

Faculty Senate Agenda  
Wed, October 2nd at 3:15, Cabe Room, Garrison Center

Senators Present: Eunice Akoto, Jessica Allen, Shelley Austin, Eric Bailey, Steve Becraft, Rafeal Bejarano, Ivan Birch, Alan Blaylock, Marty Campbell, Shannon Clardy, Jim Duke, Maryjane Dunn, Darrel Farmer, Brian George, Matt Gross, Glenda Hyer, Jana Jones, Catherine Leach, Michael Loos, Bryon Martin, Cheryl Massey, Lisa Massey, Beth Maxfield, Richard Miller, John Price, Brett Serviss, Fred Worth

Guests: Steven Adkison, Penny Whelchel

Senators Absent:

1. Call to Order: President Fred Worth at 3:15pm
2. Special Guest: Steve Adkison, Provost/Vice President for Academic Affairs  
Dr. Adkison took questions from members of the Faculty Senate
  - a. Q: Will there be sabbaticals for the coming year?

A: Yes. Sabbaticals, tenure and promotion, and other normal faculty processes will remain unchanged. There are no savings to be had by cancelling sabbaticals.

The recommendations to get through this year and close the budget gap do not include layoffs. Enrollments are strong. No one from ASU feels that direct instructional costs are too high. We can save money reducing adjuncts and overloads. Faculty positions are not in question as long as there are stable, strong enrollments.

- b. Q: Have there been discussion about declaring financial exigency?

A: No. No one on the executive council has mentioned that term. There is no reason to talk about it because it doesn't solve our problems.

- c. Q: Financial aid and registration difficulties have been a common complaint of students for many years now. What is being done in that area?

A: HSU suspended the Jenzabar ERP project because Jenzabar was not delivering the support they promised. HSU wasn't going to restart the project until we knew Jenzabar could provide the support. At the time, we contracted with Jenzabar, the financial aid solution (PowerFAID) that was part of the ERP was owned by a third party vendor. Jenzabar purchased it. It was the financial aid system we expected. Jenzabar created a financial aid function that was not PowerFAID as part of their new ERP. It was called JFA (Jenzabar Financial Aid). We (two people who are no longer with us) talked with Jenzabar about using JFA (not PowerFAID). The decision was made in late August, early September 2018

to implement JFA as a stand-alone financial aid system and a Contract was signed. General Council Elaine Kneebone was not given the opportunity to review it. When we signed the contract, JFA did not exist. Jenzabar told us there were 2 other schools already using it and one other moving toward it. This was not true. Henderson is currently the only school using it live. We were told up front that it would not work with Poise, but the decision was made, regardless, to implement it. The project manager in charge of the project left Henderson about 2 weeks before it was supposed to go live. It could not have been a bigger disaster. Poise had to be modified significantly to work with JFA so that we cannot now go back to the old financial aid system.

Henderson administers several hundred thousand dollars in Pell and financial aid to students. The institution fronts the money and goes to the US department of education to draw down the pool of Pell funds. We didn't finish drawing down \$400,000 pool in Pell funds from last year until this past summer. Up to half of our students have had financial aid unavailable because we have not been able to process their fall packages.

We were able to hire ProEd to help with the processing summer and fall financial aid. They were initially unable to access JFA. Currently, no batch processing is possible. All processing has to be done manually. Spring preregistration starts in about a month. We have new and revised student account policies that we are not able to adhere to because of the financial aid situation. Because of the current situation, we may register some students who really shouldn't register because they won't be able to clear their fall bill. We've had 2 resignations in financial aid in the past 2 days. With the help of ProEd, we are making progress though. We are rebuilding the financial aid office. It is the single biggest risk factor going into spring term. Everything we can do right now is being done

The clear consensus from Brandi Benton's and Tina Hall's data is that people still trust our brand regardless of the financial aid issues. Enrollments alone won't save us. High school graduates are flattening and slightly declining. There is an enrollment cliff coming.

We have the best recruiting and admissions in the state of Arkansas right now. We are protecting our ability to continue our admissions function.

- d. Q: The budget for scholarship money was lower than what we actually gave as scholarships. Who overrode the budget for scholarships? And what have we put in place to stop it?

A: When Dr. Adkison took over admissions, there were specific limits for each scholarship. The previous president lifted the limits. Admissions and Recruiting were told to continue to give out scholarships as long as students kept coming.

Henderson started overspending on scholarships about 2 years ago; there were small overpayments that became a problem as Henderson became better at recruiting students. Scholarship tiers, deadlines, and limits are currently being restructured.

The Chronicle of Higher Ed recently published a study on need-based versus merit-based scholarships by states. The bulk of scholarships are awarded on a merit basis, so money typically goes to students who need it the least. The students who have the hardest time paying bear the most cost. Henderson is not alone in that. It was as bad an idea to lift the limit on the number of scholarships as it was to raise the limit of debt students can carry.

It isn't clear that the restructuring can be completed before scholarships are offered for the coming year. The discussion is geared toward the class of 2021.

e. Q: Who signed the contract for JFA?

A: Only the president is supposed to sign contracts that obligate the university to payments. The president did not sign this contract and it did not go through general counsel.

f. Q: The Henderson Foundation reported a significant increase in earnings. What is the status of the foundation now?

A: The vast majority of foundation funds are for student scholarship. In general foundation scholarships are fully subscribed. The Foundation is in good shape.

g. Q: In a world in which we are joining a system, what changes?

A: Dr. Chuck Welch touched on this. There is not a path forward for an affiliation that does not require us to maintain an individual institutional accreditation. We will be required to maintain our own set of policies. Tenure is a property right. Tenure track and tenure status will not change if we affiliate with a system. In addition, the HLC has to approve affiliation with a system. The Faculty Handbook and changes to it are subject to board approval; if we join a system, a different board would be responsible for this approval moving forward. Work on our current Faculty Handbook needs to be completed very quickly to accurately reflect the practices that have been carried out for the past 3 years regarding promotion and tenure. If it is not put in the handbook, it is in danger of disappearing.

Faculty Handbook clean-up has been underway. Board-approved policies have been updated. Changes that the senate passed that have not gone to the board have been identified, as well as out-of-date language. The language regarding

tenure and promotion should be submitted as an update to out-of-date language.

- h. Q: For students who are traveling as a group, is student travel funding gone?

A: Student travel funds are suspended. We are not able fund student travel at this time. In the Dean's Council conversation yesterday the question was raised, "if academic student travel is suspended, why isn't student life travel funding also suspended?" It is a fair question. Student life travel funding is a big retention piece, but the same argument can be made for academic travel.

Q: Can The Foundation support some student travel?

A: The Foundation doesn't have discretionary funds at the present.

- i. Q: The process for revising the budget lately seems like a top-end process. Is this the process that will persist moving forward?

A: No. We don't know the process moving forward. Currently, we are just doing what has to be done to close the budget gap.

- j. Q: With the hiring freeze, it does not seem all positions are frozen. How is that determination made?

A: The determination of which positions are filled has to do with mission criticality. Each position needs approval at dean's level and provost's level. If we can get by without a faculty position, we are not going to unfreeze it. If we are mandated by accreditation, we will have to hire. Specific areas were named where hiring is necessary for accreditation. For staff positions, those deemed absolutely necessary are filled, such as vacancies in financial aid and admissions.

- k. Q: Will there be any undergraduate research funds?

A: Undergraduate research funds are suspended. Research symposium is also suspended.

- l. Q: What is the outlook for summer school?

A: We don't know yet. The guidelines we have so far are only for spring 2020. The better we do going through spring, the more latitude we will have going through summer.

The Deans and Provost have been discussing the senate resolution that went through in early May. There are two primary reasons consistent enrollments are

necessary – students need to progress the way they expect to and faculty need to be able to budget on reliable salaries.

We are considering direct and indirect costs. We did not see an increase in summer enrollments when summer Pell was reinstated. Many schools do not have Pell funds left for summer because students use the funds during the regular semesters. We did have some Pell money left, however, we did not see an increase in summer enrollment. Discussions are occurring regarding how summer courses are marketed.

There are two types of courses needed in the summer. Gateway courses allow lower division students to take (or retake) requirements. Students who return home for the summer, but do not normally attend Henderson also enroll in these types of courses. Upper division students need courses in their major or minor. We will have summer courses.

- m. Q: How does athletics spending look? Why aren't we seeing changes in this in the documents regarding budget?

A: We are a division 2 school. We don't spend that much money on athletics here. We spend markedly less than other schools at our level or lower. We have partial scholarships, but not very many athletics scholarships. However, much of what we have spent on athletics has not been budgeted, similar to our adjunct/overload spending.

A significant amount of athletics travel has never been budgeted. These items were simply approved by the VPFA at the time (this has been a practice even before Dr. Powell). This spending never should've been allowed to go unbudgeted. We haven't budgeted honestly and accurately. Athletics is taking budget cuts, but these cuts don't show up in the budget books because their spending hasn't been shown in the budget originally.

We have 430 student athletes here. They have a higher GPA than the overall average and graduate at twice the overall graduation rate. Cutting any sport would be detrimental.

- n. Q: Is athletics subject to the hiring freeze?

A: Yes. We have some assistant coaches that haven't been filled. Some have been filled because they are "Critical hires" and address Title IX issues.

- o. Q: The current practices for promotion salary increase, did it start in 2018 or before? And did it apply across all faculty?

A: It started in Spring 2017. Considerations included whether a small cost of living salary raise was applied before or after the promotion increase and the average increase across ranks from assistant to associate and from associate to full for that year. In general the raises in 2017 were approximately 10% and 15% respectively. The next year, the aggregate increase across peer ranks was applied.

- p. Q: In the recently posted FAQ, a fee of \$80/hour was listed to pay for financial aid help. What does this entail?

A: This is the fee being paid to consultants to straighten out the system. This is not the fee being paid to those who are processing financial aid.

- q. Q: When the decision was made to reduce salaries beginning in January, a 3% cut was made across the board. Why wasn't it graduated so it would affect those with the lowest salaries less?

A: A graduated approach was considered, however, the Deans and Provost, as well as the Vice Presidents did not get the salary increase that everyone else did, so their effective salary reduction is 6%.

Q: Given Glen Jones's agreement for sabbatical and a teaching position in the spring, is he also subject to the 3% reduction of salary?

A: The intention is yes, he will be subject to the same salary reduction, however, it is unclear if that will hold given the agreement around his resignation.

- r. Q: You may have voluntary attrition with faculty pay cuts. What are your projections on the persistence of these cuts? Are there further cuts?

A: We are trying to get through the year. It is a temporary salary reduction to get as close to the budget gap as we can. There is commitment at all levels including the Board of Trustees that these cuts be walked back as quickly as we can. It is only intended for this year, but no guarantees can be made.

If the governor is convinced that we are managing our situation, we may have some assistance, but we don't know what it will look like.

- s. Q: When we are able to reinstate salaries at the previous rate, it may take a while to reinstate everyone. Can we consider a tiered structure to help those that make the lowest first?

A: That would be a wise thing to do.

- t. Q: Will there be long term cuts to account for difference from revenue to expenses?

A: Julie Bates is uncertain what our revenue for this fall will be given our past means of record keeping. We are going to have to change moving forward, but the degree and specifics are unknown at present.

- u. Q: Will retirement and salaries be restored together?

A: The answer to this is uncertain. We acknowledge that faculty cannot recover those lost retirement benefits.

- v. Q: Had we taken back raises instead of the cut, would we have still needed the retirement?

A: The answer to this is uncertain. The original recommendation was to walk back the salary raises, but some were equity raises, not across the board. Walking back the raises would've saved about the same as the 3%, but the raises have symbolic value in and of themselves. 6% retirement contribution was maintained because the law requires it.

- w. Q: Do we have any idea when we might hear about insurance?

A: Fringe benefits should be meeting. Open enrollment starts soon. The current discussion involves going back to a fully insured plan with Blue Cross Blue Shield because it is about the same cost as staying self-insured with UMR and it removes liability of being self-insured. Being self-insured, our reserve pool should've been about \$10 million for medical issues. We did not have an appropriate pool for being self-insured and we can't bear any risk right now. We will probably not see significant premium increases for individuals, but may see some increases for families.

Our cost per prescription with Southern Scripts was more expensive than our medical benefits.

### 3. Approval of Minutes

- a. A motion was made and seconded to approve the September Minutes as distributed. The motion was approved.
- b. A motion was made and seconded to approve the Special Faculty Senate Minutes from September 5<sup>th</sup> with the friendly amendment that the meeting adjourned at 1:30pm. The motion was approved.

### 4. President's Report

- a. The President's Report was not submitted in written form, as answers to the submitted questions can be found in the recently published FAQ at <http://hsu.edu/faq>
- b. Additional Topics discussed include:
  - i. Given the requirements to reduce overloads and adjuncts in the spring, it was noted that some business school faculty have 9 hr teaching loads. It does not appear to be a requirement of AACSB, so loads will be adjusted accordingly in the spring.
  - ii. Some faculty who worked Heart Start were not paid. Anyone who did not get paid needs to talk to their dean about the situation.
  - iii. There is a new course search tool being implemented by the Registrar's Office. It is approximately 90% complete and should be finished by the end of the week.
  - iv. The Henderson Foundation is a separate entity from the university. The question was raised if the Henderson board can direct the foundation in policies and procedure (as seems to have happened with the disallowance of travel and other expenditures on foundation accounts). Acting President Kneebone will find out what happened there.
  - v. Shawn Jones is currently the person who will oversee maintenance expenditures.
  - vi. SGA is coordinating a night-time walk-around to focus on campus lighting and safety. More information will be available for those who would like to participate.
  - vii. The Board of Trustees is beginning to investigate joining the ASU system. Faculty input needs to be given. Faculty need to suggest questions to ask, as do staff and students. Governing boards from these bodies have been asked to gather those questions. Send an email including your questions with a clear subject line to [worthf@hsu.edu](mailto:worthf@hsu.edu).
  - viii. VPFA Search Update – 2 candidates were met in Caddo Valley so their identities could be kept private while interviewing. The committee came to a recommendation that was sent to President Kneebone today. It was expressed to her that an open campus forum with the candidate or candidates would be very beneficial.

## 5. Report of Committees

- a. Executive Committee  
Nothing to report beyond the President's Report
- b. Academics Committee  
The committee has been looking at faculty evaluations. A report can be found in Appendix A.
- c. Buildings and Grounds Committee  
Nothing to report at present
- d. Finance Committee  
Nothing to report. Meeting minutes are included as Appendix B.



- e. Operations and Handbook Committee  
Faculty Senate will soon be receiving a document highlighting changes that have been approved that the board has and has not approved. This is for informational purposes.
  - f. Procedures Committee  
Excellence awards ballots came in. Committee members have been notified. The committee is currently working on department ballots. An M drive has been created for faculty senate documents. A Procedures Committee google drive has also been created for committee members. Ballots are added as they are created.
  - g. Shared Governance Review Committee  
Nothing to report
  - h. Representative to the Board of Trustees  
The report was sent to Faculty the previous Sunday and is included as Appendix C for reference.
  - i. Representative of the Graduate Council  
Approvals of course changes for first reading were reported.
  - j. Representative of the Staff Senate  
Nothing to report
6. Unfinished Business
- a. The Constitutional Amendment previously proposed clarifying the duties of Faculty Senate Alternates in the cases of short-term and long-term absences was voted upon. The amendment passed with a vote of 19 to 1.
7. New Business  
There was no new business at this time.
8. Adjournment 5:15pm

Respectfully Submitted by Shannon Clardy

## **Appendix A**

### **Faculty Senate - Academic Subcommittee**

*Date:* 2019/09/27

*Place:* MB 144

*Call to Order:* 2:00 pm

*Present:* Maryjane Dunn, Martin Campbell, Peggy Woodall (via speakerphone), Brett Serviss, Jessica Allen

*Guests:* None

*Absent:* Michael Loos

**Faculty Evaluations:** The discussion on Faculty Evaluations by students began with several questions:

- What do we currently have?
- What is their purpose?
- How do we raise response rate?
- What do students want us to know?
- What do we want to know?
- How do we maintain anonymity when class size is small?
- What accountability will there be within the process?
- Should course evaluations be formative or summative or both?

Moving forward we will consider the option of a “customizable” evaluation wherein there will be a set of “general” items required for all college, program, department, etc. with a choice of “targeted” items that may be included for specific needs of a college, program, department, course type, etc. To begin that process, the Academics Subcommittee will evaluate what is currently in place and survey departments via a Google form to generate a list of generic items. Once a list of generic items for evaluations have been agreed upon, then a second round of surveys and discussions will begin regarding items targeted for specific needs. It should also be mentioned that Arkansas Code Annotated §6-63-104 an Arkansas Higher Education Coordinating Board (AHECB) policy 5.5 require that each college and university conduct an annual performance review of faculty members.

<https://static.ark.org/eeuploads/adhe/01 - Faculty Performance Review Report 2018.pdf>

*Adjournment:* 2:55

*Submitted:* Jessica Allen

## **Appendix B**

### Finance Committee Report 10/2/19

Finance Committee met via email and agreed that business referred to the committee involving pay equity or changes to the handbook for promotion compensation should be shelved at this time.

We also discussed an agenda for this semester and will look at ways in which faculty/faculty senate receive future financial information as well as the types of information that we receive.

## **Appendix C**

### Report to Faculty Board of Trustees Meeting September 27, 2019

The meeting was called to order by Board Chairman Mr. Johnny Hudson at 10:00 am. He welcomed the Arkansas State University members in attendance. The minutes of the August 9th and August 23rd, 2019, meetings were approved.

#### **President's Report:**

Acting President, Ms. Elaine Kneebone, updated the Board about Henderson State University events.

- Henderson was recognized as one of the best colleges for social mobility. We are the only one in Arkansas to be recognized for this list.
- On October 1st, KATV's Good Afternoon Arkansas will run reports on several Henderson programs such as aviation, engineering, and music.
- Quarter one fundraising is up.
- Fall enrollment is up.
- Saturday, September 21st was Reddie Day, Family Day, Military Appreciation Day, and Legacy Day. The events were well attended.
- The MSN program had an accreditation visit. The official notice for accreditation will be received in May, 2020.
- The Engineering program, also, had an accreditation visit. That official notice will be in August, 2020.

#### **Proposed Amendment to the Call Date for 2015A Bond Issue:**

The Board approved an amendment to the call date of the 2015A Bond which funded an energy savings project with Schneider Electric. The bond underwriters requested an amendment to the call date of the bonds from 12/1/21 to 12/1/24 and is offering to buy down that call date from HSU for \$50,000.

#### **Proposal to Insure Capital Lease Financing for the Energy Performance Contract:**

The insurer for the financing of the current ESCO project, has requested certain language as part of their agreement to insure the debt. Therefore, an amendment to the lease financing agreement with First Security Finance, Inc. is required. The Board approved the amended lease financing agreement.

#### **Financial Report:**

The financial report was given by ASU Executive Vice President, Ms. Julie Bates, and HSU interim Vice President for Finance and Administration, Ms. Lecia Franklin.

- In order to complete FY18, a survey is needed from financial aid.
- The Legislative Audit is here to perform the FY19 audit.
- Approximately 48.8% of the budgeted revenue from tuition has been recorded. In order to meet projections, this should be over 50% since there are usually fewer students and fewer tuition dollars in the spring semester. The Board was told this indicates an over estimation in the budget of at least \$1,000,000, not financial aid issues. Even though enrollment is up, that does not always translate to revenue.

#### **Financial Aid Report:**

Dr. Brad Patterson, Vice President of Student Affairs and Student Success, gave a financial aid report. He told the Board that the financial aid office was behind three to six months in processing financial aid applications when the office became under his supervision in July. He said the office has received 4,415 FAFSA applications; over 3,000 had been processed; and 1,400 were still pending. Approximately 1,100 of the 1,400 are still lacking documentation. According to Patterson, communication to students about the financial aid process has been inadequate and the financial aid office is trying to become more proactive in communicating what has to be submitted.

Mr. Barry Simmons who has been assisting in the financial aid office this fall will be leaving because of a previous contract and Ms. Ardia Elgersma will be taking his place. Patterson stated the primary issue in the financial aid office is the lack of an audit trail in the system. The majority of Henderson's students receive some type of aid and over 50% are Pell eligible.

#### **Budget Recommendations:**

Kneebone presented a list of budget recommendations to the Board. She stated this is a critical point in the university's history and it was difficult to arrive at these decisions. She also said this is not a complete fix and that we may need additional help from the state. She informed the Board that we will begin the budget process for next year now and it will be built from the ground up.

The Board passed a motion to accept the recommendations with the understanding that as soon as it is practical the salary reductions would be addressed.

#### **ASU System Discussion:**

Hudson stated that Governor Hutchinson asked for this item to be placed on the agenda. After some discussion, the motion to move as quickly as possible to begin discussions toward arriving at an affiliation with ASU expeditiously was passed.

**Board By-Laws:** After discussion, the Board voted to approve a set of by-laws.

#### **Conflict of Interest Policy:**

After discussion, the Board voted to approve a conflict of interest policy.

#### **Executive Session:**

There was no Executive Session.

#### **Other:**

The Board approved moving the October 25th meeting to Thursday, October 24th at 2 pm. Acting President Kneebone must attend the ADHECB meeting in Fort Smith on October 25th. The Arkansas Supreme Court will be on campus the morning of October 24th.

The Board voted to move the Friday, November 22nd meeting to Thursday, November 21st at 10 am.

The Board voted to move the Friday, December 20th meeting to Thursday, December 19th at 10 am.

The Board passed a motion that recommends the city of Arkadelphia explore renaming 10th Street. It was suggested the new name pay homage the universities and be renamed all the way to Caddo Valley.

The meeting adjourned at 11:18 am.