

Faculty Senate Special Meeting Minutes
Wednesday, November 18, 2015

Senators Present: Ajay Aggarwal, Lea Ann Alexander, Clint Atchley, Kristen Benjamin, Alan Blaylock, Victor Claar, Shannon Clardy, Debra Coventry, James Duke, Megan Hickerson, Dana Horn, Franc Hudspeth, Michael Taylor (for Jana Jones), Travis Langley, Holly Morado, Ingo Schranz, Brett Serviss, Joyce Shepherd, Suzanne Tartamella, Maggie Tudor, Charlotte White-Wright, Meredith Wright

Senators Absent: Steven Becraft, Vincent Dunlap, Emily Gerhold, Matthew Gross, Patricia Loy, Richard Miller, Peggy Woodall

Others Present: Brandie Benton, Don Benton, Todd Cranson, Michael Lloyd, Vernon Miles, Shaun Popp, Drew Smith, John Thomasson, Renn Tumilson

1. Call to Order: President Brett Serviss at 3:15pm
2. Discussion with Provost/VPAA, Dr. Steve Adkison regarding enrollment management

Dr. Adkison reported the findings of the Strategic Enrollment Management review performed by Dr. Jim Black of SEMWorks. Dr. Black was on campus for two days to assess our enrollment management by observing our systems, interviewing individuals, and gathering information from deans, associate deans, and faculty. A SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis was performed. Strategic opportunities were identified.

- a. Our strategic plan identifies a goal of 5000 students enrolled by 2024. This would require a 4% annual growth. Statistics show that only two 4-yr institutions in Arkansas had this growth between Fall 2010 and Fall 2013. Currently, we have about 3400 undergraduate students. We have many opportunities to improve our growth and retention.
- b. A senator asked where international student recruitment falls in our future plans. Dr. Adkison explained that international students are important because of their diversity in culture, experience, and tradition. In addition, international student programs can be an important source of revenue.
- c. In order to reach our enrollment goals, we must ensure that our programs are fresh and relevant, with curriculum that evolves with the field. We must incorporate flexible learning options including scheduling and leveraging technology.

Dr. Adkison gave an example of leveraging technology. When it looked as though Louisiana could potentially lose higher education funding, our marketing department used Google Analytics and created tailored landing pages for Louisiana students. This could be used within Arkansas as well for students from specific counties.

In addition, Henderson placed a charging station in the library of Arkadelphia High School for a total cost of approximately \$400. The station includes video and information about Henderson.

- d. Dr. Adkison shared that only about 35% of admitted students enroll at Henderson. All applications and admission processing happen by hand. We are currently in the process of looking for a more modern system.
- e. We have an aspirational goal of 75% retention from first year to second year persistence. The mean retention rate from traditional college admissions is 70.5%. In addition, we would like to double our six-year graduation rate. Ours is currently 31%. We have as much loss of students between the second and third year as we have between the first and second year. When looking at where these students go, we find that many community college transfer students return to community colleges. Financial aid does not appear to be a prominent reason for loss of these students. A large percentage of our students are first-generation college students. These students often have parents who would like to support them, but are unsure how.

In looking at our retention rates, a senator asked if students in preprofessional programs who are intending to transfer are considered in this equation. Dr. Adkison said that yes, these students are a factor. In programs such as nursing, around 150 students are not admitted into the program each year and many transfer. In order to address this, students will no longer be under the Pre-Nursing code, but instead under the Pre-Nursing/Associate of Health Sciences code so that after completing their first two years of study, students will have an Associates degree, even if they are not accepted into the nursing program.

A senator asked how much dissatisfaction with life in Arkadelphia played into recruitment and retention and what Henderson can do about it. Dr. Adkison stated that this is a very difficult question to answer. Some students may actually attend Henderson because they aren't interested in big campus life. He expressed a need to work with the city and with OBU to develop more for students to do on the weekends.

- f. Dr. Adkison mentioned strengths including specific recruiter goals, proactive leadership, and academic leaders considering new programs. However, we have not hit enrollment targets for the past four years. In the past, we have not had a

senior enrollment management leader accountable for this. Previously, we have had four or five directors, each responsible for different pieces.

- g. Dr. Adkison mentioned specific areas with room for improvement including our graduation rate of 9% for black male students and that our “academic program array lacks alignment with market demand” (which, in some areas, could be as simple as renaming programs and courses to reflect current topics in the field). Dr. Adkison mentioned the Innovative Media Program as an excellent example of a program that incorporates interdisciplinary skills and prepares students for relevant career fields. In addition, he mentioned the Engineering Physics degree as a new major that cultivates students for careers. Dr. Adkison acknowledged that need for resources to implement new programs and ideas.
- h. A senator asked how our enrollment management issues could possibly be addressed by reshuffling existing personnel. Dr. Adkison responded that personnel are not simply being shuffled; their roles are being redefined for a more cohesive experience. Dr. Miles voiced his support saying, “It is not impossible. We just have to change the mindset from enrollment and admissions to enrollment management.” Dr. Adkison also mentioned that faculty and staff quality of life and compensation are reliant on strong enrollment management.
- i. Marketing and Communication has an institutional image/perception study underway with the company mStoner. They are examining the Henderson experience, as well as the individual program experiences and how to best market these.
- j. We currently do not have a Customer Relations Management System (CRM) to track prospects, tailor communications to potential students, send out program specific communications, populate student records, capture applications, and follow up on incomplete applications. This will be considered in choosing a new Enterprise Resource Planning Software (ERP).
- k. Departmental website management was discussed. Many programs need to enhance their pages; however, faculty feel discouraged due to the cumbersome process.
- l. Dr. Adkison mentioned that Teachers College currently carries the university in terms of consistent and regular high school relations with principals and superintendents, and that we need to build more robust relationships as a central part of our enrollment management strategies.
- m. In discussing admission of transfer students, some key areas of concern were identified.

- i. Transfer students do not receive information about the courses that will actually transfer until after they are enrolled at Henderson. This information needs to be available up front.
 - ii. The Arkansas Course Transfer database lays out the common transfer equivalents for most public institutions. Many universities have aligned their General Education Core to the 36 hours listed in this database. We have nine additional Liberal Arts Core hours required for transfer students, and these additional hours are hurting us with potential transfer students since they can go to other universities without having to take an additional semester of gen ed credits.
 - iii. We have very few transfer scholarships available. Scholarship money can be reallocated to allow for a greater number of transfer scholarships.
- n. In discussing admissions in general, the following topics were discussed.
 - i. ACT scores are not a robust way to evaluate admissions and should not be used as a sole admissions criterion. Multiple studies from our Office of Research illustrate that ACT scores show little if any correlation to student success.
 - ii. Non-cognitive variables, such as “grit”, should be used in admissions considerations as well. Much discussion followed regarding emphasis on characteristics other than ACT scores to evaluate student readiness.
 - iii. We will have an admissions scale that will include high school GPA, as well as ACT scores; this scale is being developed now and will begin moving through the review and approval process for the Fall 2017 recruiting cycle. In conjunction with this new admissions scale, Dr. Adkison announced the new Badger College and Career Reddie Scholarship. Students with an advanced diploma from Arkadelphia High School with a 3.3 GPA or higher will be eligible to attend Henderson with this scholarship.
 - iv. Professional advising was discussed. Departments can decide how to best use the professional advisers for their areas. Advisers will not replace faculty advising, but supplement and support it.
- o. A senator mentioned that the new student code of conduct seems to more easily permanently expel students for minor violations. Dr. Adkison assured senators that this is noted and is being discussed; the specific focus of the new student conduct code focuses most specifically on drugs, sexual assault, and other personal violence.

- p. Dr. Adkison mentioned that the new CRM deployment will assist with many of our current problems and allow us to move forward. The system will be personalized, automated, and aimed at students, so that students no longer have such difficulty in getting the information they need. Many senators shared stories of the difficulties their own children had in contacting admissions, applying, and getting scheduled for Reddie for Henderson Day. Dr. Adkison noted that prospective students who do not hear back from a university within 36 hours quickly lose interest in that university.
 - q. A senator asked how faculty can acquire recruiting information to distribute when they visit classrooms and work with students. Dr. Adkison stated that there is currently not an organized approach to this, although some materials are available. Materials are currently being discussed and developed to address these needs.
 - r. In summary, Dr. Adkison stated that a very useful first step is a CRM system and a person to be an enrollment manager. He stated that the university will hire an enrollment manager. Jim Black will assist with the process of training and ensuring that resources are in place. It will take about 18 months to have the ERP in place.
 - s. A senator asked what our task, as faculty, will be in leaving the meeting. Dr. Adkison asks that faculty proactively evaluate their programs and roles in enrollment management. We should consider how to package what we offer in a way to articulate to students what they should do, why they should do it, and how it will benefit them.
3. The full PowerPoint presentation made by Dr. Adkison will be available on MyHenderson.
 4. The meeting adjourned at 5:26pm

Respectfully Submitted,
Shannon Clardy
Faculty Senate Secretary