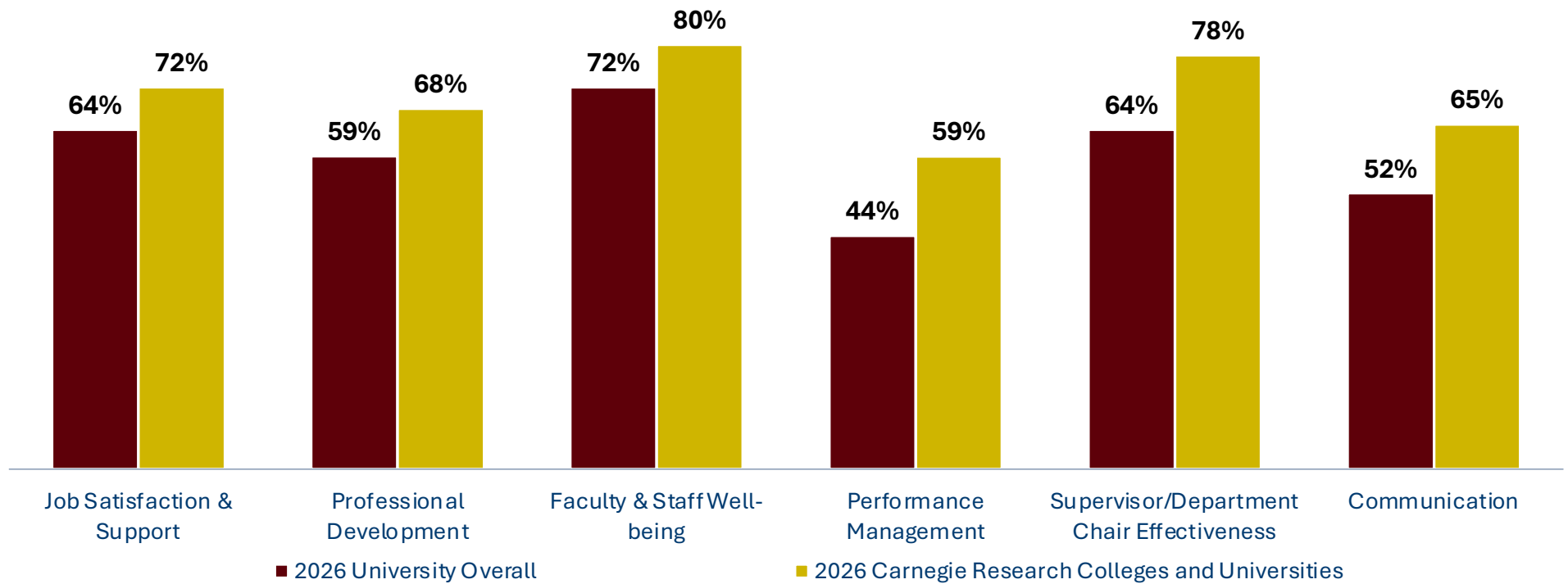
8

Demographic Questions

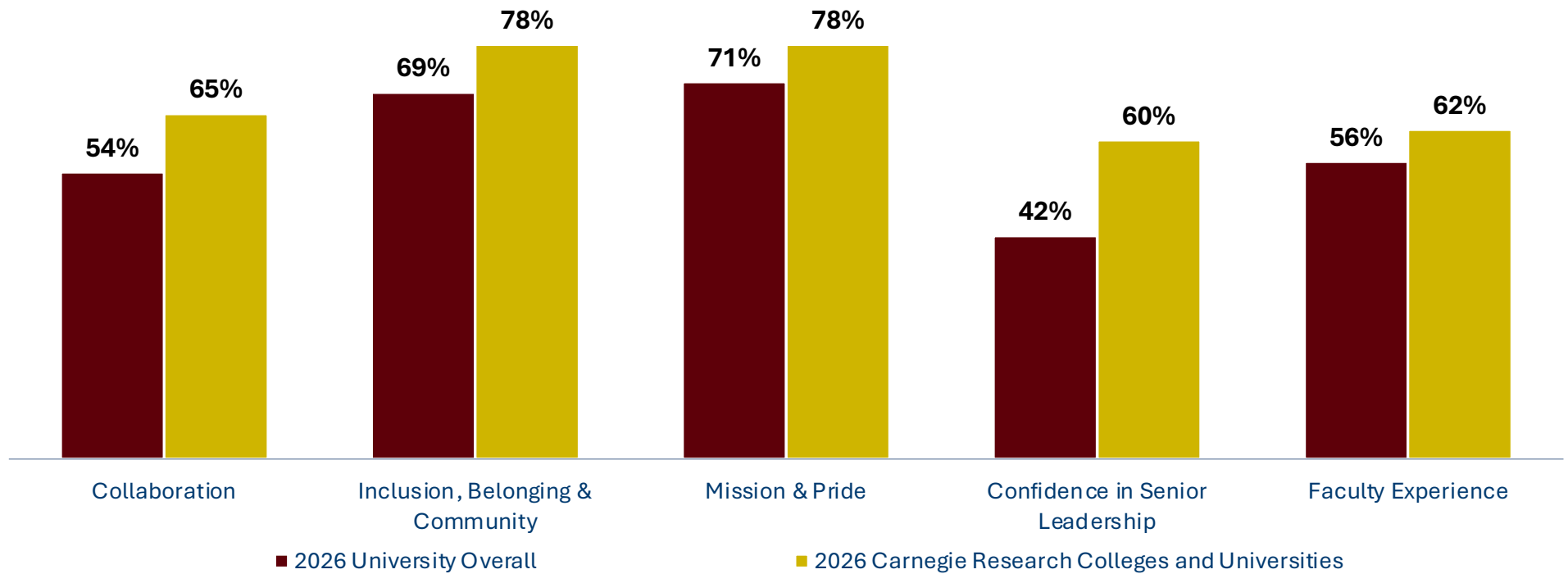
Core Dimensions



Dimensions



Dimensions



Color Legend

- Throughout the presentation color coding is used to indicate additional information about various data elements.



Indicates the positive percentage among our Carnegie Benchmark (Research College and Universities).

Indicates a positive response is above 75% or a negative response is below 10%.

Indicates a positive response is below 45% or a negative response is above 30%.

University Strengths

- Job Satisfaction/Fit, Autonomy & Meaningful Work
- Mission & Pride
- Faculty & Staff Well-being
- Supervisor/Department Chair Effectiveness

Top Ten Statements – University Overall

	Survey Statement	University	
		Overall Positive	Overall Negative
1	5. I understand how my job contributes to this institution's mission.	90	3
2	29. In my department, we welcome people of all backgrounds.	90	4
3	49. This institution actively contributes to the community.	82	4
4	24. The work I do is meaningful to me.	81	4
5	47. My supervisor/department chair supports my efforts to balance my work and personal life.	79	11
6	2. I am given the responsibility and freedom to do my job.	78	7
7	44. At work, I know where to go for help with my mental or emotional well-being.	76	11
8	34. This institution's benefits meet my needs.	75	8
9	15. My supervisor/department chair shows genuine interest in my well-being.	75	11
10	40. At this institution, we value people of all backgrounds.	74	8

University Opportunities

- Resource Constraints
- Professional Development
- Performance Management
- Communication
- Collaboration
- Confidence in Senior Leadership
- Faculty Experience

Bottom Ten Statements – University Overall

	Survey Statement	University	
		Overall Positive	Overall Negative
1	11. I am paid fairly for my work.	28	47
2	16. Promotions in my department are based on a person's performance.	42	35
3	18. Issues of low performance are addressed in my department.	40	32
4	53. There's a sense that we're all on the same team at this institution.	38	31
5	27. Senior leadership provides a clear direction for this institution's future.	39	30
6	41. Senior leadership communicates openly about important matters.	40	29
7	35. Our recognition and awards programs are meaningful to me.	44	29
8	58. There is appropriate recognition of innovative and high-quality teaching. (Faculty-Only)	48	29
9	60. There is a good balance of teaching, service and research at this institution. (Faculty-Only)	54	29
10	37. Senior leadership shows genuine interest in the well-being of faculty, administrators and staff.	43	28

Q1

What do you appreciate most about working at this institution?

Six dominant themes emerged from faculty, administrator, and staff responses (n = 585 comments)



Students, Mission & Community

n = 194

Employees find deep purpose in supporting student success and carrying out the university's public affairs mission in the community.

“ I appreciate our focus on students. ”



Benefits, PTO & Job Stability

n = 174

Health, retirement, tuition waivers, and generous paid time off are consistently cited as meaningful, stabilizing advantages.

“ The tuition waiver, earned time off and healthcare are all incredible benefits. ”



Colleagues & Family-Like Culture

n = 139

Across every group, employees describe close-knit, caring relationships with coworkers and a genuine sense of belonging.

“ My coworkers, they are like family. ”



Work-Life Balance & Flexibility

n = 90

Flexible schedules, remote-work options, and trust to manage one's own time are valued across faculty, administrator, and staff roles.

“ Flexibility is key! I very much appreciate the flexibility I have in my work. ”



Supportive Supervisors & Leadership

n = 63

Many credit their immediate supervisor or department head with fairness, compassion, and real investment in their success.

“ My supervisor is smart, has compassion, and works hard to make us successful. ”



Autonomy & Freedom from Micromanagement

n = 18

Employees appreciate being trusted to do their jobs — from academic freedom in the classroom to independence in daily work.

“ Ability to do your job without being micromanaged. ”

Q2

What would make this institution a better place to work?

Employees identified six priority areas for improvement — compensation being the most prevalent (n = 580 comments)



Competitive & Equitable Pay n = 228

By far the most frequently cited concern across every group — employees feel pay lags peer institutions, merit, and the rising cost of living.

“Yearly raises that at least cover cost of living increases.”



Leadership Communication & Transparency n = 156

Employees want clearer, more consistent communication from senior administration and greater transparency around decisions and budgets.

“Genuine communication from leadership.”



Budget & Athletics Priorities n = 101

Many feel spending favors athletics and new construction over classrooms, salaries, and the academic mission.

“Less emphasis on athletics, and more focus and emphasis on what we do well.”



Facilities, Maintenance & Parking n = 95

Employees cite aging buildings, deferred maintenance, and costly, limited parking as daily frustrations that affect morale.

“Facility updates to ensure faculty, staff, and students are working in safe conditions.”



Recognition & Advancement n = 59

Faculty and staff call for clearer promotion pathways and evaluation standards applied consistently across departments.

“More recognition and promotion opportunities for instructors.”



Workload & Staffing Support n = 30

Heavy workloads and chronic understaffing are wearing on faculty and staff alike, who are asking for realistic expectations and more help.

“The workload. There is much to do! We rarely have sufficient folks to get the work done.”

Job Satisfaction & Support

Question	University		Carnegie
	Overall Positive	Overall Negative	Overall Positive
1. My job makes good use of my skills and abilities.	73	10	82
2. I am given the responsibility and freedom to do my job.	78	7	85
4. I am provided the resources I need to be effective in my job.	55	21	64
11. I am paid fairly for my work.	28	47	46
24. The work I do is meaningful to me.	81	4	89
31. The facilities (e.g., classrooms, offices, laboratories) adequately meet my needs.	56	16	66
34. This institution's benefits meet my needs.	75	8	73
Job Satisfaction & Support - Average	64	17	72

Professional Development

Question	University		Carnegie
	Overall Positive	Overall Negative	Overall Positive
6. I am given the opportunity to develop my skills at this institution.	67	12	75
10. I understand the necessary requirements to advance my career.	61	19	69
28. I have access to training I need to do my job well.	62	11	69
30. Our onboarding processes prepare new faculty and staff to be effective.	47	25	58
Professional Development - Average	59	14	68

Faculty & Staff Well-being

Question	University		Carnegie
	Overall Positive	Overall Negative	Overall Positive
15. My supervisor/department chair shows genuine interest in my well-being.	75	11	85
33. This institution's policies and practices give me the flexibility to manage my work and personal life.	68	14	75
39. The institution takes appropriate steps to protect the health and safety of faculty, staff, and students.	62	14	75
44. At work, I know where to go for help with my mental or emotional well-being.	76	11	78
47. My supervisor/department chair supports my efforts to balance my work and personal life.	79	11	86
Faculty & Staff Well-being - Average	72	12	80

Performance Management

Question	University		Carnegie
	Overall Positive	Overall Negative	Overall Positive
9. I am regularly recognized for my contributions.	50	25	62
16. Promotions in my department are based on a person's performance.	42	35	61
17. Our review process accurately measures my job performance.	44	27	61
18. Issues of low performance are addressed in my department.	40	32	58
35. Our recognition and awards programs are meaningful to me.	44	29	52
Performance Management - Average	44	30	59

Supervisor/Department Chair Effectiveness

Question	University		Carnegie
	Overall Positive	Overall Negative	Overall Positive
3. My supervisor/department chair makes their expectations clear.	65	16	80
7. I receive feedback from my supervisor/department chair that helps me.	60	17	75
12. I believe what I am told by my supervisor/department chair.	67	14	79
19. My supervisor/department chair is consistent and fair.	65	16	79
20. My supervisor/department chair actively solicits my suggestions and ideas.	64	14	78
Supervisor/Department Chair Effectiveness - Average	64	15	78

Communication

Question	University		Carnegie
	Overall Positive	Overall Negative	Overall Positive
8. When I offer a new idea, I believe it will be fully considered.	55	19	69
14. I can speak up to challenge a traditional way of doing something without fear of harming my career.	58	19	69
21. In my department, we communicate openly about issues that impact each other's work.	60	14	74
22. Changes that affect me are discussed prior to being implemented.	41	26	55
43. At this institution, we discuss and debate issues respectfully to get better results.	44	23	59
Communication - Average	52	21	65

Collaboration

Question	University		Carnegie
	Overall Positive	Overall Negative	Overall Positive
13. We have opportunities to contribute to important decisions in my department.	59	17	73
23. People in my department work well together.	69	10	80
26. I can count on people to cooperate across departments.	46	18	60
42. There are sufficient opportunities to participate in institutional planning.	58	16	55
53. There's a sense that we're all on the same team at this institution.	38	31	56
Collaboration - Average	54	18	65

Inclusion, Belonging & Community

Question	University		Carnegie
	Overall Positive	Overall Negative	Overall Positive
29 In my department, we welcome people of all backgrounds.	90	4	92
38. This institution has clear and effective procedures for dealing with discrimination.	60	15	73
40. At this institution, we value people of all backgrounds.	74	8	81
46. We are making progress towards becoming an institution where everyone feels included.	58	15	69
48. I feel a sense of belonging at this institution.	65	13	75
50 This institution places sufficient emphasis on having faculty, administrators, and staff of all backgrounds.	64	11	75
Inclusion, Belonging & Community - Average	69	11	78

Mission & Pride

Question	University		Carnegie
	Overall Positive	Overall Negative	Overall Positive
5. I understand how my job contributes to this institution's mission.	90	3	90
25. Overall, my department is a good place to work.	74	9	83
36. I am proud to be part of this institution.	73	7	78
49. This institution actively contributes to the community.	82	4	84
51. I would recommend working here to my family and/or friends.	66	15	71
54. This institution's culture is special – something you don't find just anywhere.	46	26	67
55. All things considered, this is a great place to work.	64	12	73
Mission & Pride - Average	71	11	78

Confidence in Senior Leadership

Question	University		Carnegie
	Overall Positive	Overall Negative	Overall Positive
27. Senior leadership provides a clear direction for this institution's future.	39	30	57
32. Senior leadership has the knowledge, skills and experience necessary for institutional success.	49	21	67
37. Senior leadership shows genuine interest in the well-being of faculty, administrators and staff.	43	28	61
41. Senior leadership communicates openly about important matters.	40	29	57
45. I believe what I am told by senior leadership.	42	25	61
52. This institution is well run.	37	27	59
Confidence in Senior Leadership - Average	42	27	60

Faculty Experience

Question	University		Carnegie
	Overall Positive	Overall Negative	Overall Positive
56. The role of faculty in shared governance is clearly stated and publicized.	55	22	58
57. Faculty are appropriately involved in decisions related to the education program (e.g., curriculum development, evaluation).	56	23	64
58. There is apriority recognition of innovative and high-quality teaching.	48	29	59
59. Advancement and promotion processes are clear.	67	14	68
60. There is a good balance of teaching, service and research at this institution.	54	29	61
Faculty Experience- Average	56	23	62



Enrollment Update and Recruitment Playbooks



University Council

October 6, 2027



Fall 2026 Enrollment at a Glance

Steady headcount, slightly heavier credit-hour load

25,039

Total headcount
down 199 | -0.8%

239,469

Credit hours
up 365 | +0.2%

13,663

Full-time students
up 188 | +1.4%

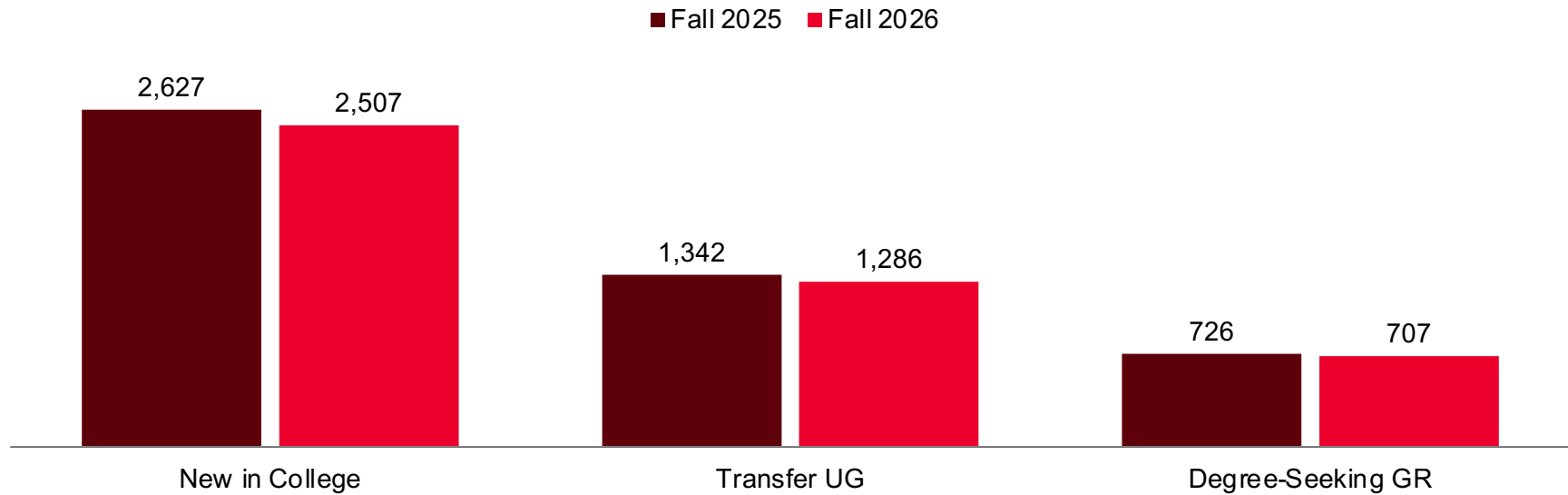
14,773

Continuing students
up 52 | +0.4%

Enrollment is essentially flat: 199 fewer students, but total credit hours rose — students are taking more.
Growth in continuing and readmitted students is offsetting a softer first-time entering class.

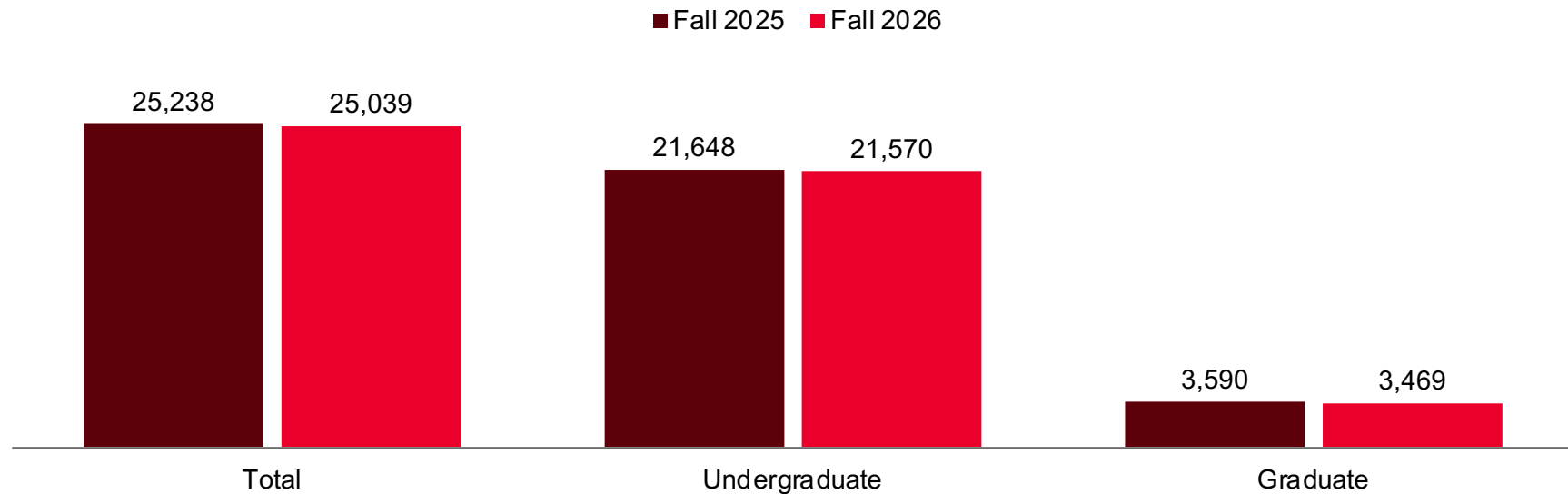
First-Time Entry Falls Across Paths

Fall 2026 vs. Fall 2025 headcount, 25th day freeze



Overall Headcount Holds Steady

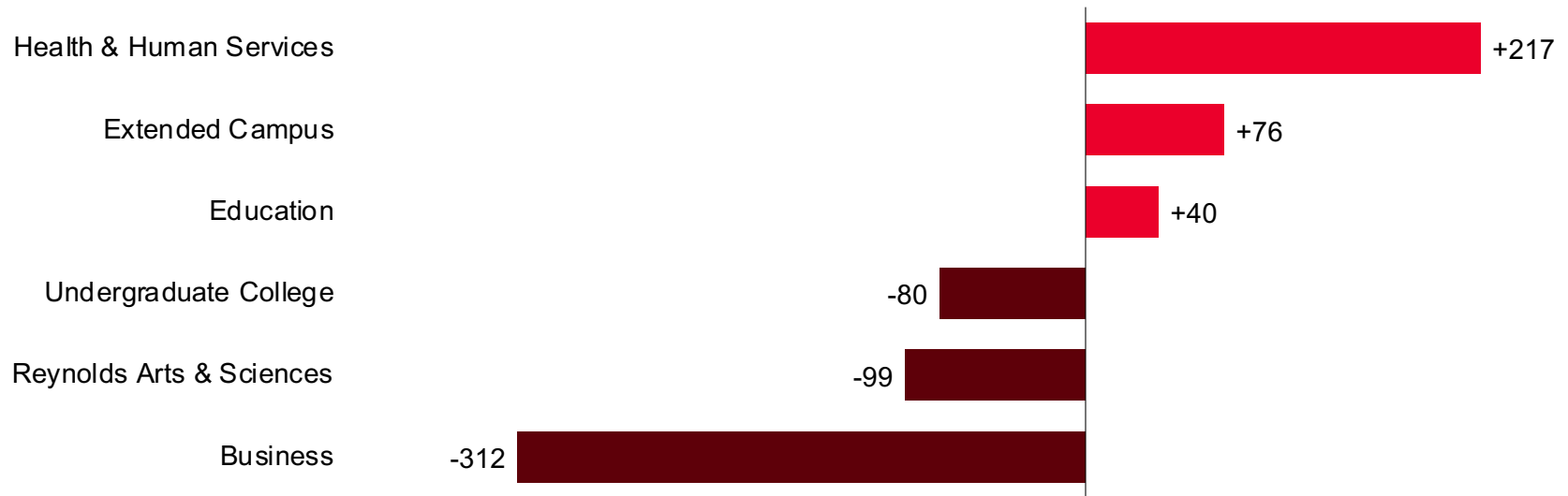
Total, undergraduate, and graduate headcount, Fall 2025 vs. Fall 2026



Total down just 199 students (-0.8%) while credit hours edged up 0.2%

Where Students Shifted by College

Change in headcount, Fall 2025 to Fall 2026 (largest movers)



We Need You!

- The Strategic Plan challenges us all to reach 30,000 students by 2030
- This is a team sport
- Each of us can contribute to enrollment success

Campus Playbooks in the SEM Plan

Eleven playbooks drafted; three more in development

DRAFTED

Faculty	Staff	Alumni	Advancement
Student Affairs	Student Success & Advising	MIS / IT	Community Partnerships
Graduate Recruitment	Online & Flexible Delivery	Pre-College Camps & Youth Pipeline	

NEXT TO DRAFT

Athletics	Current Students	Graduate Faculty
-----------	------------------	------------------

As we go forward, please let us know if a group is missing. We are happy to create the playbook.

Tabletop Exercise

As a group, review the Staff Playbook

- Do you find the document helpful and useful? Why or why not?
- Where could it be strengthened or improved?
- Is there any action you currently take to contribute to recruitment that is not in the playbook?
- Is there any part of the playbook you feel you would need support or more resources to undertake?

Here's How Institutional Research Can Help You

DATA AND INFORMATIONAL RESOURCES

- Provost Dashboards
- BearStats
- CIP Change Requests
- Request Data
- Contact Information

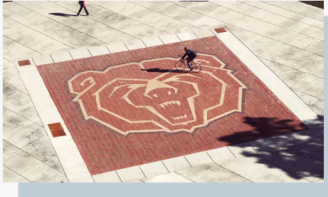
PERFORMANCE INDICATORS AND COMPLIANCE

- Key Performance Indicators
- State, Regional, and Federal Compliance
- Ratings and Rankings
- Delaware Productivity Report
- Facilities Data

Missouri State | OFFICE of INSTITUTIONAL RESEARCH

Publications

Access current and archived institutional research reports.



CONCISE

BearStats

Summarized data supplied annually for the purpose of state and federal compliance and informing stakeholders.

Here's How Institutional Research Can Help You

Missouri State

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About MSUFuture StudentsCurrent StudentsFaculty and StaffAlumniFamily ProgramsAthletics

Office of Institutional Effectiveness

Office of Institutional Research

Missouri State / Office of Institutional Research / **Request Data**

DATA AND INFORMATIONAL RESOURCES

Provost Dashboards

BearStats

CIP Change Requests

Request Data

Contact Information

PERFORMANCE INDICATORS AND COMPLIANCE

Key Performance Indicators

Request Data

The Office of Institutional Research provides data and reporting support to the Missouri State University campus community. Employees seeking data should submit a request via email to InstitutionalResearch@MissouriState.edu.

When requesting data, please include your contact information, a detailed description of the requested data, and the intended use. Requests are monitored daily. Our standard turnaround time for routine data requests is two weeks. Requests that are more complex in scope may require additional time. If the data are needed sooner, please indicate your requested deadline in your email. We will make every effort to accommodate expedited requests when possible.

Mo State

WRAP-UP