



## FACULTY SENATE

## MINUTES FROM THE SPECIAL MEETING OF THE FACULTY SENATE

NOVEMBER 15, 2013

## ENROLLMENT AND RECRUITMENT ISSUES

The meeting began at 1:10 in the Telecommunity Room of the AT&T Library. Vice-President for Student Affairs and Enrollment Management, LaShanda R. Boone, presented a PowerPoint presentation.

During the presentation Vice-President Boone responded to questions from the Faculty Senators. Ten questions had been given to her before the meeting:

**1) *What is the enrollment now and how do you expect it to change in the second semester?***

The enrollment figures at Harris-Stowe State University for Fall of 2013 were listed as a total headcount of 1,298 students. This enrollment showed a decrease of 13% from the Fall of 2012.

Enrollment for Spring of 2014 began on November 4, so it is not clear as yet what the enrollment will be for the second semester.

**2) *What is the residence hall population and what would be its capacity?***

GRH – Has a capacity of 228 beds. Fall 2013 177 beds were occupied

BRH – Has a capacity of 198 beds. Fall 2013, 93 beds were occupied.

Recruitment and retention is an on-going, multi-year, campus-wide initiative.

**3) *What enrollment strategies are you implementing to increase the numbers both of enrollment and residence hall tenants?***

It is important when speaking of recruitment to understand the Core Enrollment Principles ( Slide 22)

1. No enrollment effort is successful without **QUALITY** academics
2. Program to promote recruitment and retention is an on-going, multi-year, campus-wide **PROCESS** with strong access to research and **DATA**.
3. 80+% of enrollments come from **REGIONAL** student markets
4. The most successful recruitment programs clearly **DIFFERENTIATE** the student experience from competitors' programs
5. The most successful retention programs clearly address students' needs and regularly **ENGAGE** students in academic and non-academic programs

**Recruitment Initiatives (Slide 23)**

1. Adjust our infrastructure, policies, admissions practices and requirements to better attract and serve non-traditional students.
2. Continuously upgrade curricula to meet changing demographic needs (i.e. online and accelerated programs, etc.).
3. Academic departments (deans, chairs, faculty) -must become more responsive in the recruitment process and establish yearly departmental recruitment plans and goals.
4. Assess the increasing role campus plays as a social and educational center and showcase academic, co-curricular, and extra-curricular events and activities in all publications.
5. Establish a well-timed branding campaign internally and externally.
6. Invest in and expand our recruitment territories to connect with the projected increase in Hispanic high school graduates in Oklahoma, Texas, Colorado, Arizona, etc.

- **(Slide 25) The Office of Admissions is also heavily recruiting beyond the immediate metropolitan area to:**

1. Illinois
2. Indiana
3. Kentucky
4. Kansas
5. Tennessee

- **(Slide 27) Recruitment Initiatives**

- Host high school and community college counselor's events
- Utilize both student ambassadors athletic coaches, and alumni in the recruitment process
- Provide financial aid presentations at college fairs and or high school visits
- Dual Enrollment Partnerships with feeder high schools
- Revamp the market plan to include:
  - Parent testimonials
  - Current student postcards
  - Faculty
  - Alumni

***4) Considering declining enrollment, what aggressive management activities were instituted to curb the decline and facilitate enrollment. Please provide information on the positive or negative outcome of each activity and, to build on what was learned, after the action that has been taken.***

The enrollment decline that the institution is experiencing is due in part to two reasons:

1. We have a retention problem more so at the professional degree program and or junior and senior level.
2. The number of high school graduates this region will see over the next 10 years is consistently decreasing, which ultimately impacts our first-time full-time freshmen cohort. (Refer to slide 5)

VP Boone outlined steps that the University is taking to stop the loss of students from freshman to sophomore year and between the junior and senior year of their enrollment at HSSU.

At the junior and senior level these students have put forth a considerable investment in their academic career. And therefore we should not be seeing such a mass exodus of students at the program level. (Refer to slides 9-11 and slide 17).

- **Retention Initiatives (Slides 27-29)**

1. Create a culture that embraces the fact that retention must be a campus-wide initiative (FinishLine).
2. Create a formal Institutional Research Office
3. Start annual retention audits of academic and demographic factors
4. Identify classes with very low student success rates
5. Create Standardized Retention and Graduation Reports by gender and ethnicity
6. Institute a new student profile and expectations survey
7. Revise withdraw surveys
8. Start non-returning follow-up telephone surveys
9. Start collection and campus-wide distribution of freshman academic profile, specifically new student survey data: expectations, social activities, GPA,ACT/SAT scores
10. Start measuring stop-out rate: students who withdraw and return
11. Create a student profile, attitude and engagement assessments
12. Create a student satisfaction survey

13. Address expectations of student success in all recruitment and orientation speeches
14. Establish a tutoring program across disciplines
15. Establish and implement a first-year experience program to include orientation activities
16. Create an online tutor request program
17. Create and distribute student profiles and survey summaries to create a better understanding of faculty and student expectations.
18. Restructure Welcome Week activities around a group project activity and to address core learning objectives
19. Establish a faculty (intrusive) advising system
20. Implement an automated degree audit system
21. Establish student to student tutoring sessions to assist low performing students
22. Devise and implement a registration schedule that will both allow the deans and chairs to offer their courses sequentially as well as set an establish yearly registration planning times and registration periods.
23. Revamp our current Basic Skill course offerings to 8 week sessions.
24. Establish a Pre-College Transition Program: Focused on promoting greater student preparation to meet HSSU's academic expectations
25. Implement a peer mentor program.

Ms. Boone discussed the impact of open enrollment on the HSSU acceptance of students:

All students that have less than an 18 in the subsets of the ACT are required to take the University placement test regardless of our current Open Enrollment admissions status. The strategic admission initiative was put into practice in fall 2010. And even with the initial decrease in first-time freshmen in fall 2010, the University still experienced an increase in first year students from fall 2011 – 2012. The decrease in fall 2013 can be attributed to the decrease in Missouri high school graduates – 85%-90% of our total population are in-state. (Refer to slide 7).

Incoming Freshman students with below a 2.0 GPA and less than an 18 in the subsets of the ACT are only admitted to the University if they successfully complete the University's Pre-

College Academy which is offered in the summer. Those that fail to attend or complete the Academy are referred to the Community College. The Pre-College Academy would be modified this summer in an effort to ensure that the University was accommodating students that needed remediation and those students that are classified as needing developmental coursework.

She hoped that this change in treatment of incoming freshmen will promote better retention of these students.

The students that fail to meet the University's standard of Satisfactory Academic Progress (SAP) for two consecutive semesters lose their ability to receive federal financial assistance. Upwards of 90% of our student population receives some form of financial assistance. In order to have that aid re-instated, the student must enroll in 6 credit hours of college level coursework, pay out-of-pocket for those courses, and attain at least a "C" in the courses. The aforementioned is a federal regulation. The new admissions criteria was implemented in -part to the increasing loan default rate.

An overwhelming majority of the University's defaulters are first year students. These students also can-not transfer to other schools until their loans are repaid once the default has been recorded.

Questions from the senators included inquiries about data for students who did transfer away from HSSU to other schools and questions about the degree audit program (point #20) and why it has taken so long to implement such a program which has been standard at other universities for many years.

Ms. Boone answered that the University has a default prevention coordinator and as of fall 2013 the university experienced a decrease in its two year loan default rate from 21.4% to 18.9%. She also stated that with the implementation of degree audit that it will be important for the University to adopt a faculty advising model. Also, catalogues need to come out sooner for long-term planning.

VP Boone mentioned that recruitment of non-traditional students would be a very important activity for the University because those students have shown increased persistence to graduation in the past. These non-traditional students often need a curriculum which offers more accelerated online programs and late day and weekend scheduling to meet their lifestyle requirements.

Many programs mentioned in the PowerPoint presentation are already launched. VP Boone mentioned increased campus life (Hornet's Buzz), tutoring programs in the residence halls, and use of Finish Line by a growing number of faculty to report issues of attendance, behavior and home problems for their students. Ms Boone would like to strengthen the judicial affairs committee by providing clear discipline action and appeals. The current Disciplinary Action Committee would be revamped and a Judicial Affairs Council would be formed. That council

would be made of two committees – a Student Affairs Committee and an Academic Affairs Committee. There will also be an Appeals Committee under the Council.

Senate members asked about the orientation of adjunct instructors in the use of Finish Line. Ms. Boone mentioned that she would imagine that less than 10% of the full faculty (full and part-time) use FinishLine although there have been numerous appeals and training sessions at the Faculty and Professional Staff Institutes for the entire campus community to use the tool.

Also the Senators asked why the problem of textbook ownership by students remains an issue. She answered that those students that have a credit balance could receive up to a \$700.00 book credit to purchase their books prior to the start of the semester. Those students had a free choice to buy books for their classes or to wait and get cash back from their financial aid.

VP Boone mentioned that it is important for the University to invest in an internal and external brand marketing campaign. As the image our current brand messaging is not clear. The marketing should stress: "This is where I need to go" and "We care about you." She would like to offer honor courses, brochures that are individualized by program and emails tailored especially to interested students and their parents from Deans of the Colleges and the School of Business.

**5) *Show us all the articulation agreements with other institutions. Have faculty been involved in structuring these agreements?***

VP Boone said that she has been the Articulation Officer for the University for the past 14 years. She referred to articulation agreements in Urban Specializations, Criminal Justice, the St. Louis Community Colleges, Early Childhood and the Goldfarb School of Nursing.

Note: The following information for questions six through 10 were given to the Faculty Senate as amended edits to the minutes by VP Boone:

**6) *What plans are in the works for expanding these agreements and forging new articulations for degrees or other certifications?***

The articulation agreements are crafted by Vice President Boone, but expansions or new agreements should be initiated by the HSSU Academic departments.

**7) *Please provide a list of the higher education enrollment management professional organizations to which your membership is current.***

Committee on Transfer and Articulation – Advisory Council (COTA-AC)  
COTA Membership Chair  
Appointed by the Council on Higher Education (COPHE) to Missouri Department of Higher Education Financial Aid Committee  
Statewide Review of Admissions Standards (RAS) Subcommittee  
American Association of College Registrar’s and Admissions Officers (AACRAO)  
Missouri Association of College Registrar and Admissions Officers (MACRAO) Member  
Missouri Association for College Admission Counseling (MOACAC)  
Missouri Mentoring Partnership Internal Advisory Committee  
Jennings School District Mentor  
National Academic Advising Association (NACADA)  
Missouri Academic Advising Association (MACADA)  
American Association in Blacks in Higher Education  
National Association of College Deans, Registrars, and Admissions Officers (NACDRAO)  
American Association of University Women

***8) Provide information on your attendance at higher education enrollment management related conferences and or workshops over the course of the past three years. Please provide the title and date of attendance of each workshop. Please bring to the meeting any brochures or reference material.***

VP Boone presents and regularly attends as a content expert at the following conferences:

Thurgood Marshall College Fund (Member University Profession Institute) Conference

Annual Recruitment and Retention of Students’ of Color Conference – Noel Levitz and Univ. of Kansas

Statewide Transfer and Articulation Conference (COTA Conference)

Missouri Mentoring Partnership “Life After High School and Beyond” 2009, 2010

MDHE – Missouri Completion Academy in conjunction with Complete College America (Game Changers) Workshop

Washington University - Closing the Achievement Gap Conference

MOACAC Increasing College Access & Completion of First Generation/Underrepresented MO Students

Missouri Association for College Admission Counseling (MOACAC) CUBE Conference



Noel Levitz Enrollment Management Workshop

VP Boone has also successfully completed all course work leading to the doctorate in adult/higher education administration from the University of Missouri-St. Louis.

**9) Please list the name of the employees and the professional development conferences each has attended over the course of the past three years. How frequently is professional development training provided to the Enrollment Management staff?**

All professional staff members in EM are members of their respective area's professional organization. Likewise, three of the four EM directors are in doctoral programs. Of those three of the four EM directors are in doctoral programs. Of those three, two have completed all of their necessary coursework. All EM staff are required to participate in at least one professional development activity every year.

**10) Please share with the Faculty Senate your greatest accomplishments related to Enrollment and Retention during the period August 2010 - August 2013. List the accomplishment by year ( and date of assessment when possible).**

VP Boone said, "There is not one singular thing that I have accomplished in my 17 year career in student services that takes precedence over the other. Knowing that I somehow have been instrumental in a student matriculating, persisting, and or graduating is indeed an accomplishment in and of itself."

The meeting was adjourned at 3:00 p.m.

**ATTENDANCE LIST, November 15, 2013**

**SENATORS**

REYNALDO ANDERSON

KENNETH BOWMAN

**ADMINISTRATOR**

LASHANDA R. BOONE

JOHNDAVID KERR

MARY PIER

OWOLABI TIAMIYU

ODESA WEATHERFORD-JACOBS

**ABSENT**

GREG CARR

PETER NDOMA OGAR

BETTY PORTER WALLS