





## Future of Henderson



Henderson State University is redefining the future of institutional performance based on net cost of instructional delivery and student success metrics—access, opportunity, completion, and learning outcomes aligned to 21st century workforce needs.

Henderson faces three structural deficits as we reimagine college to work for all students:

1. **Fiscal Deficit**—defined by our overall cash position and the significant shortfalls in annual operating revenues compared to our operating expenses
2. **Student Success Deficit**—defined by our low overall persistence and completion rates that have had a direct impact on our net tuition revenue, overall student accounts receivable, and available cash balances
3. **Instructional Allocation Deficit**—defined specifically by the overall levels of our instructional spend compared to the revenue generated and attributed to academic programs

These deficits led to the Arkansas State University System Board of Trustees certifying Henderson's recommendation of financial exigency on March 28, 2022.



## Reimagining Henderson



- Henderson State University is thinking boldly and strategically about how we deliver our academic portfolio with financial sustainability and performance defined as student success outcomes. This requires a careful reimagining of our academic degree programs as we chart the future.
- Given Henderson's structural deficits, we cannot grow our way out of this challenge without implementing significant academic restructuring through the financial exigency process. As margins between net tuition and instructional costs widen, our only choice is to re-engineer ourselves to offer the academic degree programs that best fit student and community workforce needs.
- We must take a transformative approach to instructional delivery that responsibly stewards our financial resources, leads us toward financial recovery, and better serves the needs of our students and communities. The next steps to realize this vision will be difficult but necessary, and we must continue our progress toward financial recovery as we reimagine Henderson as a college that works for all students.
- Reimagining Henderson will allow us to prioritize and realign resource allocation around academic meta-majors to improve overall cash position and restore financial stability.
- Reimagining Henderson will allow us to redefine the value proposition for public higher education in Arkansas in terms of student success—access, opportunity, affordability, completion, and alignment of degrees to workforce needs.



## Financial Exigency

- The financial exigency process has pushed us to think holistically about organizational size and shape, to align our academic portfolio to available resources and workforce needs, and to creatively re-engineer ourselves to be a student-ready college.
- As part of the financial exigency process, Henderson's leadership team established an initial financial target of \$5 million for the Financial Exigency Committee's recommendations for academic restructuring, which represents one component of the university's larger financial restructuring need.
- The \$5 million target is comprised of salaries and does not account for fringe benefits or academic overhead costs such as supplies and services. The target does account for the resources required for instruction throughout the next year of transition to a new instructional meta-major model.
- Non-instructional units have been reduced through position management by \$1.5 million. Administrative position restructuring has saved an additional \$300,000.
- Per the Henderson Faculty Handbook, under the exigency process both the Chancellor and a faculty-led Financial Exigency Committee propose a set of recommendations related to academic program restructuring.
- The Financial Exigency Committee and Chancellor each evaluated data related to academic costs and net marginal costs, student outcomes and completion, and labor market and workforce demand to inform their respective recommendations.



## Academic Meta-Majors



Henderson's reimaging of academic degree programs is organized into four meta-majors that align with the competencies, skills, and talents that define community-based workforce needs:

### Current Structure

### Future Meta-Majors



Teachers College  
School of Business  
Ellis College of  
Arts & Sciences

Health,  
Education, &  
Social  
Sustainability

Applied  
Professional  
Science &  
Technology

Business  
Innovation &  
Entrepreneurship

Arts &  
Humanities

Henderson's leadership team will continue developing the detailed design and composition of the meta-majors in the coming months.



## Academic Recommendations



- Recommendations for academic restructuring and financial savings are listed under the four meta-major headings.
- Academic degrees are designated as either Future Degree Programs, which will continue to be offered, or as Teach-Out Degree Programs.
- Currently enrolled Henderson students and freshmen enrolling in Fall 2022 will be supported to complete Teach-Out Degrees. Academic disciplines included in Teach-Out Degrees will continue to be incorporated through the general education and interdisciplinary studies curriculum to enhance outcomes for all students.

## Recommendations Summary

### Reimagining Henderson

Meta-Major	Instructional Lines Impacted			Salary Savings		
	Filled	Unfilled	Total	FY23	FY24	Total
Health, Education, and Social Sustainability	12 (10 Tenured)	4 (1 Tenured)	16 (11 Tenured)	\$308,200	\$643,256	\$951,456
Applied Professional Science and Technology	19 (13 Tenured)	5 (3 Tenured)	24 (16 Tenured)	\$568,346	\$870,826	\$1,439,172
Business Innovation and Entrepreneurship	N/A	6 (5 Tenured)	6 (5 Tenured)	\$687,678	N/A	\$687,678
Arts and Humanities	36 (21 Tenured)	6 (3 Tenured)	42 (24 Tenured)	\$987,612	\$1,275,098	\$2,262,710
<b>HSU Total</b>	<b>67 (44 Tenured)</b>	<b>21 (12 Tenured)</b>	<b>88 (56 Tenured)</b>	<b>\$2,551,836</b>	<b>\$2,789,180</b>	<b>\$5,341,016</b>

\* An additional \$81,662 of adjunct instructor savings will result in \$5,442,678 total

# Degree Program Changes



## Future Degree Programs

<b>Health, Education, and Social Sustainability</b>	<b>Undergraduate</b>	<b>Applied Professional Science and Technology</b>	<b>Undergraduate</b>
	BS-Psychology		BS-Aviation
	BA-Psychology		BS-Computer Science
	BSE-Computer Science & Business Tech Education		BS-Engineering
	BS-Educational Studies Elementary		BS-Computer Engineering
	BS-Educational Studies Middle Level		BS-Physics
	BSE-Elementary Education		BA-Physics
	BSE-Middle Level Education		
	BSE-Health & Physical Education		
	BS-Health & Human Performance		
	BSE-Special Education K-12		
	AS-Health Science	<b>Arts and Humanities</b>	<b>Undergraduate</b>
	AS-Health Studies		BA-Innovative Media
	BSN-Nursing		BM-Music Education K-12
	BS-Recreation		BA-Music
	BS-Social Work		
	BA-Sociology		
	<b>Graduate</b>		
	MSE-Educational Technology Leadership		
	MS-Clinical Mental Health Counseling	<b>Business Innovation and Entrepreneurship</b>	<b>Undergraduate</b>
	MSE-School Counseling K-12		BBA-Management Information Systems
	EDS-Educational Leadership		BBA-Accounting
	MSE-Educational Leadership P-12		BBA-Business Administration
	MS-Sport Administration		<b>Graduate</b>
	MAT-Education B-K, K-12 SPE, General Education		MBA-Business Administration
	MS-Developmental Therapy		
	MSE Teacher Leadership		
	MSN-Nursing		
	MSE-Special Education K-12		

## Teach-Out Degree Programs

Currently enrolled Henderson students and freshmen enrolling in Fall 2022 will be supported to complete degrees listed here. Academic disciplines included in Teach-Out Degrees will continue to be incorporated through the general education and interdisciplinary studies curriculum.

<b>Health, Education, and Social Sustainability</b>	<b>Undergraduate</b>	<b>Arts and Humanities</b>	<b>Undergraduate</b>
	BA-Geography		BFA-Studio Art
	BA-History		BSE-Art Education K-12
	BA-Political Science		BA-Communication
	BA-Public Administration/Public Management		BA-Mass Media Communication
	BSE-Social Science		BA-Theatre Arts
	BA, BS-Criminal Justice		BA-English
	BS-Early Childhood Development		BA-Spanish
	BS-Family & Consumer Sciences		BM-Music
	BS-Human Services		BIS-Integrated Studies
	<b>Graduate</b>		
	MLA-Liberal Arts		
<b>Applied Professional Science and Technology</b>	<b>Undergraduate</b>		
	BA, BS-Biology		
	AS, BS-Radiography		
	BS-Chemistry		
	BS-Mathematics		
	BS-Nuclear Medicine Technology		
	BS-Medical Lab Scientist		
<b>Business Innovation and Entrepreneurship</b>			

While no specific teach-out degrees have been identified thus far, future consolidation and reimaging of the current programs will likely take place.



## Certificate Programs

- Decisions about the composition and structure of these certificate programs as well as their placement within the meta-majors will be made as part of future reimagining conversations.
- The certificate programs listed here:
  - Are part of Henderson's current academic portfolio;
  - Are not supported with additional or unique instructor resources and thus, have no savings impact; and
  - Typically require shorter completion timeframes that create flexible options for students.
- CP = Certificate of Proficiency
- GC = Graduate Certificate

Undergraduate	Program Name	Undergraduate
CP-Analytics		CP-Pre-Law
CP-Entrepreneurship		CP-Project Based Learning
CP-Digital Media Production		CP-Software Development
CP-Social Media		CP-Museum Studies
CP-Academic and Professional Writing		CP-Non-Profit Management
CP-Creative Writing		CP-Personal Financial Planning
CP-Women's and Gender Studies		CP-Philosophy and Logics
CP-Film Studies		CP-Integrated Marketing Communications
CP-Statistics		<b>Graduate</b>
CP-Commercial Pilot Certificate		GC-English
CP-Certified Flight Instructor		GC-Supply Chain Management
CP-Small Unmanned Aerial Systems		GC-Developmental Therapy
CP-English as a Second Language		GC-English As Second Language
CP-Cognitive Science		GC-Special Education Resource
CP-Sport Psychology		GC-History
CP-Gerontology		GC-Drug and Alcohol Counseling Specialization
CP-Health Communication		GC-Dyslexia Therapy
CP-Social Justice and Human Rights		GC-Educational Leadership
CP-Public and Local History		GC-Educational Technology Leadership
CP-Special Education Resource		GC-Instructional Facilitator
CP-Criminal Justice		GC-K-12 Education
CP-Forensics		GC-Nursing Education
CP-Instructional Technology Essentials		GC-Project Management



## Additional Information



- **FY22 Budget:** The savings estimates shown throughout this document are based on FY22 budget data.
- **Future Program Reimagining:** Cost savings from impacted programs and instructor lines have been provided for each meta-major. In the coming months, the remaining programs in one or more meta-major may be further restructured, consolidated, or reimagined as we design our student-ready future. These changes are not expected to further impact instructor lines.
- **Instructor Lines:** The recommendations include impacts to instructor lines that are filled as well as lines that are unfilled and have been recently vacated. This distinction is reflected in the earlier slides.
- **Staff Salaries:** In some cases, recommendations may impact staff that teach courses. For these individuals, the estimated salary savings that are presented include only the portion of their salary that was paid for instruction. These recommendations do not suggest a full elimination of that individual's staff position or salary.

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- Eliminate all part-time/adjunct positions. However, Nursing and Education stated they may need some of those faculty lines for student intern supervision or clinicals.
- Eliminate all faculty lines in the Instructor Scenario Tool for faculty no longer with the university.
- Art
  - Eliminate 3 faculty positions
- Aviation
  - Eliminate 1 faculty position – instructor has another job
- Biology
  - Eliminate 2 faculty positions
- Chemistry
  - Eliminate 2 positions

**Recommendations for Program Reductions:**

However, a general business degree was suggested with many of the School of Business faculty being reassigned.

savings: \$1,727,034

- French
- General Studies
- German
- Music Performance and Composition
- Accounting
- Management Information Systems
- Data Science
- Finance
- Management
- Business Information Systems
- Marketing
- Political Science

**Recommendations for Program Eliminations:**

The Financial Exigency Committee appointed by the Henderson State University Faculty Senate is making the following recommendations.

**RE: Program Eliminations & Reductions due to Financial Exigency**

**DATE: April 22, 2022**

**FROM: Catherine Leach, chair Financial Exigency Committee**

**TO: Dr. Charles Ambrose, Chancellor, Henderson State University**



Salary Savings: \$ 3,744,504. This includes the \$1,727,034 listed under program elimination recommendations.

- Communications & Theater Arts
  - Eliminate 1 Communications faculty position
  - Eliminate 2 Theater Arts faculty positions
- Curriculum & Instruction
  - Eliminate the faculty line for Dr. Givan's position
- Engineering & Physics
  - Eliminate 2 faculty positions
- English, Foreign Languages, & Philosophy
  - Eliminate 6 English faculty positions
  - Eliminate 1 Spanish faculty position
- Mathematics, Computer Science, & Statistics
  - Eliminate 1 Computer Science faculty position
  - Eliminate 2 Mathematics faculty positions
- Music
  - Eliminate 5 faculty positions
- Psychology
  - Eliminate 1 faculty position
- Social Sciences
  - Eliminate 3 Political Science faculty positions