

Faculty Senate Special Session minutes

March 9, 2016

Senators Present: Lea Ann Alexander, David Bateman, Emilie Beltzer, Kristen Benjamin, Don Benton (for Pat Weaver), Alan Blaylock, Victor Claar, Debra Coventry, Talisha Givan, Megan Hickerson, Troy Hogue (for Richard Miller), Patti Miley (for Dana Horn), Franc Hudspeth, Jana Jones, Lisa Massey, Dever Norman, Ingo Schranz, Laura Storm, Michael Taylor, Maggie Tudor, Charlotte Wright, Meredith Wright

Senators Absent: Shannon Clardy, Vincent Dunlap, Greg Gibson, Ingo Schranz, Kasten Searles, Joyce Shepherd, Ladda Thiamwong

Guests Present: Ashlee Dixon, Carolyn Eoff, Chad Fielding, Lynn Glover-Stanley, Wanda Harris, Pam Ligon, Holly Morado, Mark Mosser, Kevin Riley, January Schultz, Brett Serviss, Heath Sims, Moe Skinner, Matthew Sutherlin, Kathy Taylor, Tiffany Turner, Carmin Wills, Emily Wuichet

1. Call to order by President Lea Ann Alexander at 3:18 p.m.
2. Discussion with Provost/VPAA, Dr. Steve Adkison regarding Implementation of Enrollment Management strategies

A. Dr. Adkison expressed his appreciation of senate's language read into minutes to express appreciation and sensitivity to staff positions and communication to various offices related to enrollment services.

B. Dr. Adkison stated that Dr. Jim Black of SEMWorks stated that HSU has many pieces for effective enrollment management strategies, but lacks coordination and inclusion of key elements. Enrollment management is defined in three pieces.

The first component includes recruiting, admissions, and matriculation onto campus for new students (i.e. high school graduates, first-time freshmen, transfer students, etc.).

The second component references student retention as it relates to academic advising (faculty and professional advising), student services support, and academic support (i.e. math tutoring, writing tutoring, supplemental instruction, etc.).

The third component refers to the graduation process. Dr. Adkison stated that all three components have operations -- processes and business processes -- attached to our POISE system, which does not allow progress in enrollment management strategies.

C. Dr. Adkison summarized previous Credo recommendations. Dr. Adkison stated that after admissions, financial aid, and supplemental instruction were re-organized under academic affairs, he asked Dr. Jim Black to conduct a functional review of admissions and recruiting which resulted in recommendations given in a previous faculty senate meeting. The strategic plan addresses the importance of stable enrollment revenues to have the resources necessary to accomplish Priority One: Student Success. Dr. Adkison stated that progress on strategic priorities will be fleeting if the University does not address faculty and staff salaries which are bounded by stable enrollments. If the University is able to stabilize enrollment according to our strategic plan, we will have the resources needed to accomplish our strategic goals. He stated that despite our enrollment, the University is able to complete year one of the faculty compensation

plan. The adjustments made in advising structures (both professional and academic advising) and transfer articulations in the registrar's office allowed the University to fund the second step of the year one compensation plan.

D. One of the primary recommendations of Dr. Jim Black was to hire a senior enrollment manager at the executive level shaped at the front end component of enrollment management. The position is being created as the Associate Provost of Enrollment Services and Admissions which will be paired with the Associate Provost of Student Records, Retention, and Student Services. Both positions will be built from existing positions. The Associate Provost of Enrollment Services and Admissions will be built on the current Director of Admissions position and the Associate Provost of Student Records, Retention, and Student Services will be built on our current Registrar's position. The goal is to get faculty actively engaged in shaping and marketing the programs to prospective students and actively engaged in recruiting students. The goal is to develop a current faculty member. The senior enrollment manager will need to collaborate with local superintendents and high school principals, community college chief academic officers, and other external constituents to stay on track with our strategic plan.

E. A key piece will be the CRM client relationship management system (considered a recruiting management system) which serves as a front component to our central information system. The POISE replacement has yet to be named. The goal is to use 21st century tools to identify, contact, and communicate with prospective students. The current online application system requires information to be entered manually. Within the next two months, Provost Adkison will begin preparing for the SEMWorks consultants who will help implement the new CRM system. The consultant will work with HSU to reshape our admissions business processes and communications plan for students according to student's personal interests. The CRM will then remain in contact with the student and will track student information.

F. The timeline for the new position is set to begin within 2-3 weeks to allow the CRM consultant and the person the ability to engage in the CRM implementation process. Our current enrollment and admissions processes will remain intact with the expressed purpose of implementing the system in place for the 2017 enrollment cycle which starts in August.

G. As for current staffing levels, the new position has to be different than before. Dr. Adkison stated that Ms. Vikita Hardwick's contribution over the past 22 years has been remarkable, passionate, and committed and remains a very high value to the institution, the students, and to the larger community.

H. Funding for the position will be incremental and additional funding will have to be added to funding currently in place with allocation coming from existing resources. The funding will not strip faculty positions.

I. Dr. Adkison stated that the preference is for the position to be staffed from someone with an HSU faculty background for building on-campus and off-campus relationships. The position will need someone who understands on-campus academic, staff, and student relationships,

someone who understands the academic enterprise, and someone important to academic leadership positions. The Provost is looking for someone with an academic and faculty background since the goal is to maximize learning either by direct instruction, scholarly activity, and/or scholarly research.

3. Dr. Adkison addressed and answered questions summarized below.

A. Future positions will follow a qualifications based process. The position description for Associate Provost of Enrollment Management and Admissions was developed from HSU specific needs and challenges in consultation with Dr. Jim Black and the President. Dr. Angela Boswell will chair the search committee complete with screening interviews and campus interviews.

B. The CRM and the Associate Provost of Enrollment Management and Admissions have to be set in motion. As HSU needs enrollment targets as specific numbers and because we don't have a coherent enrollment management plan, the consultant will start to develop the enrollment plan according to the CRM plan which is located on MyHenderson. The consultant, once identified, will help us implement the beginning stages of the process. Hopefully, the new position will begin June 1 or July 1 to allow the consultant and manager to start the process. Financing for the CRM has already been set aside by Mr. Bobby Jones. All admissions staff, department chairs, and marketing and communications departments will have access to the CRM.

C. HSU has only five professional recruiters who share collective responsibility. Dr. Adkison and Mrs. Vikita Hardwick will communicate with staff about upcoming changes, but he doesn't anticipate fewer staff numbers than what we already have in place. The CRM will allow our staff members to have the tools necessary to successfully complete the responsibilities of the job and still have the ability to build relationships. He also stated that one of our goals is to stabilize our enrollment since enrollment drives our revenues and funds out strategic priorities.

D. Dr. Adkison stated that the funding for the two Associate Provost positions will be based on top of current positions and that funding for the CRM has already been set aside by Mr. Bobby Jones.

4. Dr. Adkison's reminded us in his closing statement that we must leverage our greatest strength, which is our people, our faculty and staff.

5. Adjournment

A motion to adjourn was made, seconded, and passed unanimously. The meeting adjourned at 4:48 p.m.

Respectfully submitted,

TaLisha Givan
Faculty Senate Secretary