

Faculty Senate minutes

September 7, 2016

Senators Present: Lea Ann Alexander, David Bateman, Emilie Beltzer, Kristen Benjamin, Don Benton (for Pat Weaver), Alan Blaylock, Debra Coventry, Vincent Dunlap, Greg Gibson, TaLisha Givan, Megan Hickerson, Dana Horn, Catherine Leach (for Shannon Clardy), Lisa Massey, Richard Miller, Dever Norman, Kasten Searles, Joyce Shepherd, Laura Storm, Michael Taylor, Charlotte Wright, Meredith Wright

Senators Absent: Victor Claar, Shannon Clardy, Franc Hudspeth, Jana Jones, Ingo Schranz, Ladda Thiamwong, Maggie Tudor,

Guests: Pam Ligon, Emily Bell

1. Call to order by President Lea Ann Alexander at 3:15 p.m.
2. Discussion with Dr. Glen Jones, HSU President

A. Outcomes-Based Funding Law

Dr. Jones stated that we are at a crossroads at the state level in the sense of demanding accountability. Currently we have an input-based funding model based on enrollment. However, the Governor has stated that we will not continue to follow the input-based funding model, rather we should follow an output model based on student completion rates. He stated that the administration has started discussions about the outcomes based funding model which is based upon and rewards student progression and completion rather than enrollment. The model poses the question: Are we doing all we can to ensure student success, what do we need to stop doing, and what do we need to do differently? The Higher Learning Commission persistence and graduation academy is being formed in participating SRB and HLC regions to improve persistence and graduation completion rates.

B. Strategic Plan

Dr. Jones stated that we are currently funding priorities that were priorities several years ago. To prioritize our budget, examining where we are going and not where we have been, we must initiate a needs assessment. Dr. Jones is creating two (2) work groups, one to examine academic initiatives and the other group to examine everything else to answer the questions: what do we need to stop doing and what do we need to do differently? The goal is to put more resources behind our strategic priorities, utilize our resources more efficiently and effectively, and to be proactive in aligning our budget with where the state is going. Both work groups will be heavily populated with faculty members who will have an incredible opportunity to impact the campus. The ultimate goal of both work groups is to put resources behind our strategic plan, and to establish a series of recommendations to be introduced into the shared governance process. Once the process is complete, we will then hand those recommendations to the Budget Committee (renamed as the Planning and Budget committee) to set in motion funding for the long term.

C. Compensation Plan

Dr. Jones stated that the compensation plan is one of the priorities in the HSU Strategic Plan, but we have to identify resources to fuel the plan for a stronger pathway toward

higher retention and graduation rates. Dr. Jones asks for support for the Compensation Plan vision which he will share with the Board of Trustees on Thursday. He will later communicate upcoming initiatives to the campus community. Dr. Jones stated that the framework is solid and, given what will happen with outcomes based funding, he would prefer that we control the discussion and not let it be dictated to us. He stated that the discussion about priorities to drive our campus will be transparent, will be inclusive, and will communicate the process along the way. Additionally, before anything is acted upon, it will go before the Shared Governance Committee. On October 11th, 2016, at 3:00 p.m., Drs. Adkison and Powell will share the details for the prioritizing of our budget with the campus.

D. Communications

Dr. Jones stated that there has to be a better job of closing the information loop and following up. He has asked members of the President's Cabinet to take time to close the information loop. Additionally, Dr. Jones encouraged faculty to ask more questions if communication is lacking. He stated that the administration will share more information as it becomes available.

E. Facilities

Dr. Jones stated that we are still working through deferred maintenance issues and neglect. Moisture and high temperatures will cause mold to happen. However, neglect has caused many problems on campus. He stated that if maintenance issues were not being addressed, we should make that information known immediately. Dr. Jones spoke of his walk-through in McBrien Hall with Drs. Boswell and Adkison. Dr. Powell shared their disappointment and conversation with Aramark regarding about the lack of completion of work orders and communication about our issues. Dr. Jones stated that he is committed to addressing these issues.

F. Question and Answer Session

Question: Concerning maintenance inspections, is there someone who can really do or should be responsible for the daily inspections?

Answer: Inspections should be taking place and concerns should be immediately communicated to the dean who can then communicate it to the Vice President. When faculty members handle inspections and maintenance on their own, it creates a fatalistic culture. Reporting the concerns and repeated concerns will help administration build a larger picture and prioritize and establish common patterns. The proper channels are through Dr. Brett Powell, Vice President for Finance and Administration, and Dr. Adkison, Provost/Vice President for Academic Affairs.

Question: Will there be a change in the apparatus for reporting (work orders)? For efficiency?

Answer: Some people report that the new work order process works well while others say the system is not working at all. The administration is trying to understand where the breakdown in the system is occurring, knowing that maintenance and custodial oversight impacts student success.

Follow-up Question: Often times, faculty members utilize the Buildings and Grounds Committee of Faculty Senate as a useful way to report campus issues and concerns, but administration is getting other/different information. Is there a way for the Buildings and Grounds Committee to work more efficiently with administration to address issues or concerns?

Answer: Dr. Powell's intention is to work closely with the Buildings and Grounds committee of Faculty Senate to address issues on a larger scale to gain a better understanding. Under Dr. Powell's leadership, we are already beginning to do what we need to do to deliver a stronger and greater educational experience and environment.

Question: Is there a way to run an open work order report to the Buildings and Grounds committee on a monthly basis to see what issues are continually on the report?

Answer: The original intent was for those who generated the work order to be able to check the status. The issue of accountability and quality assurance is the responsibility of Dr. Brett Powell. Administration has laid out standards of quality for Aramark and Aramark will then respond with their abilities to meet our expectations.

Question: As it pertains to student success, are building temperatures being addressed?

Answer: Schneider Electric understands that while, yes, we want energy savings, we do not want them at the expense of student success. Many of our upgrades are funded by our Energy Savings Guarantee generated from holding thermostats at certain temperatures. Schneider Electric and Dr. Powell are working to find the right balance, to analyze what areas need to be considered as exceptions to the policy, and to consider weekend activities in the various buildings. Dr. Powell is working to make certain we have the ability to handle situations.

Question: Are there any plans to re-do the campus climate survey?

Answer: Dr. Jones stated that he will revise the campus survey to better inform administration of daily activities and interactions and provide an opportunity for true feedback regarding what is working well and what do we need to change.

Follow-up Question: The survey communicated that morale was pretty bad among faculty and staff. In your opinion, has it improved or not?

Answer: Dr. Jones stated that overall morale has improved because the source of the morale is different for different groups. We now have the opportunity to have the discussion about factors that affect morale (compensation plan, facilities, working environment, etc.). He stated that, if faculty members know of ways to improve morale, to please let him know. He stated that, where we can identify and address factors that affect morale, we should begin to move forward and address specific issues to begin the process. Morale is important.

Follow-up Question/Concern: In addressing morale, the summer school cancellations undermined the Shared Governance Process and morale. The cancellations were not communicated to faculty and Faculty Senate effectively. The Faculty Senate was guaranteed

that we would be given a policy outlining the expectations and what was received was completely opposite. This situation then forced the Faculty Senate to go back to their constituents and lie as we were told something that did not come to fruition. Several faculty members voiced their concerns to Faculty Senate representatives. Additionally, many students who were proactive in planning their program or degree plan progression were unable to complete their course sequence and were forced to enroll in other universities to take required courses for their degree plans. Could the university consider averaging faculty and course enrollment numbers as the lack of summer enrollment creates a retention issue? Answer: Dr. Adkison stated that he takes responsibility for the situation and for not communicating the rationale at the end of the spring semester as was his original intent.

Question: Policy changes that add frustration and that do not go through the Shared Governance Process also affect morale. More specifically, the newest policy that all vendor contracts (large purchases as well as smaller subscription renewals) must be reviewed through the university attorney, but essentially there are too many contracts to review in that manner.

Answer: Dr. Jones stated that the intent of the policy was not to stop renewals but to work through contracts that obligated us as a University that we cannot commit to as a state university and other specific legal situations, etc. He said that he would visit with the General Counsel to establish a protocol for this policy.

Question: Is there anything being done to address those faculty members experiencing salary compression?

Answer: Dr. Jones stated that addressing compression is slated for the next round of discussions. He said that we needed to look at how to fuel growth and retention. He reiterated that the purpose for the budget prioritization stated earlier is necessary to address the law of unintended consequences. Additionally, further discussions will take place to address compensation for staff. Under the outcome based funding model, even smaller institutions can perform and be eligible for more money.

Question: Did administrators accept raises this summer?

Answer: Dr. Jones stated that no member of his team received a raise. He stated that we all rise and we all fall together. Additionally, no member of the President's team receives monies from the compensation plan until step four (4). He stated that, in terms of people that report to him, they did not receive a raise.

Follow up question: Now that we are past the 11th day, can you talk about where we are with Phase 2 of the Compensation Plan?

Answer: Dr. Jones stated that Dr. Adkison will report that enrollment is flat, though we are up one percent which is approximately 50 students. This is not enough to fund phase two (2) at this time. As in spring 2016, we will revisit our retention numbers in spring 2017. Dr. Jones was pleased with the faculty's willingness to attend Heart Start, to recruit students and other faculty activities.

Dr. Jones invited the faculty out for the first Hot Topic session on Tuesday, September 13, 2016 at 3:00 p.m.

3. Discussion with Dr. Steve Adkison, Provost/Vice President for Academic Affairs

A. Enrollment

Prioritization is about being proactive and not reactive. Universities are enrollment driven which comes down to tuition and state revenues. Universities cannot cut their way into viability or fiscal sustainability. They have to grow their way out of an enrollment crisis. Henderson State is not in a crisis situation. We are trying to move away from the historic pattern of repeating the cycles for how we complete tasks, rather being intentionally proactive.

Our head count is up 39 students. We currently have 3,571 students total, which is up from 3,532 student total enrollment last fall. We are at 748 first time freshmen, down from 770 last fall. We have 266 other freshmen (which could include new freshmen coming in with college credit hours), up from 226 last fall. Sophomore enrollments are up 20 students with 553 total enrollment. Junior enrollments are down to 663 students from 722 students last fall. Senior enrollments were down 786 students from 811 students last fall. Graduate students are at an all-time high with 422 graduate students, which in prior years which would run between 320-380 students.

Administration's biggest concern is Student Semester Credit Hours (SSCH) at 46,449 which is up slightly .07%, a positive considering sweeping changes in Admissions during the summer. Dr. Brandie Benton, the new Associate Provost for Admissions and Enrollment Services, will give an overview to the HSU Board at the next meeting on Thursday about changes in admissions and enrollment services. We now have established targets and our goal is to have 850 new freshmen next fall. Dr. Adkison will forward the Power Point presentation to the Board of Trustees Liaison and Faculty Senate President Alexander.

B. Questions from the Senate

Question: Is it our current practice that the search committee writes the job posting?

Answer: Dr. Adkison said no, it is not our current practice and stated that his expectations would be for the Dean to bring forward the position description and the posting should not be posted until it's been approved by Dr. Ken Taylor, Vice Provost. He stated that we do not have a consistent practice across campus. He said that we will need to look at establishing consistency across search processes and about being more proactive for starting searches earlier.

Follow-up Question: In not approving late searches, when our contracts did not come out until July 15th, does that not force us into conducting a late search?

Answer: Dr. Adkison stated that he would inquire as to why contracts were later this year.

Question: At the fall faculty workshop, you said that the registration policy has changed for all students to be more like student athletes. Where are we on that policy?

Answer: Dr. Adkison stated that the policy will hopefully move toward mandatory registration for all new freshmen and new students. This process would not allow those

students to change their schedule unless they get the change approved by a faculty or professional advisor. Dr. Adkison stated that he tends to resist intrusive advising and that we did see almost a 40% jump in student athlete retention due to requirements of mandatory advising.

Question: With the movement of faculty members moving into administrative positions, are the faculty streams going to remain in faculty lines?

Answer: Dr. Adkison stated yes.

Dr. Adkison closed by reiterating that facilities issues and concerns should be voiced to Drs. Adkison and Powell. He stated that we have not and will not sign the contract with Aramark until they address the needs of the campus.

4. Approval of minutes - Minutes from the May 4, 2016 meeting were approved
5. President's Report can be found as Addendum I
6. Shared Governance Committee Update – The SGC committee will meet on Friday to discuss and forward on to the next step the Academic Integrity Policy.
7. Reports of committees
 - A. Executive Committee – The Executive Committee held a special election to nominate a new representative to the Board of Trustees. A motion was made, seconded, and approved to elect Catherine Leach as the Board representative.
 - B. Academics Committee – The Academics Committee will soon meet to set priorities. The committee will discuss a plagiarism workshop per a Faculty Senate recommendation related to the Academic Integrity Policy and the online testing and will work on a testing center standards policy with Jennifer Holbrook.
 - C. Buildings and Grounds Committee – Report can be found as Addendum II
 - D. Finance Committee – No report
 - E. Operations and Handbook Committee – No report
 - F. Procedures Committee – Ballots for the Faculty Excellence Awards Committee Election will soon become available. Departmental elections will be held soon.

7. Old Business

- A. Faculty Salary Streams addressed in President's Discussion
- B. Summer School Cancellations addressed in President's Discussion
- C. Class Minimums addressed in President's Discussion
- D. Building Temperatures addressed in President's Discussion
- E. Campus Climate Survey addressed in President's Discussion

8. New Business

A. Questions for Dr. Brett Powell's visit (October meeting) included questions about the final budget for the year, the compensation pay plan, the Cost of Living Adjustments, and the delay in fall contracts distribution.

B. Items for Buildings and Grounds Committee – President Alexander has referred to the Buildings and Grounds committee the issues of deferred maintenance, disability access, and cleaning and bathroom upkeep in the academic buildings.

C. Items for Academics Committee – President Alexander has referred to the Academics Committee a request to consider the possibility of awarding (+) and (-) grades for graduate students. Additional referrals to the Academics Committee include the consideration of setting limits on the number of times a student is allowed to re-take a course, the online testing and testing center recommendations for a wired monitored testing facility or the ability to allow students to pay for a proctoring service, and the grade forgiveness policy.

D. Faculty Honors and Research Incentives - A motion to table the Faculty Honors and Research Incentives item was made, seconded, and passed unanimously.

9. A motion to adjourn was made, seconded, and passed unanimously to adjourn. The meeting adjourned at 5:31 p.m.

Respectfully submitted,

TaLisha Givan

Faculty Senate Secretary

Addendum I: Report from the President, September 7, 2016

Report from the President, September 7, 2016

Meeting with President Jones

Dr. Jones will speak with Faculty Senate in the September meeting regarding two working groups he is establishing to consider what we need to do differently and what we need to stop doing in order to achieve the goals laid out in the strategic plan.

The Budget Committee will become a Planning and Budget Committee.

Meeting with Dr. Adkison

Dr. Adkison said that, as of August 31, 2016 (day 7), we are running sixty students ahead of last year, a 1.7% increase. In SSCH, we are 1.0% ahead of last year. The university budgeted for 1.5-2.0% less than last year. The eleventh day (census day) is September 7, by which time most student melt (enrollment attrition) has occurred. The first-time freshman count is holding steady and the "other freshman" count is up considerably over the last two years. Juniors and seniors are down. Graduate enrollments are at an all-time high.

Meeting with Dr. Powell

Administration is paying attention to facilities issues. The issues with the Nursing building and Reynolds are pretty well known and are close to being resolved. Regarding **Nursing**, the original goal was to get the department back into the building September 1. This date was moved to the week of September 6 as it is more important to complete the job correctly rather than rush. On September 6, Entec Environmental Service tested the building for mold. If this test comes back clean, the Nursing Department can begin moving back in on September 7.

Effectively resolving issues **Reynolds** is more complicated and much more costly. Aramark brought engineers onto campus several months ago to perform a needs assessment of the campus. [A copy of this assessment is now available at the library reference desk.] Aramark Engineering Solutions generated an additional report regarding the HVAC issue in Reynolds. ~~This report will be attached to the September meeting minutes and will be available at the library reference desk.~~ *{Update: Both Aramark engineering reports are now available on MyHenderson>Resources (Employee)>Business-Finance Information>Facilities. Print copies are available at the library reference desk.}* The bulk of what was spent on Reynolds was for mold removal, but the work done beyond that was a band aid approach

which covered up the problem without fixing it. The Aramark report outlines what it will take to address Reynolds' condensation issues fully. The university is currently obtaining contractor quotes for the needed repairs.

Work is to begin on **Teachers College Henderson's** roof on Monday, September 6. This repair was recommended by an architect. If an architect has recommended a solution and we have done what was recommended, there should be no additional charge if more work is needed to address building issues.

The university is working on plans for temperature controls. Dr. Powell has informed Schneider Electric that we don't need to change any temperatures yet. Representatives from the first group of buildings to be addressed have been emailed in order to gather information regarding building functions and needs. The hope is to make it easy for departments and programs to schedule work and events outside the norm. Dr. Powell stressed that, while energy savings are important, the use of buildings as intended is more important.

Building and Grounds Report

September, 2016

Committee: Dever Norman (acting chair), Catherine Leach, Laura Storm, Kasten Searles

Accessibility Status:

An attempt appears to have been made at Mooney to cover the ground level entrance grating with a mat. However, the basement level entrance has lost its access button.

All other assessments have not yet been remedied. (Original Assessment available)

Additionally, there are parts of campus which were not addressed, such as dorm access, and Art Annex, which has virtually **impossible** accessibility for many of their rooms (Difficult or dangerous access for even typically-abled individuals. Pictures are available.

Art Annex:

Recently some small progress has been made in the Art Annex, and it is the view of those in the Annex that this is thanks to Aramark's presence. However, it is terribly located in a water plane, and is dilapidated and neglected by the main campus network. Whenever campus-wide actions are taken, such as alert systems, power restoration, trauma kits, and the accessibility assessment mentioned above, this building is consistently left out of the loop.

In frank terms, it is dangerous, unpleasant, difficult to manage, and worsening. Many of the walls are entirely made of paper and exposed fiberglass. Along with room flooding, electrical conduit is frequently flooded, as are now-vacant external kilns. The building is infested with pests and rodents. IR measurements have reportedly found mold in the walls, and mold is visible on the surface of walls. Water permeates the building, and spots on sheetrock are often wet. Newly purchased vent systems (2016) are already pooled with roof leaks. In the ceramics room, air particle filtration is non-existent. Piles of scrap metal are placed in Art's outside areas (these piles are used to sell recyclable metal, but the Art department does not get any of the financial return for the piles). This is a summary.

Condensation/Mold:

Humidity is a HUGE problem because of the resulting condensation. Condensation damages building components, contributes to mold growth, and presents a risk to project equipment. Additionally, legal requirements in laboratories by OSHA could result in our university being fined several thousand dollars per violation for cases of contaminants, improper build and ventilation conditions, possible electrical malfunction, and more. Also, laboratories can be shut down by government safety regulations until they meet requirements, obstructing research for the faculty unfortunate enough to have their research housed there. Condensation and mold growth are a problem in the following areas thus far reported:

Reynolds –

Biology has *several* rooms dripping with condensation from walls, ceiling, inside at least one vent hood, and in at least one case appears to have come through the floor and ruptured the tile base. One lab in particular is surrounded in (unknown) dripping residue, and equipment in that and other labs must be covered by plastic sheeting to keep safe. AC handling units are also producing leaks and/or condensation. In some cases the moisture is developing right over or on electrical boxes (such as the circuit breaker). In addition, biological samples are very sensitive to such an environment.

Chemistry experiences leaks and/or condensation from AC handling units. Mold growth visibly persists in cabinets, despite efforts to remove it by faculty.

Physics has several smaller condensation leaks, some of them interfering with electrical ceiling installations. Mold appears to have spread to this side of the building since the (partial) abatement procedure was done this last summer.

Reynolds was apparently previously analyzed and found to have been vulnerable to mold growth due to entry points of hot and humid air into the ceiling spaces. Primarily, a point of entry has been identified as the elevator shaft on the north side of the building. All mold abatement procedures to date have failed to solve the problem, because the environment is still strong for mold growth.

Art Annex –

Leaks/condensation from ceiling tiles (in unexpected cases damaging student work). Several walls have regularly visible moisture. Humid conditions have already harmed equipment. It is difficult to separate the AC/condensation issue in this building from the horrendous moisture conditions due to ceiling failure, improper storm drainage, and improper external flood control. However, mold is visibly growing on the walls and in the previously mentioned fiberglass.

Evans –

Root problem seems to have improved since mold clean-up. Dehumidifiers are used nightly in each instructional room, and ceiling leaks have not been reported since this last summer. One AC handling unit drain appears to be stopped. Resulting damage from mold/condensation has not been repaired (paint blisters, discoloration, rust, etc.)

Nursing – (to be added)

Temperature Set points – Buildings and their concerns about the contract set points proposed by Schneider Electric –

Reynolds: Some chemicals in storage will be unstable and/or volatile at too high temperature. Specifics can be requested if needed

Ambient temperature for properly controlled experiments must be constant

Alcohol samples in biology cannot be sustained under high humidity conditions

Mold conditions will worsen under improperly temperature controlled conditions

Salt optics necessary for chemical analysis will be destroyed under high humidity conditions

Expensive sample refrigeration units in biology will run excessively in 85° temperature, shortening the life of the units

Research is often done on the weekends and “after hours” by both faculty and students

Lack of control over temperatures and humidity is not conducive to creating a modern research environment with high-precision equipment and vacuum equipment

Art Annex – Art Annex is hardly on the map for this. Temperature set points for these buildings even at the proposed extremes would be an *improvement*. However, the mold conditions and equipment/art would also be influenced by the set points, if it were ever implemented.

RFA – Extreme temperatures will affect students regularly working on weekend projects during arbitrarily designated “off-hours”. Extreme temperatures at any time will be detrimental to artwork both finished and in progress. Low humidity conditions resulting from extreme temperatures may result in damage and/ or expensive retuning of pianos. Other instruments may also suffer from temperature extremes.

Nursing – Mold conditions here will also worsen under improperly temperature controlled conditions

AR Hall – Concern has been noted over theater materials not being climate-controlled

Transparency:

The number of work orders outside of the categories above cannot be easily enumerated. There is no clarity about prioritization of work orders or obstacles for completion, so that requesting parties are left with the perhaps incorrect assumption that the administration and Aramark do not care. As a result, there is an environment of frustration and a loss of morale. As campus constituents, we have no ability to check the status of work orders that have been reported other than to repeatedly call and ask someone for an update. If the update is that contracting is waiting for some reason, then there is no recourse for the requesting party but to remember to call again at an unspecified interval.

The only information we have about job completion is given by email stating that the job was labeled finished, with no details about what specific problems were found or what actions were taken to resolve it.

Additionally, overarching problems cannot be easily analyzed by the administration because of the amount of information obscured by insufficient organizational procedure. These problems make the current system inefficient for faculty, staff, contractors, and administration.

It is suggested that a central hub of information be accessible by faculty and staff so that each work order can show clearly its priority rank, its status, and – if delayed – the reason for the delay. If feasible, a website system may be such a solution.

Work Accountability:

It is not clear who is responsible for the consequences of any incorrect, insufficient, or incomplete work performed by subcontractors (e.g., Roof of Garrison). It is suggested by the B&G committee that a formal accountability plan be set in place for each contract, campus or outsourced, so that the expectations for the job are understood and an action plan is prepared in the event that the expectations are not met. *There should be no contract made or action taken unless accountability for the result can be preemptively identified.*

Although this committee has not taken a poll, it has found that the consensus among many people here at HSU to whom we have spoken is that our university would benefit from focusing on a careful expenditure rather than a more affordable expenditure in this regard. In this way, it is proposed we may prevent ourselves from spending more in the long run.



HENDERSON
STATE UNIVERSITY

Fall 2016 Census Report

Tuesday, September 06, 2016

Prepared by:

Ginger Otwell Institutional Research Office

CENSUS REPORT

ALL CURRENTLY ENROLLED
UNDERGRADUATE AND GRADUATE
STUDENTS -

Henderson State University
Analysis of Enrollment Data: Fall 2016

As of September 6, 2016 Census

Data

By Classification	Fall 2016	Fall 2015	Fall 2014	Fall 2013	Fall 2012	Top Ten Undergraduate Degrees	Fall 2016	Fall 2015	Fall 2014	Fall 2013	Fall 2012
First Time Freshman	748	770	775	705	781	Business Administration	295	258	291	271	270
Other Freshman	266	226	242	270	322	Biology	228	204	241	239	244
								158	71		

Senior	786	811	825	831	830		
Graduate	422	380	359	319	338		
Pre-Baccalaureate	42	38	41	49	47	46	22
Post-Baccalaureate		19	51	56	31	27	19
Graduate - Eds			14	14			
High School Student	14	3	2	0	2		
TOTAL	3571	3532	3634	3583	3773		

By Ethnicity	Fall 2016	Fall 2015	Fall 2014	Fall 2013	Fall 2012		
Caucasian	2381	2348	2414	2399	2616		
African American	827	827	849	822	851		
Other	10	9	3	2	9		
American Indian	15	16	7	8	17		
Asian American	26	29	23	21	26		
Hispanic American	146	136	147	121	85		
Hawaiian	2	0	0	0	114	124	153
2 or More Races	171	134					
International	50	43	38	39	35		
TOTAL	3571	3532	3634	3583	3773		

By Transfer Inst.	Fall 2016	Fall 2015	Fall 2014	Fall 2013	Fall 2012		
Arkansas 4-year	56	57	50	62	68		
Arkansas 2-year	137	156	212	169	222		
Out-of-state 4-year	17	28	40	32	41		
Out-of-state 2-year	21	23	23	34	21		
TOTAL	231	264	325	297	352		

By Gender	Fall 2016	Fall 2015	Fall 2014	Fall 2013	Fall 2012		
Male	1469	1464	1570	1532	1629		
Female	2102	2068	2064	2051	2144		
TOTAL	3571	3532	3634	3583	3773		

Student Type	Fall 2016	Fall 2015	Fall 2014	Fall 2013	Fall 2012		
High School							
Undergraduate							
Graduate							

Recreation	143	109	95	112	102	116	48	48	32	43
Psychology (BS)	111	104	110	108	102					102
Accounting	108	161	156	158	158	99	112			
Psychology (BA)	117	116	104	93	118	136				
Aviation	159	196								
PE, Wellness & Leisure										

Top Five Graduate Degrees	Fall 2016	Fall 2015	Fall 2014	Fall 2013	Fall 2012					
Clinical Mental Hlth Couns	66	87	80	83	85	55	49			
Ed Leadership (MSE)	47	34	23	50	51	46				
Sport Administration	42	40	44	24	20	28				
Education (MAT)	37	39	46	43	36	52				
Business Administration										

Top Ten Counties (All Students)	Fall 2016	Fall 2015	Fall 2014	Fall 2013	Fall 2012					
Garland	517	525	577	507	519	444	467			
Clark			483	483	523					
Hot Spring	282	287	294	309	326					
Saline	274	260	256	245	279					
Pulaski	241	257	275	315	291	93	92	96	107	105
Pike	73	69	77	81	84	93	99	84	83	71
Ouachita	62	58	66							
Grant	75	71	62	63	67	64				
Hempstead										
Bowie, TX										

SSCH by Classification	Fall 2016	Fall 2015	Fall 2014	Fall 2013	Fall 2012					
High School	104	19	15	0	10	43	477	436	33	456
Undergraduate	15	0	10	43	477	436	33	456	15	458
Graduate	473	26	28	68	247	231	5	230	9	251
TOTAL	46449	46124	47945	47798	49847					

By Residency Code	Fall 2016	Fall 2015	Fall 2014	Fall 2013	Fall 2012					
In-State Undergraduate	466	403	362	350	379					
Out-of-State Undergraduate	33	26	35	34	29					
In-State Graduate	410	438								

CENSUS REPORT

FIRST-TIME ENTERING FRESHMAN STUDENTS

Henderson State University Analysis of Enrollment Data: Fall 2016 First-time Freshman Breakdown

As of September 6, 2016 Census

By Ethnicity	Fall 2016	Fall 2015	Fall 2014	Fall 2013	Fall 2012	Top 10 Degrees	Fall 2016	Fall 2015	Fall 2014	Fall 2013	Fall 2012
Caucasian	476	459	464	415	493	Health Science (AS)	91	African American	210	228	
	239	216	240	Biology	86				71	92	74
									48	63	42
Other		1	4	1	0	2	Business Admin	54	28		
									50	14	22
American Indian		7	9	0	0	4	Elementary Education	34	34	27	25
									24	29	12
Asian American	3	6	4	2	4	Chemistry	30	Hispanic American	26	26	25
									19	9	Aviation
									26	26	25
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61%

CENSUS REPORT

FIRST-TIME ENTERING TRANSFER STUDENTS

Henderson State University
Analysis of Enrollment Data: Fall 2016
Transfer Student Breakdown

As of September 6, 2016

Census Data

College Name	Fall 2016	Fall 2015	Fall 2014	Fall 2013	Fall 2012
Arkansas Baptist College	0	4	3	1	1
Arkansas Northeastern College	1	1	0	1	1
Arkansas State University	2	4	1	9	4
Arkansas Tech University	10	8	7	6	13
ASU Beebe	2	3	3	4	4
ASU Mid-South	1	1	0	0	2
ASU Mountain Home	0	1	1	0	1
ASU Newport	0	1	0	0	0
Black River Technical College	2	1	0	0	1
Central Baptist College	2	1	0	0	1
College of the Ouachitas	24	20	28	22	30
Cossatot Com. College of UA	15	9	17	8	17
East Arkansas Community College	0	1	0	1	1
Harding University	2	0	0	0	2
Hendrix College	1	1	0	0	0
John Brown University	0	1	0	0	0
Lyon College	0	0	0	3	0
National Park College	50	69	118	80	102
North Arkansas College	0	1	0	0	0
Northwest Arkansas Community College	2	2	0	3	1
Ouachita Baptist University	6	6	6	4	7
Ozarka Technical College	0	0	0	0	1
Philander Smith College	0	0	0	1	1
Phillips Community College of UA	2	0	0	1	2
Pulaski Technical College	13	15	19	18	12

Rich Mountain Community college	3	3	3	2	7
South Arkansas Community College	0	3	0	1	1
Southeast Arkansas College	4	1	1	2	4
Southern Arkansas University	7	3	9	5	9
Southern Arkansas University Tech	4	5	4	7	11
UACC Batesville	0	1	1	0	1
UACC Hope	7	12	14	12	15
UACC Morrilton	2	4	2	1	3
University of Arkansas	5	1	3	12	5
University of Arkansas @ Fort Smith	0	2	1	0	1
University of Arkansas @ Little Rock	5	5	8	10	13
University of Arkansas @ Monticello	2	2	2	1	2
University of Arkansas @ Pine Bluff	1	1	3	3	0
University of Central Arkansas	10	17	5	7	6
University of the Ozarks	1	1	0	0	0
Williams Baptist	2	0	2	0	2
Texarkana College	5	2	1	6	6
4-Year Out of State	17	28	40	32	41
2-Year Out of State	21	23	23	34	21
<i>Total Transfer Students</i>	231	264	325	297	352

Henderson State University

Analysis of Enrollment Data: Fall 2016

Transfer Student Breakdown

As of September 6, 2016

Census Data

	Fall 2016	Fall 2015	Fall 2014	Fall 2013	Fall 2012
By Ethnicity					
Caucasian	163	193	219	200	237
African American	38	55	65	63	70
Other	1	1	2	1	0
American Indian	0	0	1	1	3
Asian American	2	1	3	5	0
Hispanic American	19	8	16	11	20
Hawaiian	2	0	0	0	0
2 or More Races	5	5	14	13	21
International	1	1	5	3	1
TOTAL	231	264	325	297	352
By Gender					
Male	89	111	140	121	149
Female	142	153	185	176	203
TOTAL	231	264	325	297	352
By Hours					
Fulltime	211	226	274	244	303
Parttime	20	38	51	53	49
TOTAL	231	264	325	297	352
SSCH					
	3195	3585	4312	3958	4729
Top 10 Degrees					
Elementary Education	32				
Biology	23	11	16	21	23
Business Administration	16	17	30	32	30
Accounting	13	13	11	16	11
Psychology (BA)	10	13	17	16	26
Psychology (BS)	10	1	0	1	1
Recreation	10	15	11	5	8
Aviation	9	9	13	11	8
Health Science (AS)	9				
Human Services	8	9	7	4	14

Computer Science	6	6	7	2	7
Family & Consumer Sciences	6	1	9	5	10
Health & Human Performance	6				
PE/Wellness/Leisure	6	6	10	12	25
By Residency Code	Fall 2016	Fall 2015	Fall 2014	Fall 2013	Fall 2012
In-State	207	229	271	250	305
Out-of-State	24	35	54	47	47

Enrollment Planning

Office of
Enrollment
Services &
Admissions

Dr. Brandie
Benton

Associate Provost
Board of Trustees -
September 8, 2016





Meet the Admissions Team

Jennifer Wright

**Associate Director of
Admissions & Recruitment**

Ashlee Dixon

**Coordinator of Recruiting
Travel & Outreach**

Heath Sims

**University Guest Services
Coordinator**

Meet the Admissions Team



Meet the Admissions Team

Mallory Turner
Admissions Process &

Brittany Hubbard
Administrative Assistant III

Amy Sutton
Admissions
Counselor

Meet the Admissions Team



Meet the Admissions Team

Operations Coordinator

Application Processor

Northwest Arkansas

Meet the Admissions Team

Addison Hausler
Admissions Counselor

Patrick Shepard
Admissions Counselor

Meet the Admissions Team



Southwest Corner & Out-of-State

Meet the Admissions Team

Central Arkansas

Meet the Admissions Team

Olivia Green
Admissions Counselor

Amanda Rushing
Admissions Counselor

Meet the Admissions Team

Southwest Arkansas

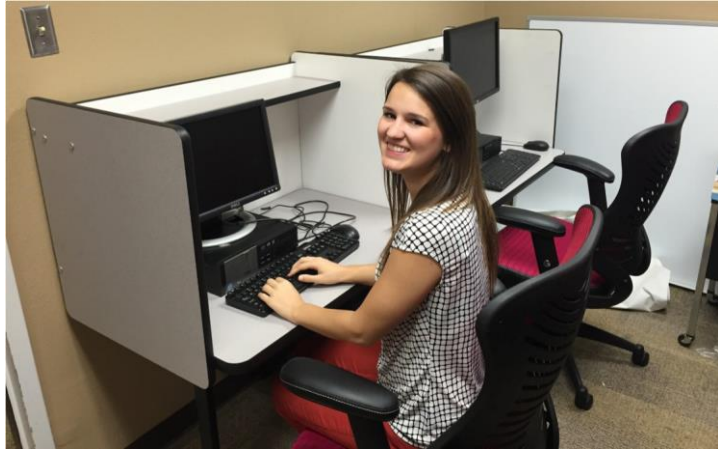


North East & North Central Arkansas



Ambassador Contact Center

- Initial phone contact with prospective students via CRM
- Follow up communication with applicants
- Assist with all conversion activities
- Support Admissions Counselors in all communication efforts



- 1st Floor Womack
- 5 work stations
- Employs 6 PT students (UG/G)
- Opens Monday, September 12th

Admissions Team Training

- Orientation Week
 - Office procedures
 - Technology training (Google & Poise)
 - EMAS Pro training (on-going)
- College Briefings
 - School of Business
 - Teachers College
 - Ellis College (3)

- National Small College Enrollment Conference



- ArkACRAO Bootcamp
- ArkACRAO Fall Conference

Recruitment Regions & Assignments

Recruitment Assignments & Goals



Goals consider the following data:

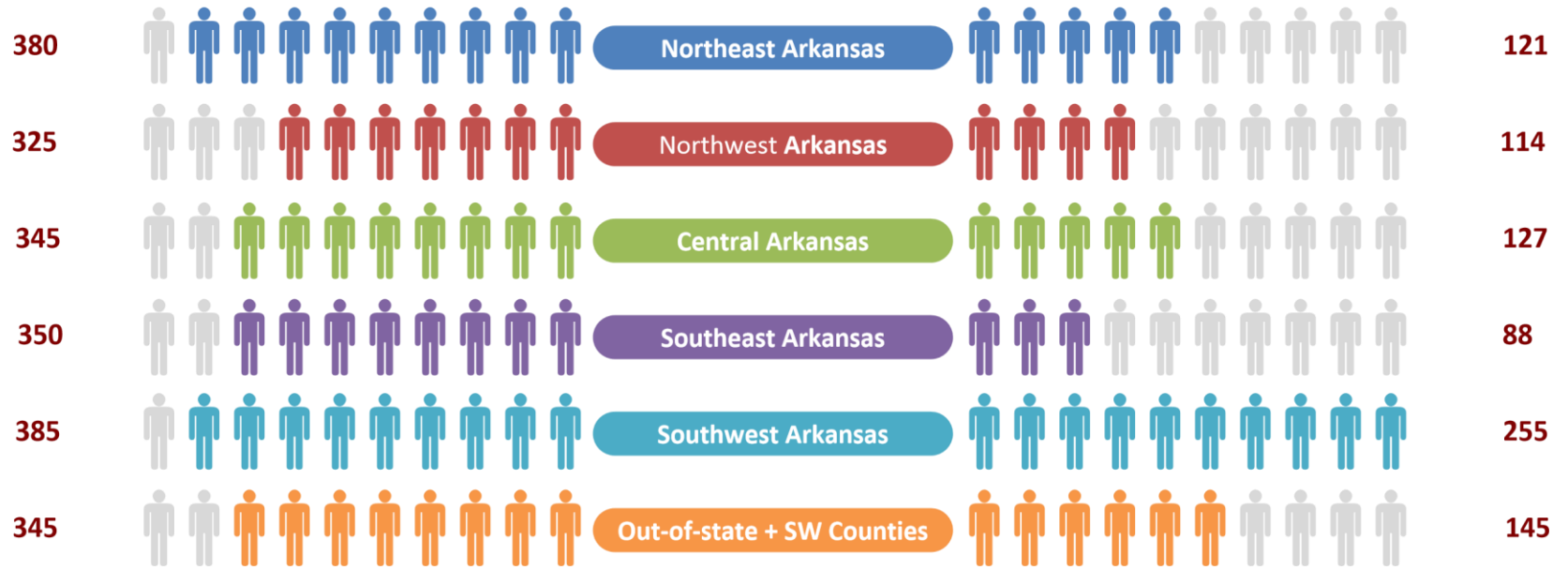
- **NW Arkansas = Amy**
- **NE Arkansas = Amanda**
- **Central Arkansas = Patrick**
- **SW Arkansas = Olivia**
- **SE Arkansas = Ashlee**
- **Out-of-state + SW = Addison**
- **Transfers + Graduates = Jennifer**

- 3-year enrollment trends
- Current market share of the feeder counties
- High school graduation rates by county
- No reliable inquiry data is currently available; inquiry data will be collected and tracked carefully during the coming year by territory, via the CRM.

New Freshman Recruitment Goals Fall 2017

Admitted

Enrolled



Total New Freshmen Enrollment = 850

NE Arkansas Freshmen





NW Arkansas Freshmen





Central Arkansas Freshmen





SE Arkansas Freshmen





SW Arkansas Freshmen





Out-of-State + SW Arkansas Freshmen

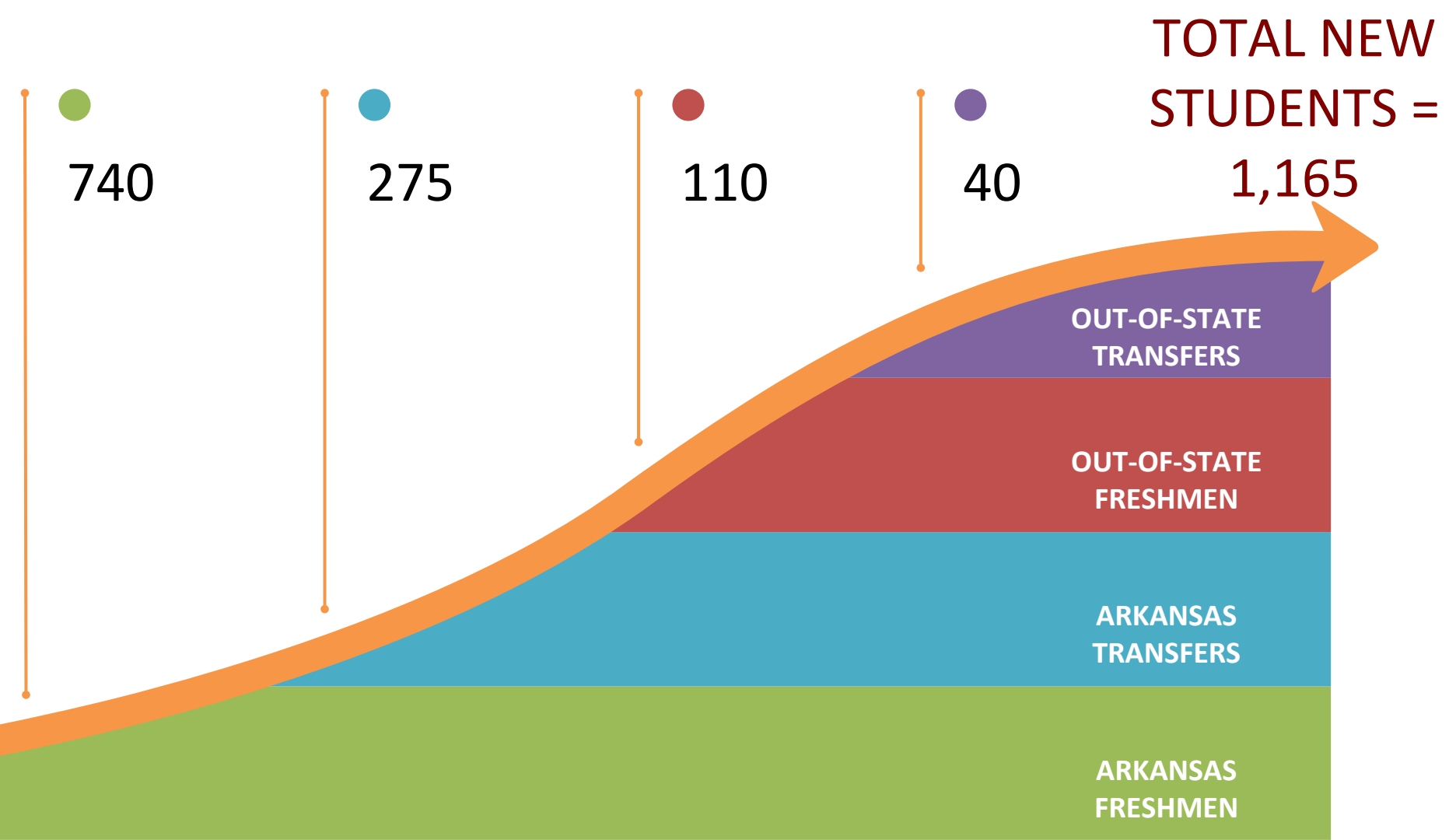




New Transfer Recruitment Goals



Fall 2017



CRM Implementation: EMAS Pro



EMAS™
Recruitment^{PRO}

EMAS™
Mobile Companion™

<http://www.emaspro.com/>

EMAS™
Recruitment^{PRO}™

EMAS™
Mobile Companion™

All Admissions Counselors have been trained to use both products.

- Captures all online inquiries & applications
- Uses data to precisely target and engage prospects with automatically triggered emails, hard mail, phone calls, and postcards
 - ◆ HSU Selling Points
 - ◆ Academic Selling Points
 - ◆ Student Life Selling Points ◆
 - Testimonials
 - ◆ Scholarship Opportunities
 - ◆ Academic Program Emails from Deans
 - ◆ Auto-responses to prospect actions
 - ◆ ***Scripted contact center communications***
- Prompts prospects to take action

- Monitors student status at each stage in the funnel → Data, data, data!
- Brand new product
- Allows users to securely access, add to, and interact with student data that exists in Recruitment Pro.
- Accessible on any Internet-enabled device
- Add new contacts in real time to immediately begin communication process

EMAS Progress Report

- SEM Works (Jim Black) + EMAS Team + HSU Tech *System configuration & data bridge*
- SEM Works
 - ◆ *Online inquiry form (live)*
 - ◆ *Online application (scheduled to go live next week)*
 - ◆ *100 unique communications (16 complete)*
- ACT Student Search - *1st round today*

Questions?

