



# University Council



May 6, 2025



# Shared Leave Donations



## Human Resources



## Make Your Time Matter: Donate Vacation Leave to the Shared Leave Pool

As the end of the fiscal year approaches on **June 30**, Missouri State University invites you to turn unused vacation leave into something powerful — **support for a colleague in need**.

### What is the Shared Leave Pool?

The **Shared Leave Pool** is a voluntary program that allows employees to donate accrued **vacation leave** to a central bank of hours. These hours are then available to qualifying employees who are experiencing a serious medical condition (their own or that of an immediate family member) or who are welcoming a child through birth, adoption or placement.

Shared Leave can help prevent loss of income during extended absences from work. When employees have exhausted their own paid leave balances, this program offers them a safety net — provided by the generosity of colleagues like you.

### As of 07/01/2024: Expanded Parental Leave

Effective **July 1, 2024**, eligible employees may receive up to **80 hours of Shared Leave for Parental Leave** without needing to use their own vacation or **sick time** first.

### Limited-Time Opportunity: Donate More!

From now through **June 30**, the **maximum donation limit** has been **temporarily increased from 48 to 64 hours**. If you've already donated 48 hours previously, this is your opportunity to contribute **up to 16 additional hours** and help us meet a critical campus need.

 *Per policy: Employees may not exceed 48 hours of donated leave unless the Office of Human Resources communicates a need for more donations. This temporary increase is one such opportunity.*



## Help Reach Our Goal

The **Shared Leave Committee** is working toward a goal of **2,500 donated hours by June 30**. Donations can be made in **one-hour increments**, and every hour matters.

 *Eligible employees must donate at least **eight hours** to be eligible to receive Shared Leave in the future.*

When you give to the Shared Leave Pool, you're not just donating hours — **you're providing peace of mind, relief and support** to someone in your MSU family during a time of need.

## How to Donate

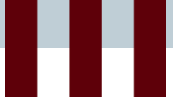
- Log into the **MyMissouriState** portal
- Click the **Time & Leave Resources** card
- Select **Shared Leave Pool (Requests & Donations)**

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Missouri State is a community that cares. Join us in lifting one another up — donate vacation leave today and make your time count in the best possible way.

 Stay informed!

Follow the [\*\*HR Blog\*\*](#) and [\*\*Wellness Blog\*\*](#) for more updates and wellness resources.



# CUPA Results



**COLLEGE AND UNIVERSITIES PROFESSIONAL ASSOCIATION  
(CUPA) REPORT UPDATE**

# College and University Professional Association (CUPA) Report Update

| 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^                                     | 92.8%                         | 83.9%                                       | 94.3%              | 98.2%                  | 103.5% |
| 2024-25^                                     | 91.6%                         | 88.0% <sup>°</sup>                          | 84.6% <sup>°</sup> | 97.6%                  | 103.8% |

\* 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

° CUPA no longer collects rank information on non-tenure track faculty, comparison is not weighted for rank starting in 2024-25.

| 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% |



# **JM Partner Solutions Enrollment Review**

**University Council**

**May 6, 20205**



- Boutique consulting firm that specializes in “tailored solutions to meet specific enrollment and revenue challenges.”
- Recommended to Rob Hornberger through colleagues in the Missouri Association of Collegiate Registrars and Admissions

Four members of the JMPS team were on-site April 14-16; they met with:

- a. Within Academic Affairs
  - i. Deans Team and Provost’s leadership team
  - ii. Faculty (identified by Faculty Senate Executive Committee)
  - iii. Grad College
  - iv. Institutional Effectiveness
  - v. Student Success
- b. Administrative Council
- c. Enrollment Management & Services leadership team and each unit within EMS
- d. International
- e. MarCom
- f. Student Affairs



**Sylvia Ewell**

- Stepping in to lead enrollment management at Missouri State between May 1 and the time a new VPEM starts
- 30 years of experience in strategic enrollment management and student success initiatives
- Has worked with public and private institutions
- Lives in Dallas/Fort Worth
- Bachelor's in history and music from Sam Houston State University; master of library science from Texas Women's University



# **Understanding Enrollment: More Than Just Recruitment**

In simple terms, there are generally 3 ways to grow total enrollment

01

Recruitment

“get more”



02

Retention

“do better”



03

Do Both

“get more” & “do better”



Proprietary and Confidential



**“Getting More”**



# High School to College Population



# High School to College Population: Looking Back

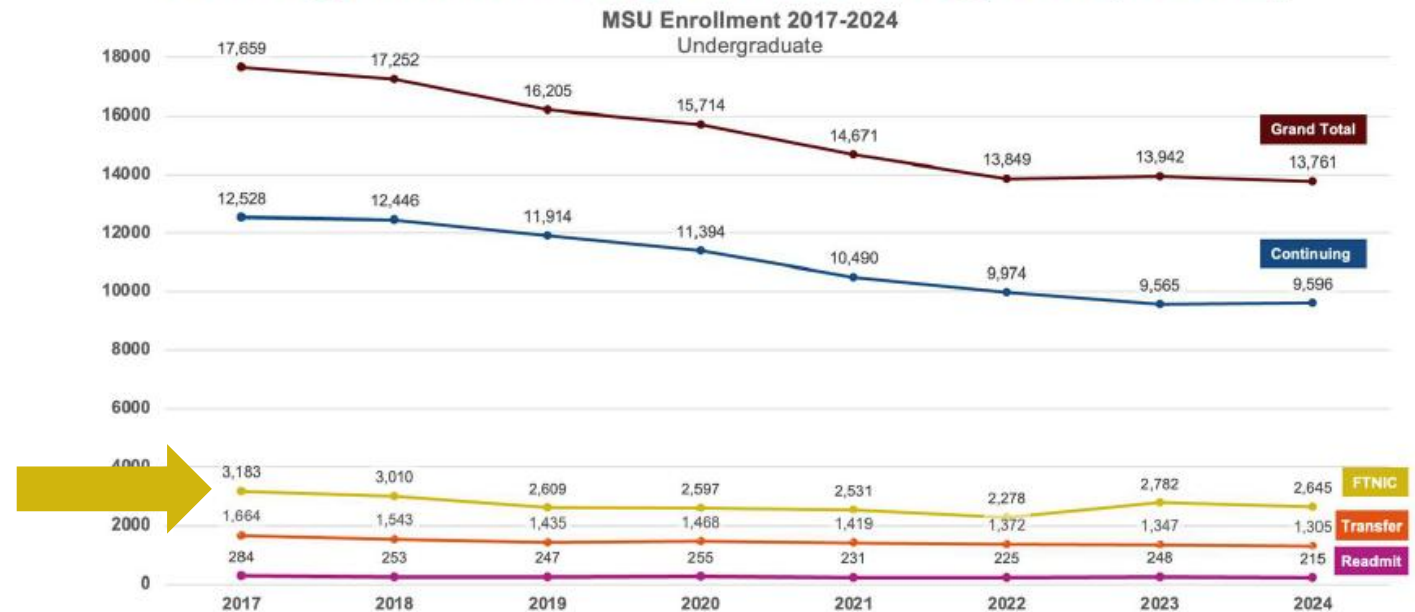
# Five Years of FTNIC Decline, Then Up, Then Down

## Degree-Seeking FTNICs

- Decrease of 28.4% (905 students) from 2017-2022
- 2023 and 2024
  - +22.1% (504 students) in Fall 2023
  - -4.9% (137 students) in Fall 2024



## Undergraduate Degree Seeking, 2017-2024





# High School to College Population: Looking Ahead (IF YOU DARE)

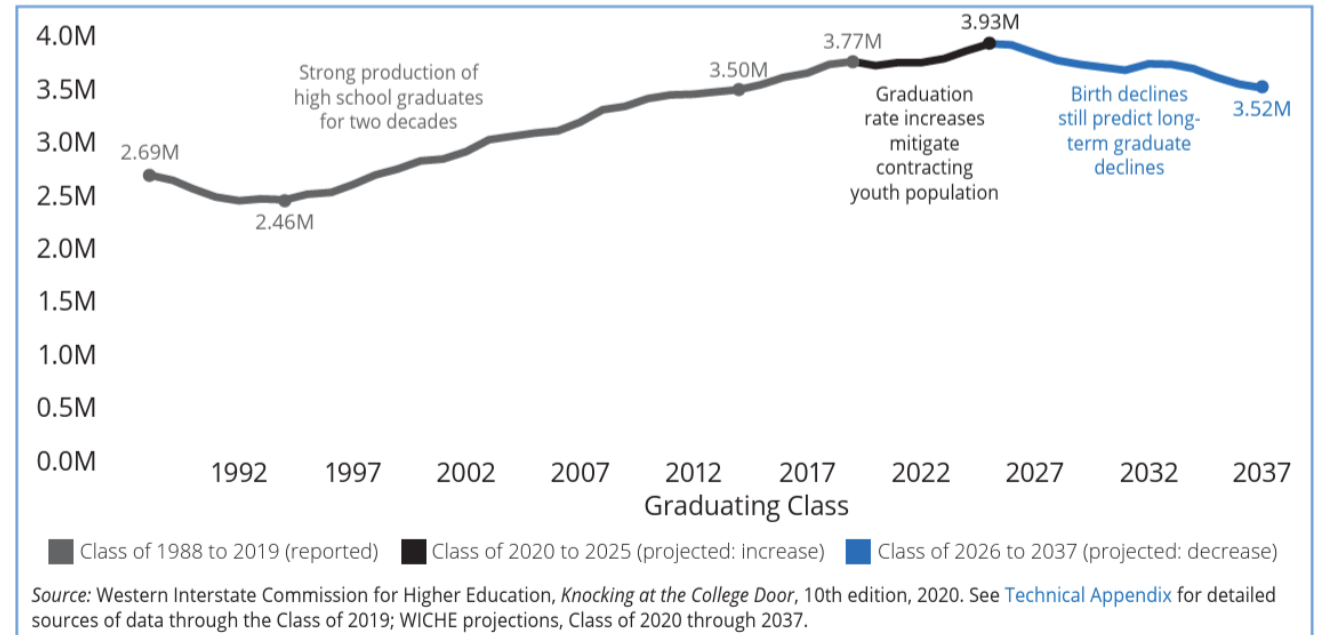
# For US, Smaller Pool to Recruit From

## KNOCKING AT THE COLLEGE DOOR

### 2020 Report

- Number of grads from public and private high schools will peak in 2025
- Decrease of 10.4% (410,000 grads) over the next 12 years

Figure 1. Slowing Growth in Number of U.S. High School Graduates, then Decline (U.S. Total High School Graduates)





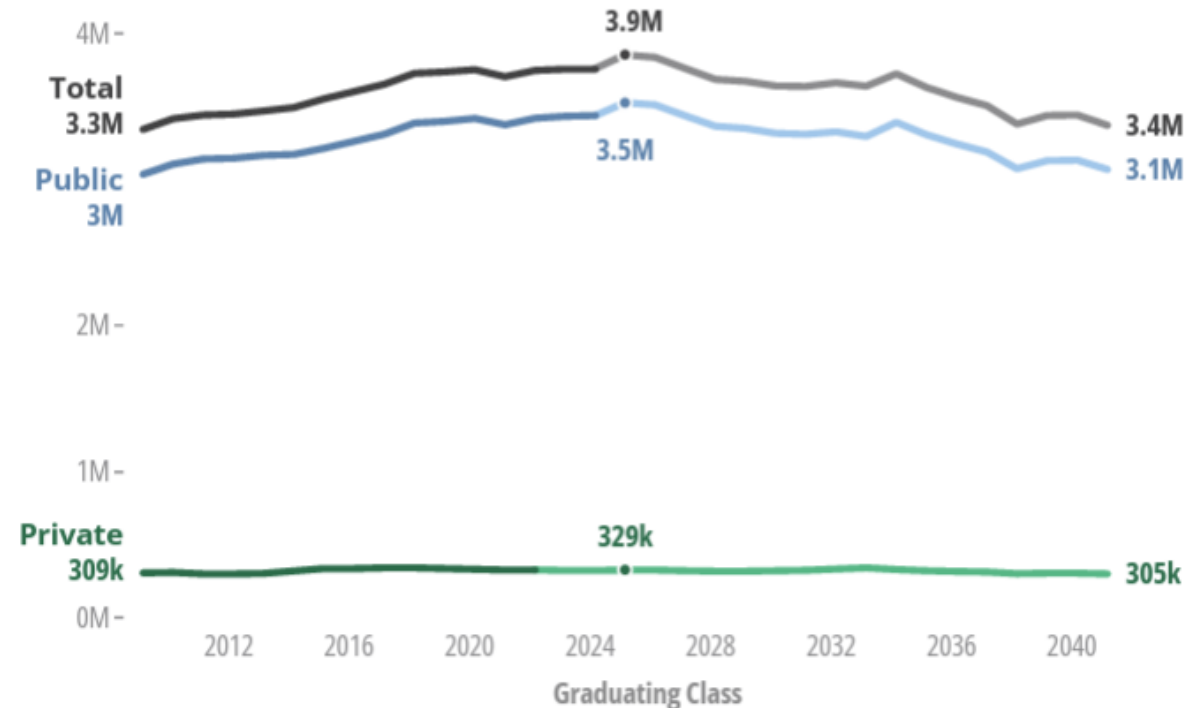
# For US, Smaller Pool to Recruit From

## KNOCKING AT THE COLLEGE DOOR

### 2024 Report

- More bad news
- Decrease of 12.8% (500,000 grads) over the next 15 years

Figure 1. High school graduates, reported (2009 to 2023) and projected (2024 to 2041)



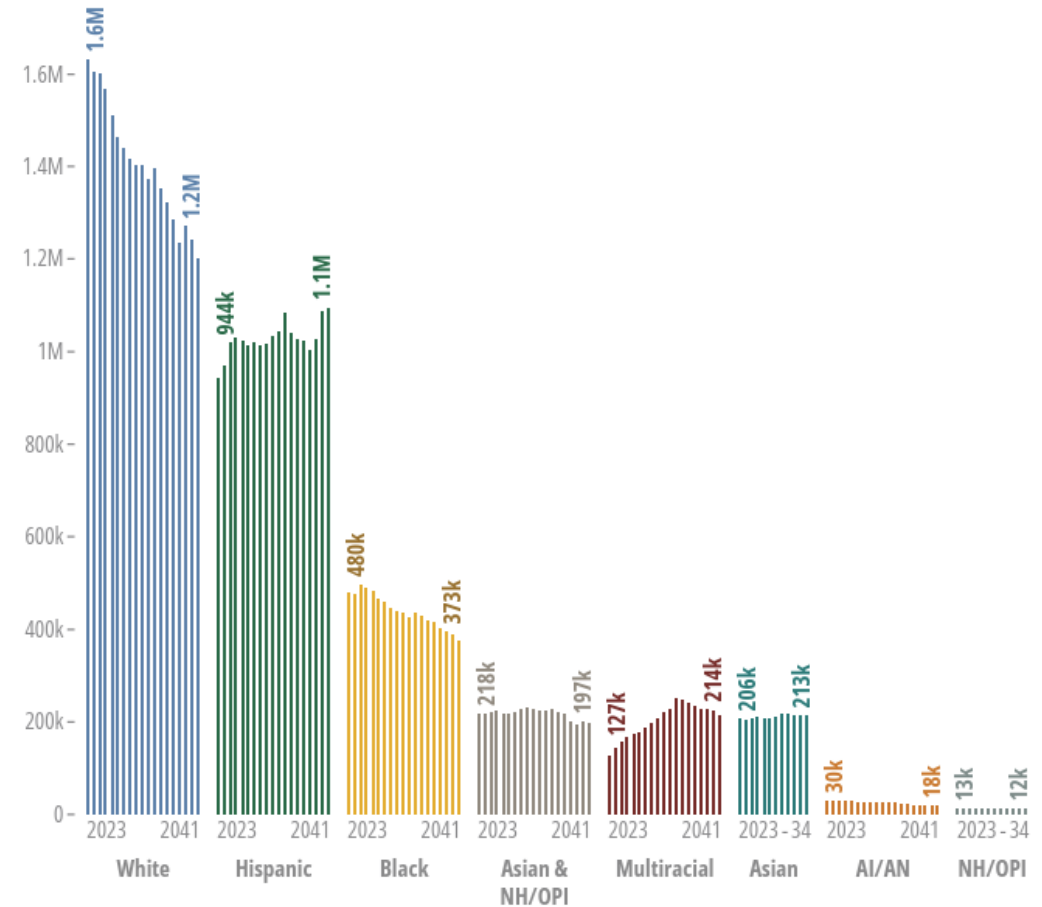
# For US, Hispanic, Multiracial, and Asian Grads Projected to Increase; All Others Will Decrease



2023-2041

- **White:** -25.0% (-400,000 grads)
- **Hispanic:** +16.5% (+156,000 grads)
- **Black:** -22.3% (-107,000 grads)
- **Multiracial:** +68.5% (+87,000 grads)
- **Asian:** +3.4% (+7,000 grads)

Figure 6. Public high school graduate projections by race and ethnicity



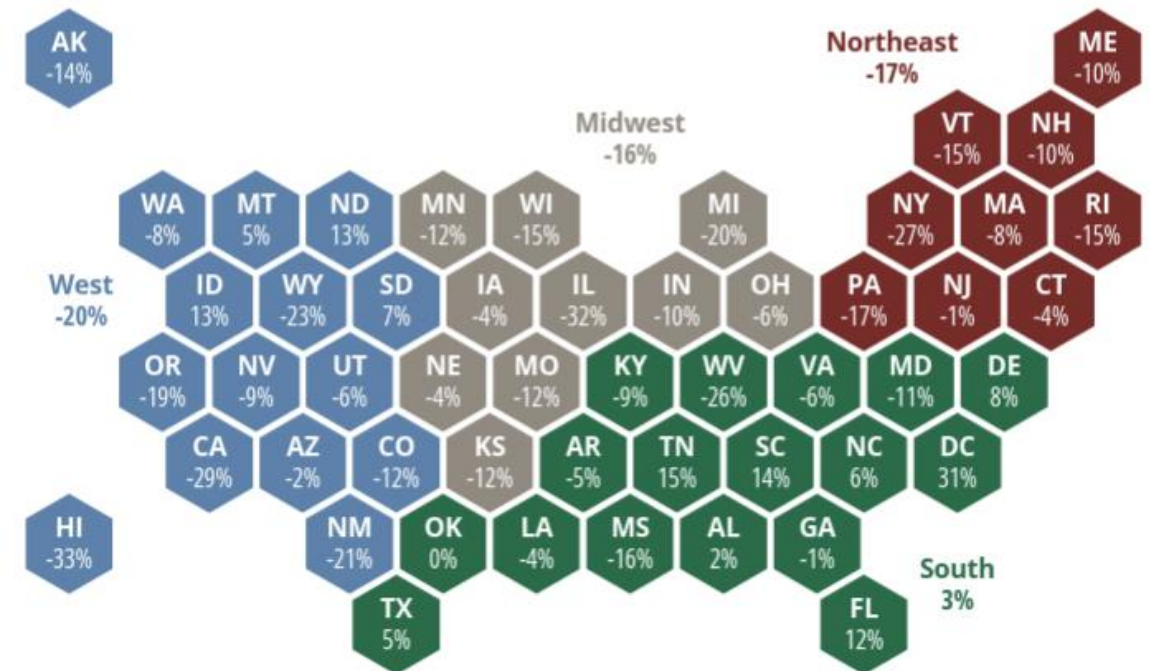
# Smaller Pool to Recruit From in Missouri and the Midwest



## 2023-2041 Changes

- Only 12 states and D.C. are projected to see an increase
- Five high-population states (CA, IL, MI, NY, and PA) are projected to account for about 75% of the decrease
- Missouri (-12%) in line with national trend (-12.8%)
- Illinois: Hold my beer.

Figure 17. Projected percent change in high school graduates, 2023 to 2041

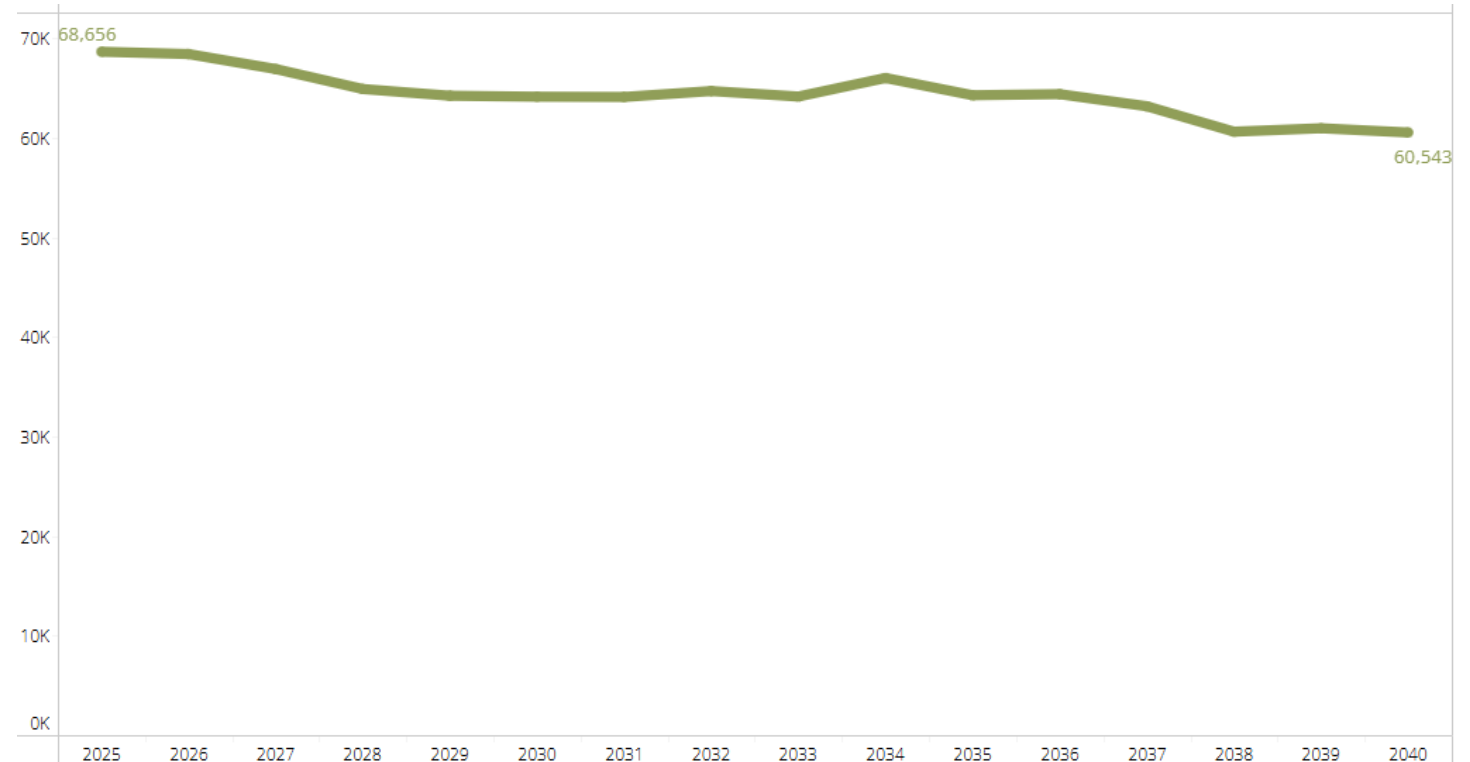


# These Numbers Put the “Meh” in Meh-ssouri



- 2025 is the peak
- Essentially flat in 2026
- Down 1,500 grads in 2027
- Down another 2,000 grads in 2028
- Down another 675 grads in 2029
- Projected decrease of 11.8% over the next 15 years; from 68,700 to 60,500

Number of High School Graduates, Missouri, 2025 to 2040

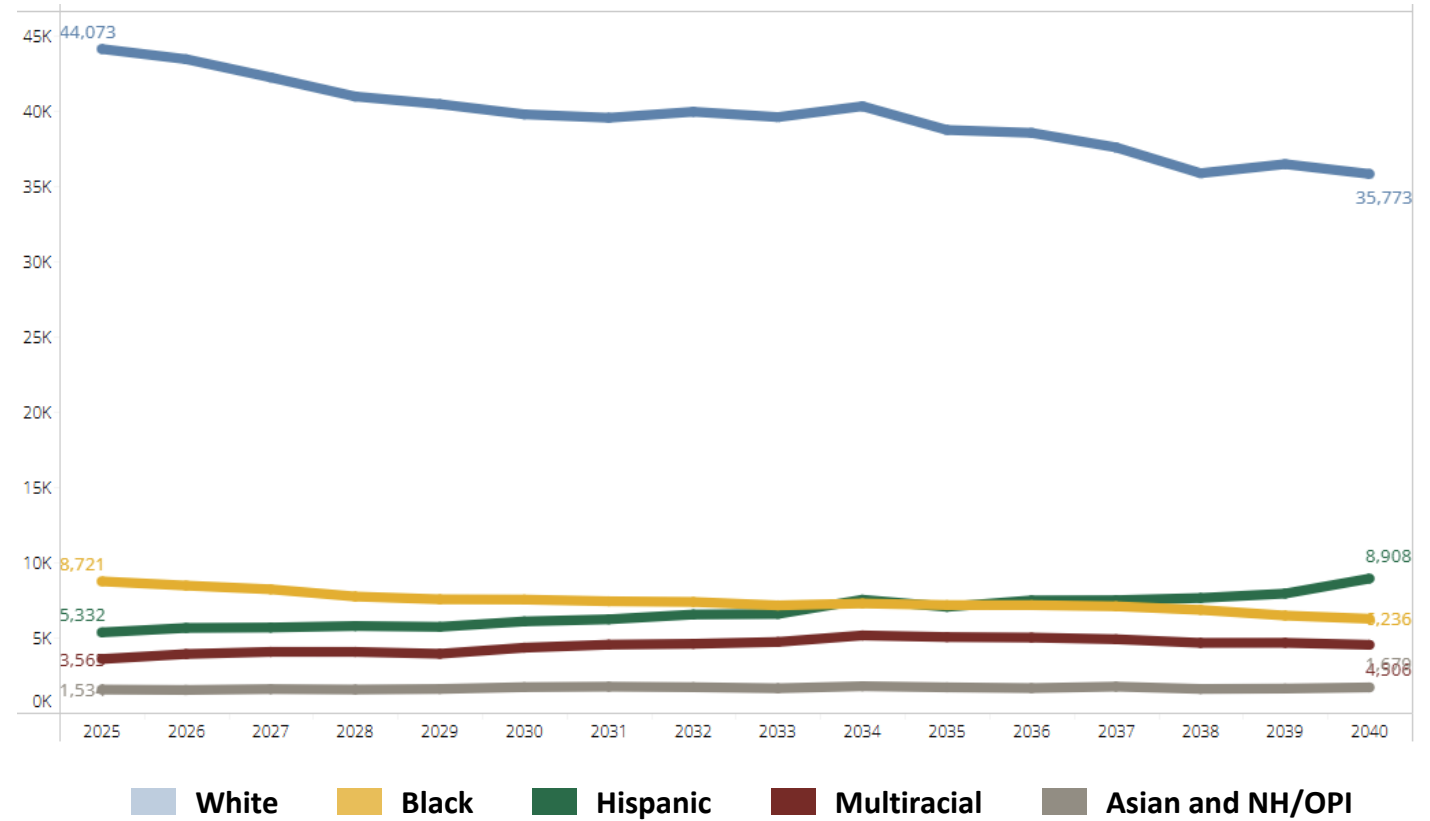


# For MO, Hispanic, Multiracial, and Asian Grads Projected to Increase; All Others Will Decrease



- **White:** -18.8% (-8,300 grads)
- **Black:** -28.5% (-2,485 grads)
- **Hispanic:** +67.1% (+3,576 grads)
- **Multiracial:** +26.5% (+943 grads)
- **Asian:** +9.5% (+145 grads)

Number of High School Graduates, by Race and Ethnicity, Missouri, 2025 to 2040

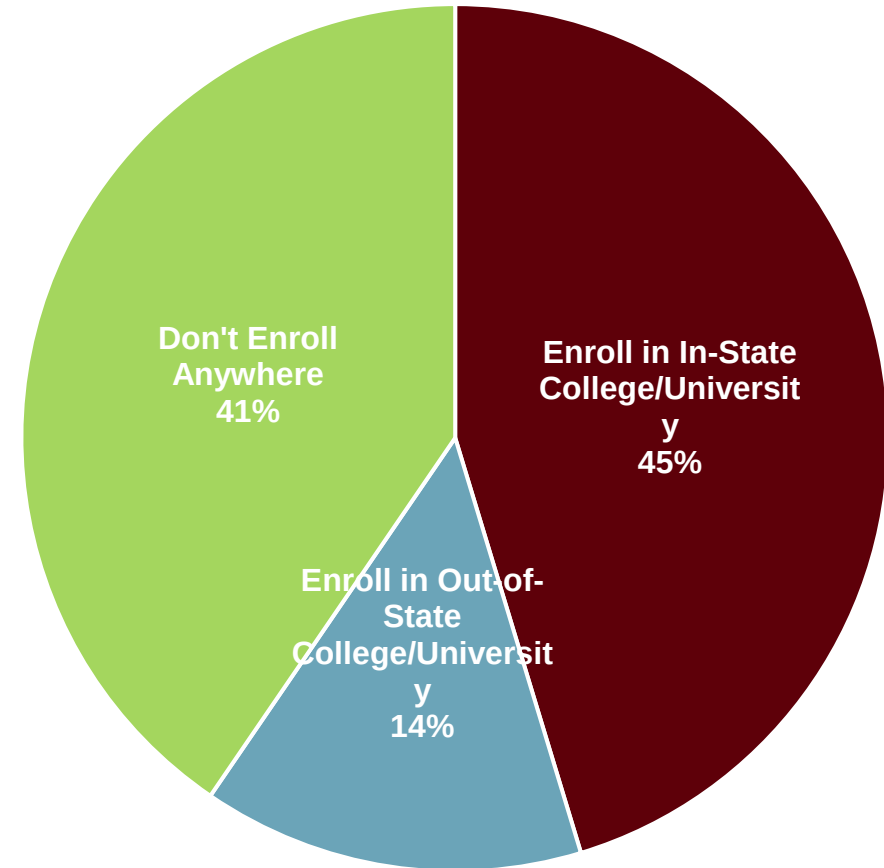




# Where Those High School Grads Go (if anywhere)

## High School Graduates' Destinations

- 41% don't enroll in a college or university immediately after high school
- 45% enroll in an in-state college or university
- 14% enroll in an out-of-state college or university



# Choose College, Choose Missouri, Choose Missouri State

## Opportunities to Increase Enrollment

- Increase overall college continuation
- Decrease out-state migration
- Increase market share among Missouri institutions

|                                     | In-state Counts | Percentage |
|-------------------------------------|-----------------|------------|
| 2024-25 High School Seniors*        | 74,920          |            |
| College Continuation***             | 44,613          | 59.5%      |
| Leave the State to Go to College*** | 10,662          | 14.2%      |

33,951 that go to college (44,613-10,662)

| Largest Institutions***                    | In-state Freshman*** | Estimated Market Share^ |
|--------------------------------------------|----------------------|-------------------------|
| University of Missouri-Columbia            | 3465                 | 10.20%                  |
| Metropolitan Community College-Kansas City | 2863                 | 8.43%                   |
| Ozarks Technical Community College         | 2627                 | 7.74%                   |
| Saint Louis Community College              | 2315                 | 6.82%                   |
| Missouri State University-Springfield      | 1816                 | 5.35%                   |

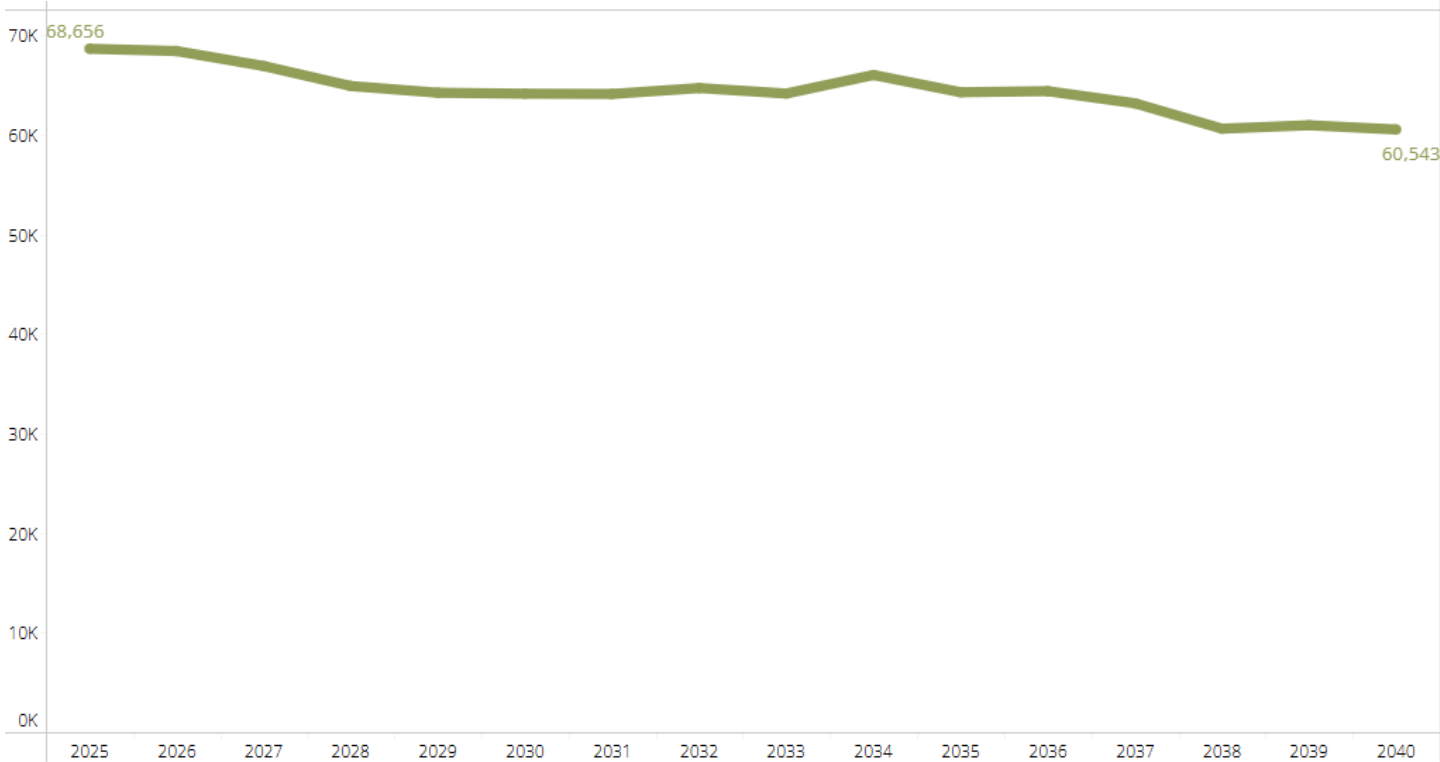
| Remaining Students | Remaining Institutions | Students Per Institution |
|--------------------|------------------------|--------------------------|
| 20,865             | 97                     | 215                      |



# No Change = FTNIC Enrollment Parallels HS Grad Numbers

Projected decrease of 11.8%  
over the next 15 years

Number of High School Graduates, Missouri, 2025 to 2040





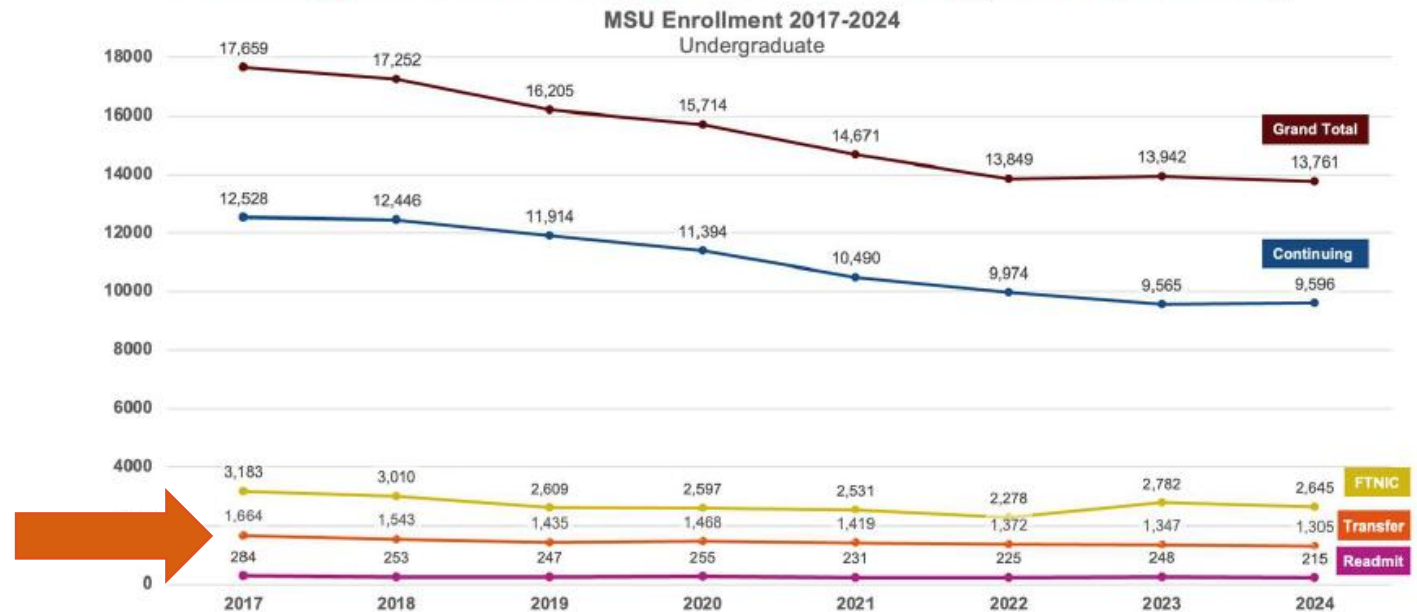
# Transfer Students

# Transfer Student Enrollment: The Only Thing that Got Better in 2020

- Decrease in total transfer student enrollment of 21.6% (359 students) since 2017
- Slight uptick (+33 students) in 2020



## Undergraduate Degree Seeking, 2017-2024

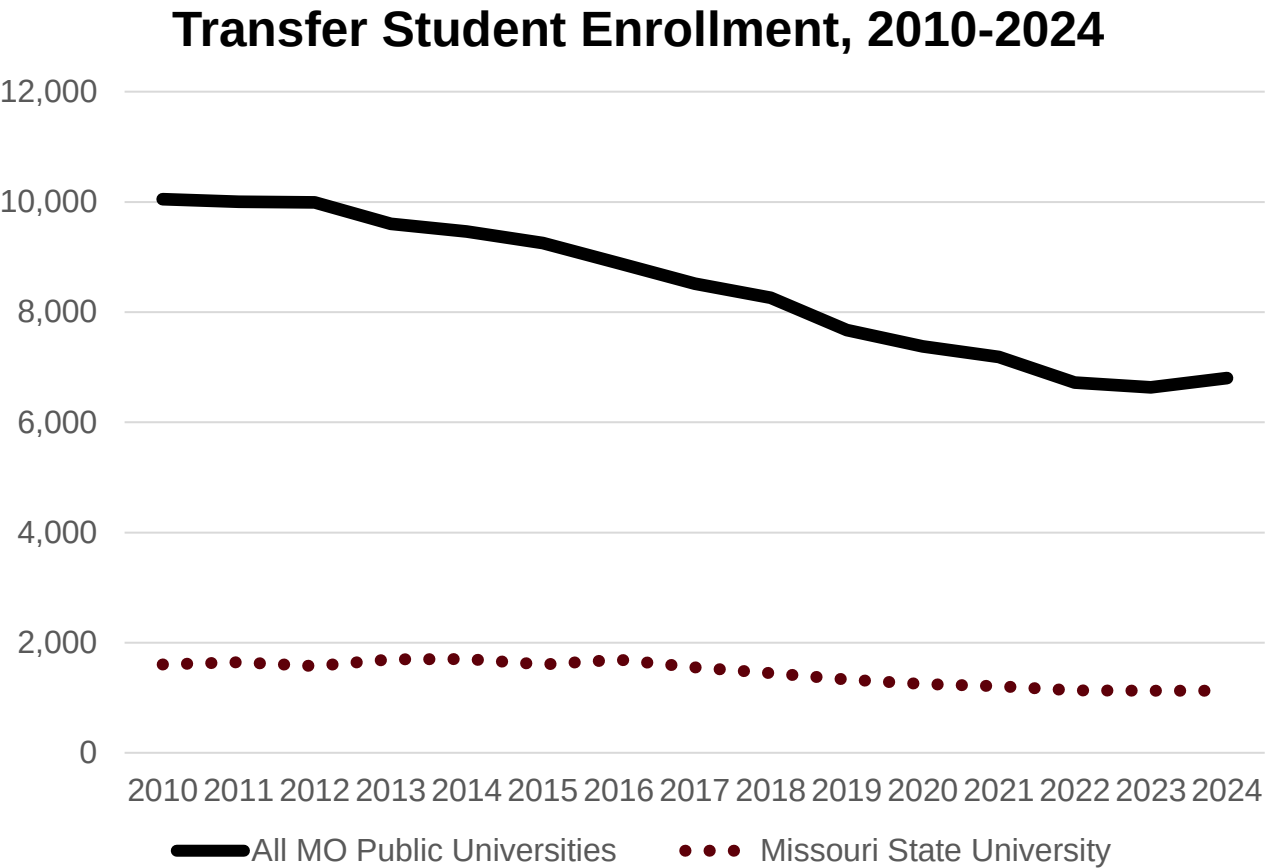




# Tough 15 Years for Transfer

## 2010-2024

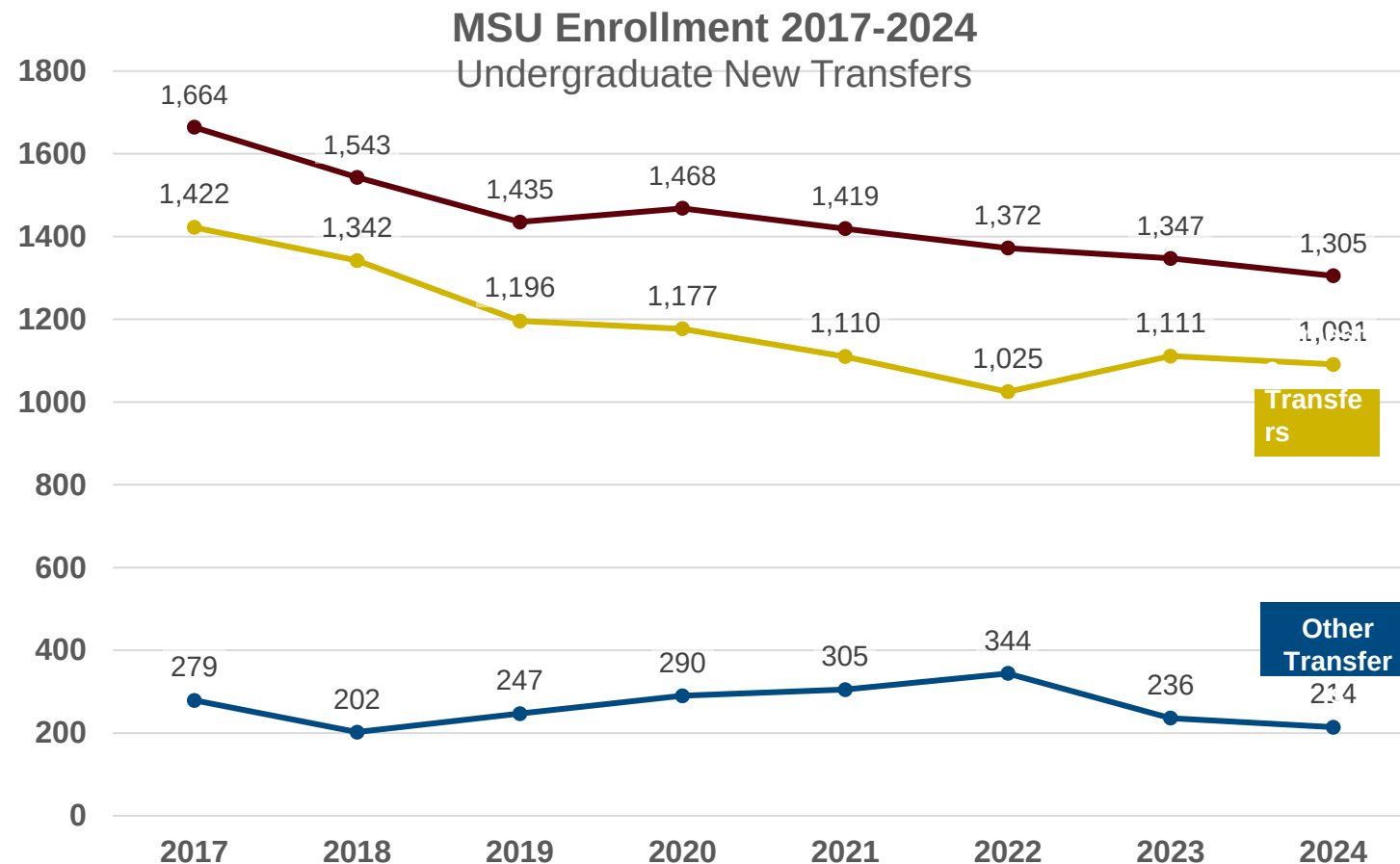
Missouri State’s in transfer student enrollment is commensurate with transfer student enrollment at all public universities – down about 30%





# Disaggregated Data Provides Additional Perspective

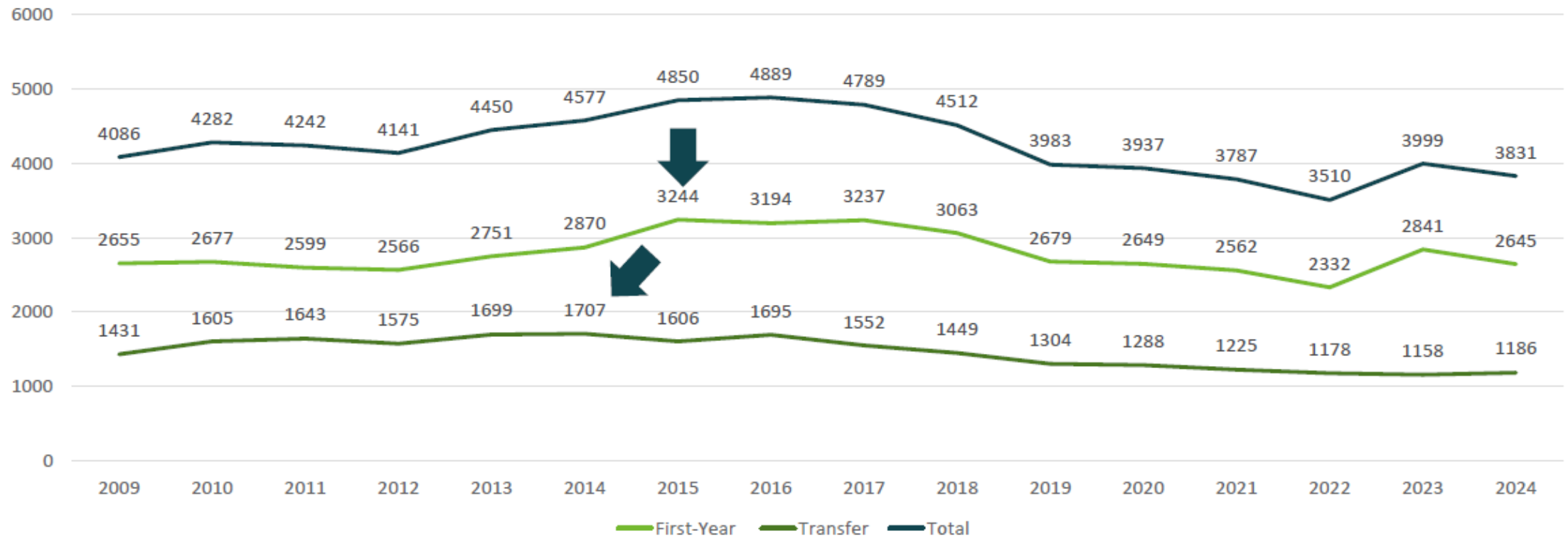
Recent rebound in domestic transfer students has been offset by decreases in other transfer students





# FTNIC + Transfer

NEW STUDENTS: FTNIC enrollment fall-over-fall has declined 18.5% since the high in 2015 and transfers have declined 30.5% since the high in 2014





# “Doing Better”

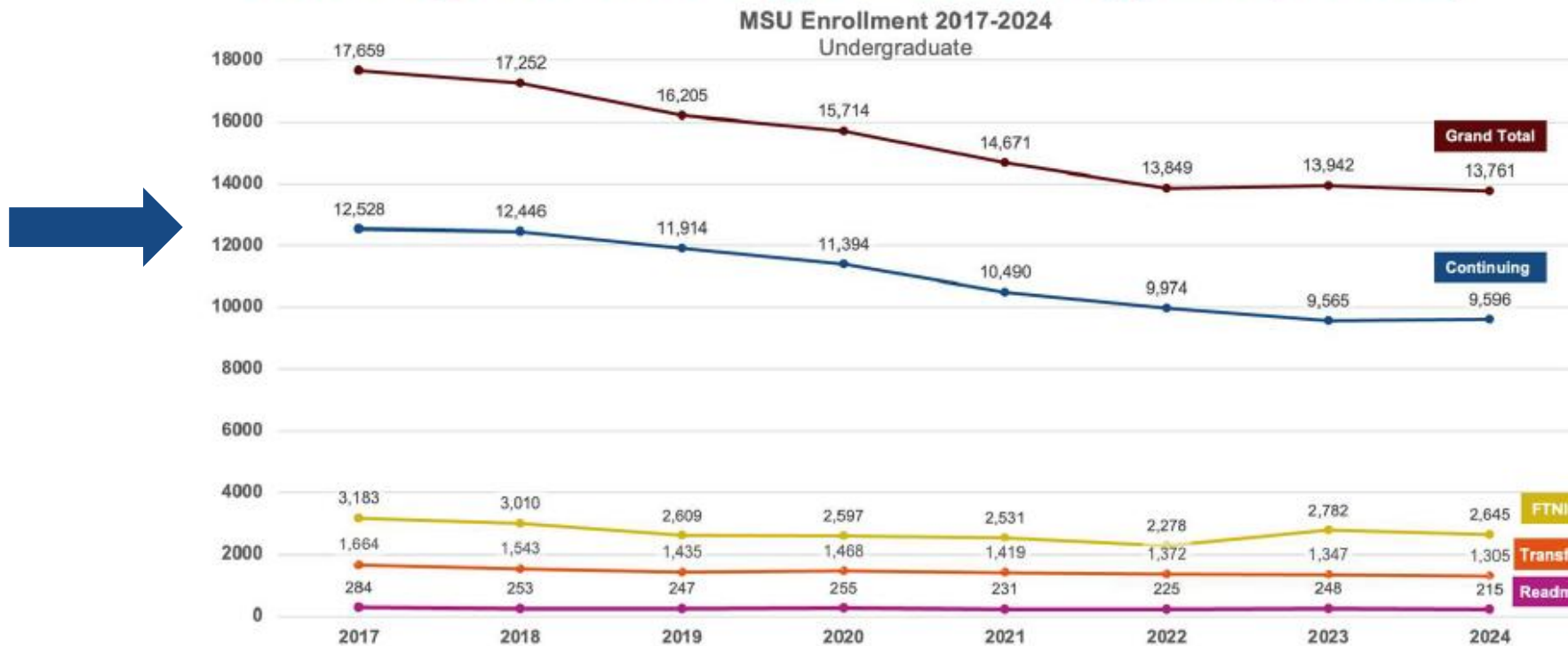


# Continuing Undergrads

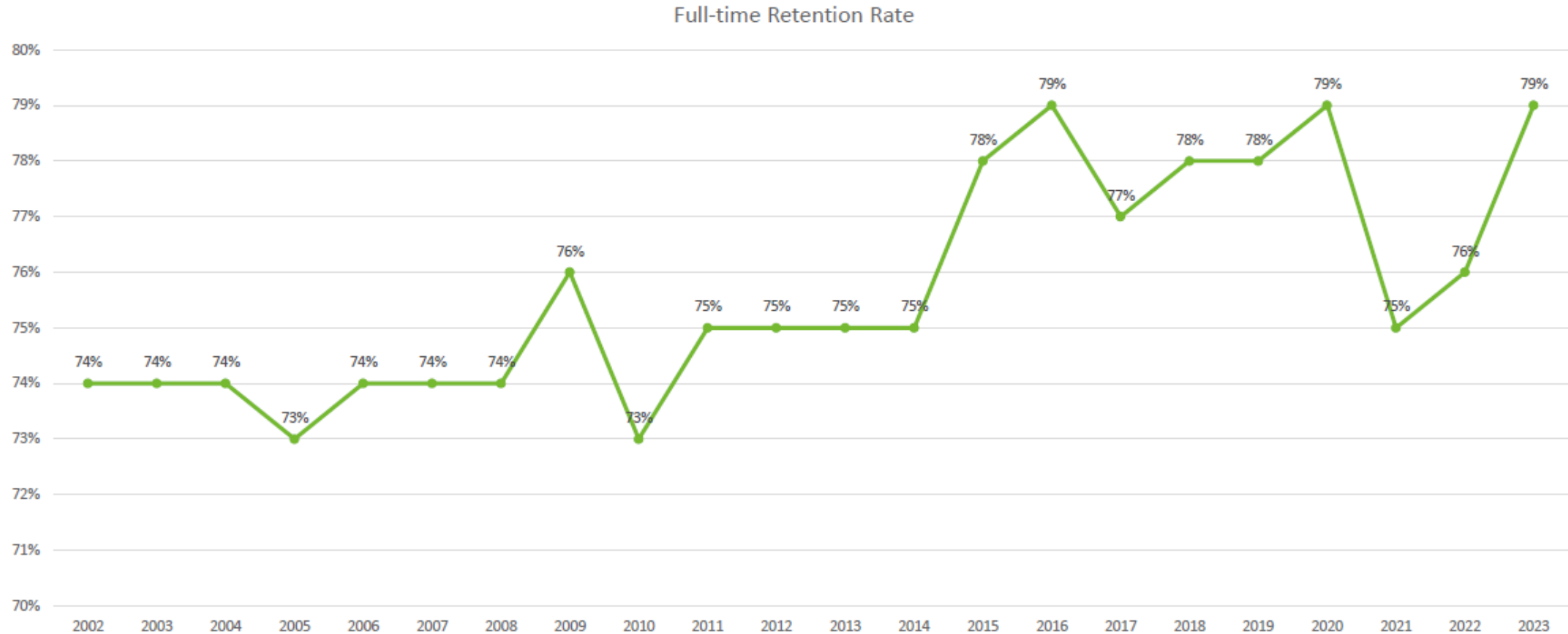
Your continuing student population has contributed the most to your declines, showing a 23% decrease



## Undergraduate Degree Seeking, 2017-2024

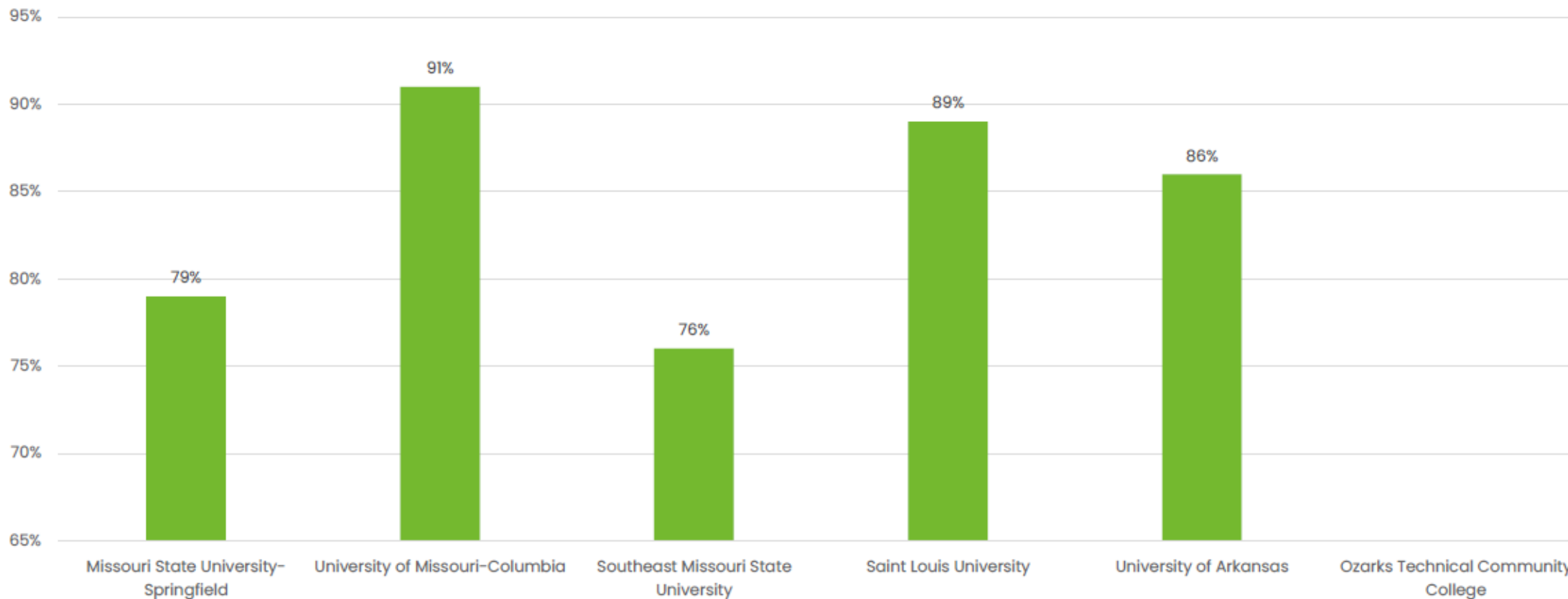


Retention has been at 75.7% on average over a 2-decade span



# Full time undergraduate retention rates, 2022-23

Retention Rates





# Goals & Observations



# Setting the context, moving from activity to impact

- Teams across campus are working hard—but unclear goals, fragmented systems, and reactive routines are limiting impact.
- Leadership and staff are stretched thin, often stuck in firefighting mode without clarity on what to stop, fix, or scale.
- Siloed decision-making and decentralized processes create misalignment and duplicate efforts across key functions.
- Without prioritization, even high-effort initiatives risk underperforming due to lack of structure, focus, or resources.
- Some recommendations will be quick wins, while others require investment, significant effort, and overcoming campus resistance. Leadership must balance these against ROI and institutional priorities.
- “Move slow to move fast.” Careful planning, preparation, and deliberate execution will drive sustainable, scalable growth.
- Ultimately, enrollment success won’t come from doing more—it will come from focusing institutional energy and resources on the right work, at the right time, with shared focus and disciplined execution.

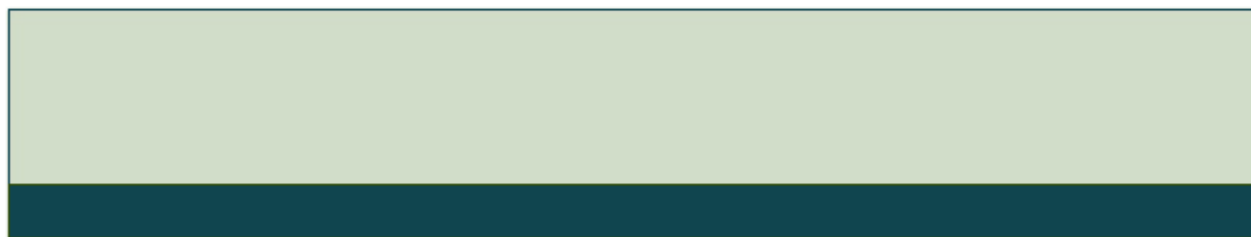
# The solutions to most enrollment challenges are not difficult, execution is where most struggle

Most campuses lack a strategic enrollment plan and focus on too many things rather than the right ones.

What impact could you achieve by concentrating on actions that truly drive enrollment?

Applying Pareto's Principle—where 80% of results come from 20% of actions—can help identify those critical efforts that significantly move the needle.

## Trying To Do Everything



## Consistently Doing The 20% That Matters



Graphic Credit: Pejman Milani



## Strengths to build on

- Faculty and staff are highly committed and go above and beyond for students
- Longstanding faculty and staff create institutional continuity
- Campus culture is scrappy, resourceful, and mission-driven
- Dedicated enrollment management leaders that bring energy, care, and a desire for continued growth
- Strong support for both international and adult students
- Strong academic programs across a variety of disciplines
- Deep, active connections within the Springfield community
- Strong transfer relationship with Ozarks Technical College
- Slate and Banner, both “best of breed” systems support modern, efficient operations
- Location offers access to key regional markets
- Missouri State remains an affordable higher education option



# Barriers to success

- Ongoing leadership transitions have disrupted continuity and direction
- No clear or compelling institutional value proposition ("Why MSU?")
- Institutional goals are undefined and not measurable
- No clear enrollment management culture or strategy across campus
- Resources are stretched thin and often misaligned with institutional priorities
- Departmental silos and decentralization limit collaboration and accountability
- Cross-campus trust is low – individuals often assume unfavorable intent from others
- Staffing shortages in key operational and strategic areas
- Student outcomes are not measured consistently to inform decision-making
- Gaps in data sharing, reporting, and usage hinder insight-driven action
- Scholarship budgeting structure is outdated, underfunded, and lacks campus-wide understanding
- Lack of branding to differentiate MSU in a competitive market
- Deferred maintenance impacts campus appeal
- The strong dual credit growth masks deeper enrollment challenges
- Organizational fatigue and morale issues impact execution
- People are hesitant to provide feedback because it's either ignored or punished
- Pervasive starvation mindset
- Longevity of staff and faculty, while a strength is also a barrier
- Academic innovation in offerings and delivery is limited



# Observations

Missouri State University is an institution with a deep commitment from faculty and staff, strong community ties, and a solid foundation of academic programs and student services. However, to achieve the ambitious "30 by 30" goal of 30,000 enrolled students by 2030, the university must address a series of structural, operational, and cultural barriers that currently inhibit unified progress.

1. Strong people, fragmented systems - There is a clear culture of dedication, resourcefulness, and student-centeredness among faculty and staff. This seems to be offset by decentralized systems, possible duplication of work, and recognized silos.
2. Absence of strategic coordination - There is currently not a unified Strategic Enrollment Plan (SEP), and enrollment goals are not disaggregated or measured by student type or market segment. Teams are working hard, but are doing so without shared metrics, direction, or clarity.
3. Technology and data underutilization - Despite having Slate and Banner (Best of Breed systems), the university struggles with disconnected systems, limited reporting capacity, and no single source of truth throughout the year. In addition, lack of systems support—particularly in financial aid—has created operational risk and inefficiency.
4. Misaligned Resource Allocation - Critical functions such as marketing, recruitment, systems management, and campus infrastructure are under-resourced or misaligned with institutional priorities. Scholarships and financial aid budgeting structure is outdated and misunderstood by many.



# Observations

5. Branding and messaging gaps – The university lacks a compelling “Why MSU” narrative. Marketing efforts are fragmented across units, and branding is inconsistent. Creative assets rely heavily on stock imagery, and recruitment communications lack resonance with Gen Z and Gen Alpha audiences.
6. Lack of strategic prioritization – Across all meetings, a lack of prioritization emerged as a persistent barrier. The institution strives to be everything to all – without a clear framework to evaluate, focus, and align efforts for maximum impact.
7. Fatigue and morale concerns – There is a sense of weariness among staff and leadership due to ongoing structural change, resource scarcity, and a perception that feedback is not valued or acted upon. This threatens long-term execution unless addressed intentionally.

Missouri State is well-positioned to grow—but it must modernize its approach with an overall enrollment strategy. This will require strong executive leadership, a shift to unified planning and accountability structures, and targeted investments in people, systems, and brand. The road to 30,000 students is not out of reach, but the current model must evolve to meet that future.



# Recommendations



# Recommendations

We recommend treating 30,000 as a working hypothesis and begin building a data-informed, population-specific model with measurable milestones and institutional ownership.

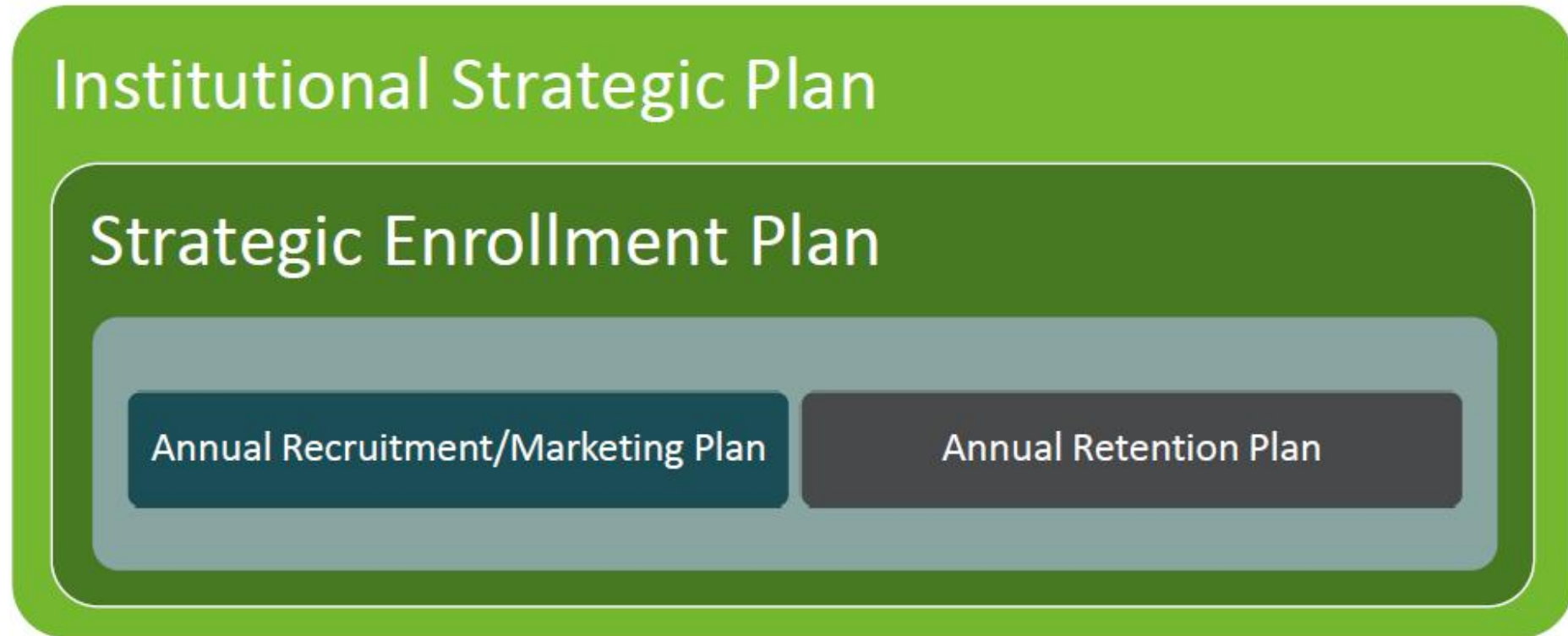


## Recommendations

- Invest in a comprehensive and sustained marketing strategy that supports brand awareness
- Strengthen data structures for goal setting and progress monitoring
- Implement strategic budgeting to align resources with institutional priorities
- Undergraduate recruitment recommendations
- Graduate recruitment recommendations
- Develop a retention and completion strategy
- Re-establish a strategic enrollment plan
- Staffing and structure considerations



# A simple model for enrollment planning





## Simply stated...

- Strategic enrollment planning is the process of getting the right students into the right programs at the right time for the long-term health, vibrancy, and success of the institution.



## Institutions must focus on a more responsive approach that allows for:

- Real-time data analysis and decision-making to quickly adapt to changing trends and needs.
- Flexible academic programs that can be adjusted to meet evolving student and market demands.
- Agile financial planning to address budgetary constraints and ensure financial sustainability.
- Proactive student support services to address learning gaps and enhance student retention.
- Effective talent management strategies to reduce staffing turnover and maintain institutional stability.



# Discussion