



**HENDERSON**<sup>®</sup>  
STATE UNIVERSITY

## 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 reimagining 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



Teachers College  
School of Business  
Ellis College of  
Arts & Sciences



## Future Meta-Majors



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.

## 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)	<b>16</b> <b>(11 Tenured)</b>	\$308,200	\$643,256	<b>\$951,456</b>
Applied Professional Science and Technology	19 (13 Tenured)	5 (3 Tenured)	<b>24</b> <b>(16 Tenured)</b>	\$568,346	\$870,826	<b>\$1,439,172</b>
Business Innovation and Entrepreneurship	N/A	6 (5 Tenured)	<b>6</b> <b>(5 Tenured)</b>	\$687,678	N/A	<b>\$687,678</b>
Arts and Humanities	36 (21 Tenured)	6 (3 Tenured)	<b>42</b> <b>(24 Tenured)</b>	\$987,612	\$1,275,098	<b>\$2,262,710</b>
<b>HSU Total</b>	<b>67</b> <b>(44 Tenured)</b>	<b>21</b> <b>(12 Tenured)</b>	<b>88</b> <b>(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

Health, Education, and Social Sustainability
<b>Undergraduate</b>
BS-Psychology
BA-Psychology
BSE-Computer Science & Business Tech Education
BS-Educational Studies Elementary
BS-Educational Studies Middle Level
BSE-Elementary Education
BSE-Middle Level Education
BSE-Health & Physical Education
BS-Health & Human Performance
BSE-Special Education K-12
AS-Health Science
AS-Health Studies
BSN-Nursing
BS-Recreation
BS-Social Work
BA-Sociology
<b>Graduate</b>
MSE-Educational Technology Leadership
MS-Clinical Mental Health Counseling
MSE-School Counseling K-12
EDS-Educational Leadership
MSE-Educational Leadership P-12
MS-Sport Administration
MAT-Education B-K, K-12 SPE, General Education
MS-Developmental Therapy
MSE Teacher Leadership
MSN-Nursing
MSE-Special Education K-12

Applied Professional Science and Technology
<b>Undergraduate</b>
BS-Aviation
BS-Computer Science
BS-Engineering
BS-Computer Engineering
BS-Physics
BA-Physics

Arts and Humanities
<b>Undergraduate</b>
BA-Innovative Media
BM-Music Education K-12
BA-Music

Business Innovation and Entrepreneurship
<b>Undergraduate</b>
BBA-Management Information Systems
BBA-Accounting
BBA-Business Administration
<b>Graduate</b>
MBA-Business Administration

## 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.

Health, Education, and Social Sustainability
<b>Undergraduate</b>
BA-Geography
BA-History
BA-Political Science
BA-Public Administration/Public Management
BSE-Social Science
BA, BS-Criminal Justice
BS-Early Childhood Development
BS-Family & Consumer Sciences
BS-Human Services
<b>Graduate</b>
MLA-Liberal Arts

Applied Professional Science and Technology
<b>Undergraduate</b>
BA, BS-Biology
AS, BS-Radiography
BS-Chemistry
BS-Mathematics
BS-Nuclear Medicine Technology
BS-Medical Lab Scientist

Arts and Humanities
<b>Undergraduate</b>
BFA-Studio Art
BSE-Art Education K-12
BA-Communication
BA-Mass Media Communication
BA-Theatre Arts
BA-English
BA-Spanish
BM-Music
BIS-Integrated Studies

Business Innovation and Entrepreneurship
<i>While no specific teach-out degrees have been identified thus far, future consolidation and reimagining of the current programs will likely take place.</i>



# 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

Program Name	
Undergraduate	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	Graduate
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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