

ROBERT S. HORNBERGER, Ed.D.

SUMMARY OF QUALIFICATIONS

- Over 21 years of professional experience in an enrollment management unit
- More than 11 years of management experience at the director or assistant vice president level
- National recognition for expertise in leadership and strategic enrollment management

EDUCATION

Ed.D. Educational Leadership, May 2010

University of Missouri, Columbia, MO

M.S. Computer Information Systems, May 2005

Missouri State University, Springfield, MO

B.S. Socio-Political Communication, August 1994

Missouri State University, Springfield, MO

RELEVANT PROFESSIONAL EXPERIENCE

Assistant Vice President for Enrollment Management and Services/Registrar, Office of Enrollment Management and Services and the Registrar, February 2015 to present

Missouri State University, Springfield, MO

- Provide senior level analysis, support, and recommendations related to the enrollment management efforts and achievement of University enrollment related objectives
- Support the Associate Vice President for Enrollment Management and Services in the leadership and collaboration of the Enrollment Management and Services unit (Admissions, Career Center, Financial Aid, Registrar, Scholarships, and Veteran Student Center)
- Develop and update academic and enrollment related policies and procedures to be consistent with services offered by the University and compliant with state and federal legislation
- Create and disseminate enrollment and academic related reports, in collaboration with Institutional Research, Assessment, Computer Services, and other units, to support campus constituents regarding their recruitment, retention, course demand, and other enrollment management goals
- Oversee the utilization of student information systems and data to support services and monitor trends related to enrollment, retention, and graduation rate initiatives and objectives
- Help strategically develop and maintain the University's enrollment management plan
- Serve on the Executive Enrollment Management Committee, working closely with the President, Vice President for Marketing and Communications, Provost, Chief Financial Officer, and other key stakeholders
- Frequently attend Provost staff and Academic Leadership Council meetings as guest to help facilitate discussions on various academic related issues
- Serve in nationally recognized leadership positions within the American Association for Collegiate Registrars and Admissions Officers (AACRAO) and within the State of Missouri chapter
- Additional responsibilities and accomplishments listed in the Registrar position notations below

Registrar, Office of the Registrar, June 2009 to February 2015 (*interim role June 2009 to February 2010*),

Missouri State University, Springfield, MO

- Oversee the primary functions of records, course registration, graduation verification, degree audits, veteran services, athletic eligibility, class schedule building, undergraduate catalog production, refund appeal exceptions, grading, residency appeals, and student information system administration
- Supervise a staff of approximately 25 full-time, part-time, and student employees
- Ensure the accuracy and integrity of student academic records, and compliance with federal, State, and University regulations
- Demonstrate value in an inclusive and diverse community through involvement in Inclusive Awareness Committee events, the gender identity team, diversity dialogues, and services for student veterans

- Foster productive relationships with Faculty Senate and academic departments regarding curricular and course enrollment matters, enforcement of academic policies and procedures, and assurance of seamless quality services to students, faculty, and staff
- Administer departmental budgets totaling over \$1,000,000; developed a departmental budget projection report with expanded use by Student Affairs and all Enrollment Management and Services offices

Coordinator of Web and Data Support, Enrollment Management and Services, July 2002 to February 2010

Missouri State University, Springfield, MO

- Administered university enrollment and headcount reports and collaborated with the Office of Institutional Research to submit state and federally mandated reports
- Supervised admissions recruitment and enrollment services production staff regarding the recruitment communication plan and mailings
- Coordinated the development of the first University enrollment headcount, admission, and registration reports after Banner implementation
- Developed the first online transfer student orientation system at Missouri State University
- Worked closely with Computer Services to develop, maintain, and enhance database systems, web applications, reports and scripts, and university-wide documentation
- Helped lead entire University community during extensive two and a half year Banner student implementation: managed work teams, converted and mapped data, administered validation tables, researched best practices, coordinated complex projects, provided training and documentation, and developed complementary system and data applications
- Led and authorized decision regarding a social networking community project for enrollment yield of admitted students (i.e., Welcome to Missouri State)
- Helped to meet enrollment objectives by writing management and research reports and coordinating a strategic web plan for Enrollment Services and the campus at large

Assistant Director of Admissions—Freshman Coordinator, September 1997 to September 1999

Missouri State University, Springfield, MO

- Managed the recruitment of first-time freshmen, including supervision of the admission counselors
- Chaired and served as a member of the University's recruitment and marketing committee
- Participated in the development of a recruitment plan to support the University's enrollment management and retention goals
- Coordinated relations with high school and community college counselors, including the development of a web based counselor resource center and coordination of high school counselor advisory boards
- Coordinated multiple University Showcase and special visit programs
- Designed, edited, and managed the delivery of recruitment materials in collaboration with the Office of Publications and Web and New Media (currently the Division of Marketing and Communications)
- Led efforts to recruit a diverse student body through coordination with Multicultural Student Services and attendance at recruitment events for underrepresented students

Admission Counselor, Office of Admissions, September 1995 to September 1997 and December 2001 to June 2002

Missouri State University, Springfield, MO

- Recruited for all territories of Missouri, and also Arkansas, Oklahoma, Kansas, Nebraska, Iowa, and Illinois
- Hosted students and families for campus visits, including individual appointments and group presentations

OTHER PROFESSIONAL EMPLOYMENT EXPERIENCE

Adjunct Assistant Professor, Educational Leadership and Policy Analysis, 2012 to present

University of Missouri, Columbia, MO

- Participate in doctoral dissertation committees (listed below)

Clinical Graduate and Per Course Faculty

Missouri State University, Springfield, MO

- Management and Information Technology, 2011 to present
- Communication, 2005 to 2007

Director of Customer Service, Support, and Sales, 1999 to 2001

McMurtrey, Whitaker & Associates, Inc., Springfield, MO

- Provided leadership and decision making for company when delegated by company principals
- Managed, trained, and coordinated professional, technical support, customer service, and sales staffs
- Developed custom software, administered databases, and managed networks

Customer Service/Inside Sales Representative, August 1994 to August 1995

Henges Manufacturing, Inc., Maryland Heights, MO

- Developed quotes and designs for modular in-plant office systems and mezzanines
- Maintained customer relations and provided support for the two largest territories of the company
- Collected sales and managed workflow of projects through procurement, engineering, and shipping

AWARDS AND PROFESSIONAL ORGANIZATIONS

- **AACRAO**
 - AACRAO content expert representative on the Council for the Advancement of Standards in Higher Education's (CAS) Registrar Programs and Services Standards Revision Committee, *2019-present*
 - Group I (Admissions and Enrollment Management) Coordinator, including Admissions Policies and Practices, Enrollment Management and Retention, Financial Aid and Enrollment Services, Recruitment and Marketing, School College Relations, and Transfer and Articulation committees, *2018-present*
 - Enrollment Management & Retention Committee, Chair *2015-2019*, Vice Chair *2014-2015*
 - Nominations and Elections Committee, member, *2017*
- **Missouri Association of Collegiate Registrars and Admissions Officers (MACRAO), 2009-present**
 - President, *2014-2016*
 - Vice President of Web Services, *2011-2014*
- **Staff Excellence in University Service Award**, Missouri State University, *2010*
- **Missouri Association of Higher Education Web Developers, 2002-2009**
 - President, Founder, Conference Committee Planner
- **Missouri State University Master Advisor, 1997-Present**
- **Missouri Association for College Admission Counseling (MOACAC), 1995-1999**

PUBLICATIONS, PRESENTATIONS, AND RESEARCH

- **Conference session presentations:**
 - AACRAO, *2013, 2014, 2017, 2018*
 - MACRAO, *2011-2014, 2017, 2018*
 - Sungard Summit/Ellucian Live, *2012, 2014*
 - Missouri, Oklahoma, Kansas, Arkansas Banner Users Group, *2009-2011*
 - Higher Education Learning and Information Exchange, *2003-2009*
 - HighEdWeb Higher Education Web Professionals, *2003-2008*
 - MOACAC, *1995-2002*
- **Dissertation Research**
 - Robert S Hornberger, *Predictors of Academic Success for Conditionally Admitted First-Time Freshmen at a Four-Year Public University*, Defended April 2010.
 - Member, Dissertation Committee, Nathan Hoven, *Development of a Practical Model for School Leaders Using Elementary Student Data to Predict High School Dropout Risk*, Defended May 2013.
 - Member, Dissertation Committee, Tracie D Burt, *From Mission to Measurement: Advancing Postsecondary Academic Advising Assessment and Practice through Evaluating Program Theory*

- and Outcomes*, Defended May 2014.
- Member, Dissertation Committee, Tracey Glaessgen, *Understanding the Reacculturation Experiences of First-Generation, Undecided Students*, Defended June 2016.
 - Member, Dissertation Committee, Kali Bard, *Successful Midwest Community College Students: Examining the Impact of Student Characteristics and High School Environment on Community College Degree Attainment*, Defended June 2016.
 - Member, Dissertation Committee, Andrea Weber, *A Qualitative Examination of Role Definition, Organizational Positioning, and Job Qualifications of Title IX Coordinators*, Defended October 2016.
 - Member, Dissertation Committee, Jeremy Schenk, *Relationships Between the Leadership Practices of Student Union and Campus Activities Directors and the Professional Outcomes of Entry-Level Professionals*, Defended November 2018.
 - Glaessgen, T. A., MacGregor, C. J., Cornelius-White, J. H., Hornberger, R. S., & Baumann, D. M. (2018). First-Generation Students with Undecided Majors: A Qualitative Study of University Reacculturation. *NACADA Journal*, 38(1), 22-35. doi:10.12930/nacada-16-030
 - **Research presentation, Hawaii International Conference on Education, 2011**
“Predictors of Academic Success for Conditionally Admitted First-Time Freshmen at a Four-Year Public University”
 - **Research presentation, National Rural Education Association Research Symposium, 2011**
“Preparing for College in Rural Secondary Education: Predictors of Academic Success for Conditionally Admitted First-Time Freshmen at a Four-Year Public University within the Context of Rural Students”
 - **Mid-America Association for Institutional Research “Best Paper Award”, 2011**
“Developing a Collaborative Website for Displaying University Data and Reports”

COMMITTEE PARTICIPATION (current)

- Academic Affairs Budget Committee
- Academic Response Team
- Academic Care Team
- Academic Relations Committee (Faculty Senate)
- Assessment Council
- College Scheduler Advisory Board (national)
- Commencement Committee
- CAS Registrar Programs and Services Standards Revision Committee
- Curricular Work Group (Faculty Senate)
- Enterprise Risk Management & Compliance Committee
- Executive Enrollment Management Committee
- Faculty Senate (ex officio)
- Higher Learning Commission Oversight and Monitoring Committee
- Information Access Team
- Information Technology Council
- Legislative Team, State and Federal
- Student Affairs Council
- Student Affairs Planning and Assessment Committee
- Student Affairs Vice President Leadership Staff
- Student Communications Advisory Committee

COMMITTEE PARTICIPATION (past)

- Academic Advisement Council
- Ad Hoc Committee to Evaluate Class Scheduling

- Blackboard Ad Hoc Committee
- Chosen Name Implementation Team
- Data Standards Committee
- Employee Resource Group
- Higher Learning Commission Steering Committee
- Incentive Workgroup (graduating on time)
- Information Security Executive Committee
- Learning Management System Advisory Committee
- Learning Management System Advisory Executive Committee
- MACRAO Executive Board (President and Vice President for Web Services, state/regional)
- Missouri State Vision: Our Passion for Excellence – Academic Profile Task Force
- Missouri Reverse Transfer Initiative Statewide Committee
- New Media Task Force
- Off Campus Request Appeals Board
- Recruitment and Marketing Committee (chair)
- Report Writers Group
- Statewide Transfer Portal Ad Hoc Task Force
- Structured Schedules Committee
- Student Affairs Inclusion Awareness Team
- Student Organization Funding Allocation Committee (member of inaugural committee)
- Title III Grant Oversight Committee
- Web Advisory Committee
- Web Security Committee