



February 20, 2023

Dear Members of the Campus Community,

Last month, [we reported progress](#) on the Fiscal Management and Responsibility component of [Henderson's Strategic Resource Allocation Model](#). We remain cautiously optimistic about our finances even as we continue to carefully monitor expenses and explore options to diversify revenue and address long-term debt. Our next steps are to begin work to build out the model related to the Administrative Efficiencies and Net Institutional Performance components of our strategic framework.

You have helped us work toward the integration of Banner to support these efforts and every day we are closer to having access to a new set of tools to assist us. The work that you have done and the technical support we have received from Ferrilli has helped us build a better Henderson.

As we move to improve our overall performance, we now want to focus on the responsibilities we provide directly to students as a part of their Reddie experience. All these critical functions help drive enrollment, net revenue, and the resources required to transform the way we support students. Put simply, our success is driven by how many students we enroll, how they persist in completing their degree, and how the outcomes of their degrees equip them to be competitive as they consider what is next for them and their journey.

Student success is the heart of our mission. We must have an all-in focus on providing access and opportunity for students to enroll, stay in school, and graduate. On Friday, March 3, a cross-functional team of students, faculty, and staff will begin a process to map the Henderson student experience. We have four objectives for this work:

- Identify the core values that define the Henderson experience.
- Map the functionalities and overall workflow/process needed to support the student experience.
- Align staffing and resources to support the student experience and improve completion outcomes.
- Develop and utilize new data visualization tools, in cooperation with the Education Advisory Board, and technical assistance and coaching, in partnership with Complete College America, to better engage and meet the needs of every student and allocate our resources aligned to the academic portfolio.

Henderson is a place that people love to its core. The students who come here from our service area know they need a degree to reach their goals. This is a relationship-driven campus, and this process will draw from the collective experience of our students, faculty, and staff to refocus our daily work.

This process is not a massive restructure. It is taking what we do every day as a community and focusing our efforts on student enrollment, college completion, and learning outcomes. We will map the Henderson student experience and realign tools and talent to best serve our students. If we don't change the way we work, we won't change our outcomes. We will become a stronger university as we align to our strategic objectives and will continue to provide updates as this work continues.

Joining you in service,

Chuck Ambrose