



REPORT TO THE BOARD OF REGENTS

June 14 and 15, 2021

Meeting 345

**STEPHEN F. AUSTIN
STATE UNIVERSITY**

TABLE OF CONTENTS
BOARD REPORT FOR JUNE 14 AND 15, 2021
BOARD OF REGENTS MEETING 345

Monday, June 14, 2021

Agenda	1
Roll Call	4
Association of Governing Boards of Universities and Colleges Presentation and Discussion	5
Diversity Workshop and Discussion	6
Reports: Current Status Updates	34
Budget	35
Enrollment	50
Housing	61
Academics	71

Tuesday, June 15, 2021

Roll Call	115
Planning Session 1	116
Planning Session 2	117
Planning Session 3	118
Executive Session	119

AGENDA

SFA Board of Regents

The Woodlands

Meeting 345

June 14 and 15, 2021

Board members

Karen Gantt, Chair | Tom Mason, Vice Chair | Jenn Winston, Secretary

David Alders | Robert Flores |Brigettee Henderson | Judy Olson | Laura Rectenwald | Nancy Windham |

Spencer Coffey

Estimated Time	Item	Presenter
MONDAY, June 14, 2021		
9:00 a.m.	Call to Order in Open Session	K. Gantt
	Welcome and Roll Call	K. Gantt
COMMITTEE OF THE WHOLE		
9:05 a.m.	AGB Presentation and Discussion	AGB Rep
10:30 a.m.	BREAK	
10:45 a.m.	AGB Presentation and Discussion	AGB Rep
12:30 p.m.	Break for Lunch	
1:30 p.m.	Diversity Workshop and Discussion	M. DeLaney-Fields
2:30 p.m.	BREAK	
2:45 p.m.	Reports	
	Budget	D. Gallant
	Enrollment	E. Brecht
	Housing	B. Frye
	Academics	L. Smith
6:00 p.m.	Recess meeting until Tuesday, June 15 at 9:00 a.m.	K. Gantt

Estimated Time	Item	Presenter
	TUESDAY, June 15, 2021	
9:00 a.m.	Call to Order in Open Session	K. Gantt
	Welcome and Roll Call	K. Gantt
	COMMITTEE OF THE WHOLE	
9:05 a.m.	Planning Session 1	
	Enrollment – Strategies; Visibility; Identity; Marketing; Messaging	Cabinet
10:30 a.m.	BREAK	
10:45 a.m.	Planning Session 2	
	Academics - Lumberjack Innovation Team; Academic Programs; Program Array, etc.	Cabinet
12:00 p.m.	Break for Lunch	
1:00 p.m.	Planning Session 3	
	Budget – Overall; Construction Projects, Deferred Maintenance; Bond Debt; Auxiliaries/Housing	Cabinet
3:00 p.m.	BREAK	
3:15 p.m.	Executive Session	
	Consideration of Individual Personnel Matters Relating to Appointment, Employment, Evaluation, Assignment, Duties, Discipline, or Dismissal of an Officer or Employee, including but not limited to the executive director for enrollment management, chief marketing communications officer, director of athletics, chief information officer, chief diversity officer, vice presidents and the president (Texas Government Code, Section 551.074)	
6:00 p.m.	Adjourn meeting	K. Gantt



Stephen F. Austin State University
Board of Regents
Meeting 345
June 14 and 15, 2021

**Stephen F. Austin State University
Board of Regents
Meeting 345
June 14 and 15, 2021**

ROLL CALL

Regents

Karen Gantt, Chair
Tom Mason, Vice Chair
Jenn Winston, Secretary
David Alders
Robert Flores
Brigittee Henderson
Judy Olson
Laura Rectenwald
Nancy Windham
Spencer Coffey, Student Member

Administrators

Scott Gordon
Damon Derrick
Gina Oglesbee
Erma Brecht
Michara Delaney-Fields
Anthony Espinoza
Brandon Frye
Danny Gallant
Graham Garner
Ryan Ivey
Lorenzo Smith
Jill Still
Charlotte Sullivan



Thomas Hyatt, Specialist and Senior Fellow, AGB Consulting



Mr. Thomas Hyatt focuses on corporate, nonprofit regulatory, and tax-exempt organization issues for nonprofit private and public universities, colleges, and institutionally related foundations. He frequently works with boards of directors and senior management teams on governance, corporate structure, and strategic planning issues. He presents to boards of directors on current issues, conducts in-service training, and facilitates board discussions and retreats. Among his most recent presentations are regulatory compliance, fiduciary duty, conflicts of interest, bylaws development and revision, senior management compensation and benefits, CEO transition, succession planning, fundraising, lobbying and political campaign activity, board development, membership matters, policy development, and mergers and joint ventures. Mr. Hyatt also regularly lectures on business and tax planning issues for nonprofit health care providers and higher education institutions and associations. He has written books and numerous articles about tax-exempt organizations and nonprofit governance

topics. Mr. Hyatt is particularly experienced in facilitating the process between governing boards and presidents for preparing and revising employment agreements and for undertaking an appropriate compensation analysis.

Professional Credentials

Mr. Hyatt earned his BA from Boston College and his JD from the University of Pittsburgh.

Diversity Workshop and Discussion

Lead by M. DeLaney-Fields



OVERVIEW

- Ground Rules
 - Activity
 - Definitions
 - Identities
 - Self-Reflection
 - Social Justice
 - Microaggressions
 - Cultural Sensitivity
 - Current Issues
 - Working Together
 - Diversity, Equity and Inclusion: Open Your Mind
 - Culture of Respect
 - Things I Want to Know
-

GROUND RULES

1. R-E-S-P-E-C-T
2. It's okay to disagree—Respectfully.
3. It's okay to feel uncomfortable.
4. This is a safe—non-judging zone.
5. What's said here is confidential!
6. Be transparent
7. Appreciate others' beliefs, attitudes and values—even if you disagree.
8. Challenge yourself!
9. Listen to others fully before jumping in.



ACTIVITY

- When I think of diversity, equity and inclusion I think of...





DEFINITION OF DIVERSITY

- Diversity is the variety of backgrounds and characteristics found among humankind; thus, it embraces all aspects of human similarities and differences.

EQUITY VS EQUALITY

- “...*being fair and impartial.*”
 - Equality and Equity sometimes can be interchanged but ultimately mean fairness in different ways.
 - Equality is **treating everyone the same** – same opportunities and equal access.
 - Equity is **giving the proper assets necessary and essential** for that representation in those same opportunities (like race, class, gender, etc.)
 - Equality focuses on fairness but can only be effective if everyone were to start the race at the same time!
 - **Equity is making sure to give assistance to all those who need it in order to have an equal chance to finish the race!!**
-

DEFINITION OF INCLUSION



- The act or practice of including and accommodating people who have historically been excluded (as because of their race, gender, sexuality, or ability).

IDENTITIES



The distinguishing
character or
personality of an
individual :
INDIVIDUALITY



TYPE OF IDENTITIES

Personal Identity

Includes a person's name, unique characteristics, history and personality and other traits that make one different from others.

Social Identity

Includes affinities one has with other people, values and norms that one accepts and the ways one has learned to behave in social settings.

Cultural Identity

Cultural Identity is an individual's cultural background, group membership and lived experiences that connect to a larger group.

- What are some elements of your identity that you feel are obvious to other people?
-

- What elements have made you feel different or unique? Are these in a good or bad way?
-

- Have you ever felt discriminated against because of part of your identity?
-

-
- If you have a choice, are there elements that you are less comfortable sharing about yourself? What do you find yourself censoring or filtering about your identity?
-

MICROAGGRESSIONS

Microaggressions are daily verbal, behavioral or environmental slights whether intentional or unintentional—that may appear derogatory, hostile, or prejudice insults or comments targeted towards a particular group (usually culturally marginalized).



MICROAGGRESSION UMBRELLA

MICRO ASSAULTS

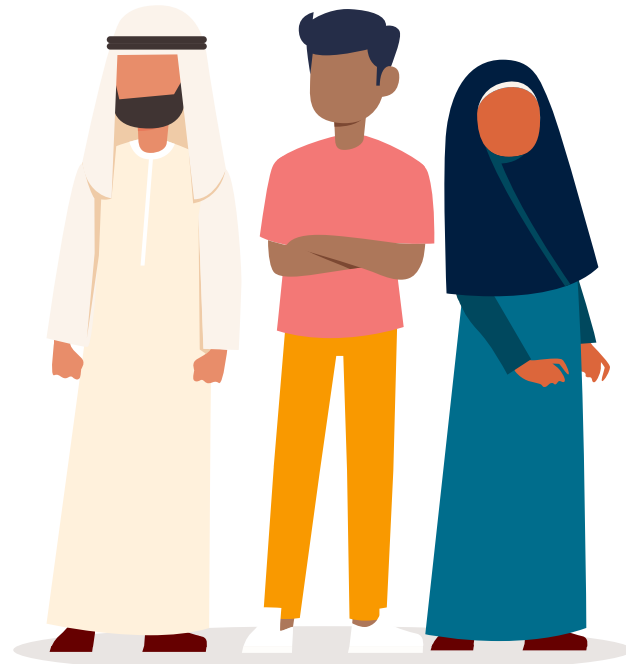
Explicit and conscious racial derogation usually assumed to be a verbal or nonverbal attack with intent to hurt the victim

MICRO INVALIDATIONS

Sometimes implicit communications that negate, nullify, or overlook the psychological thoughts, feelings, or reality of a person of color

MICRO INSULTS

Explicit communication that is viewed as rude or insensitive that ultimately demeans a person's racial heritage or identity



MATCH THE CORRECT MICRO

MICRO
ASSAULT

MICROINVALIDATI
ON

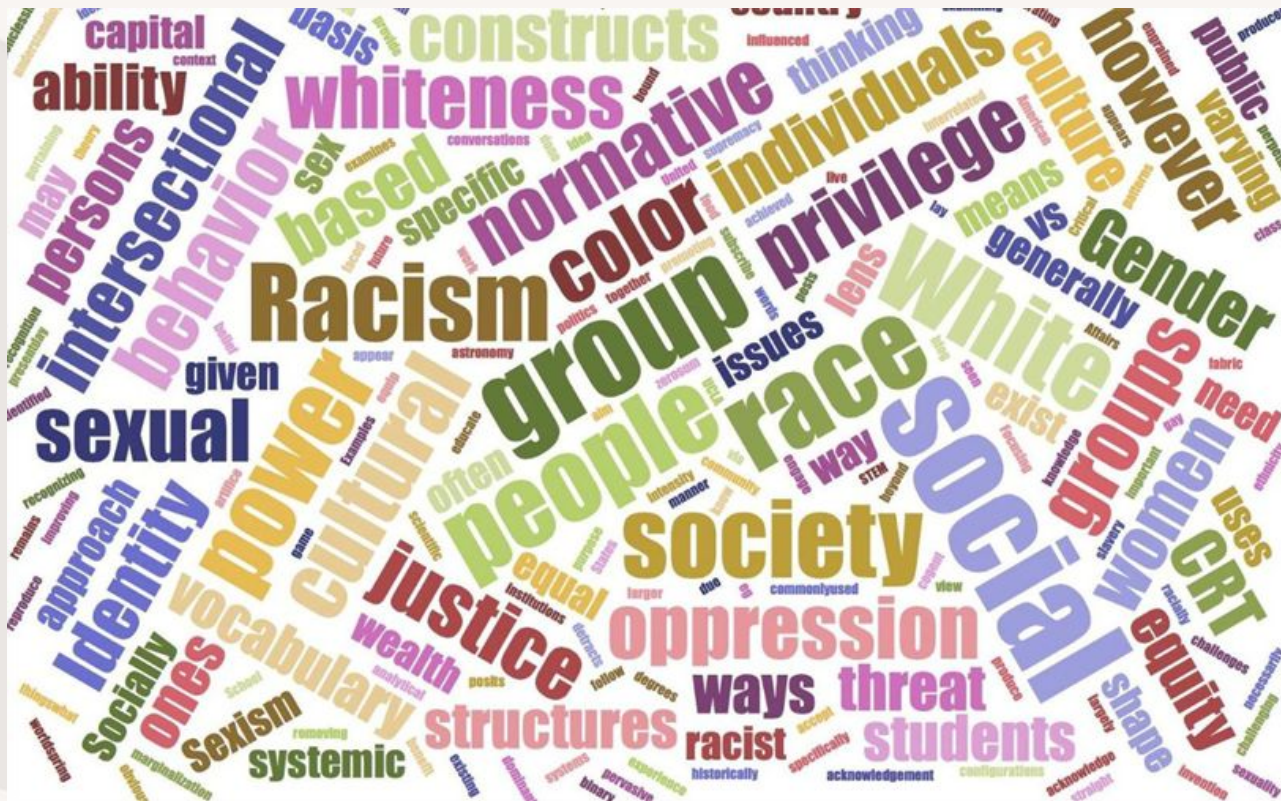
MICROINSULT

“When I see you, I
don’t see color”

“You are so
articulate for
a...”

a store owner
following a person
of color around the
store

Social Justice



What words stick out to you?

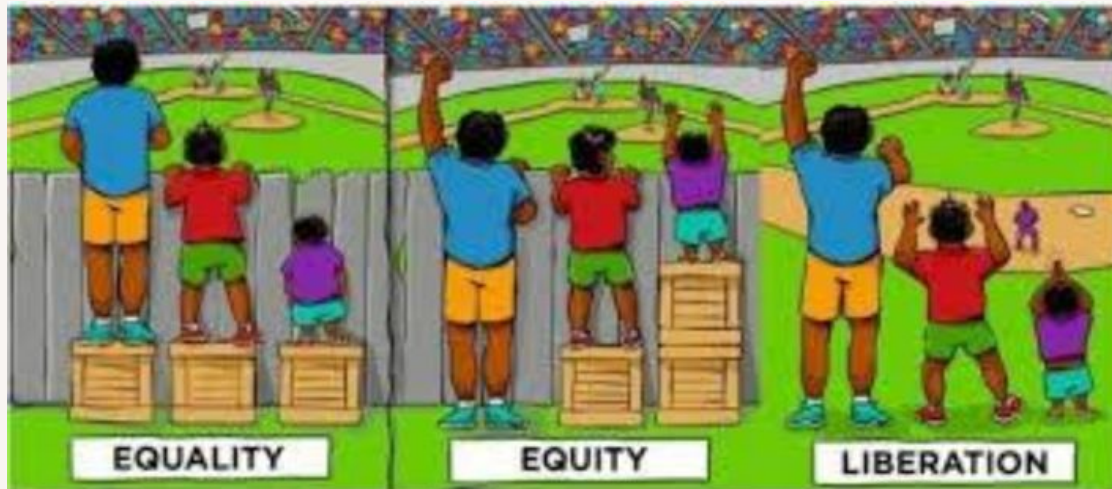
How do they fall
under social justice
and/or injustice?



Social Justice

The view that everyone deserves equal economic, political and social rights and opportunities.

VISUAL REPRESENTATION OF SOCIAL JUSTICE





CULTURAL SENSITIVITY

- CULTURAL SENSITIVITY IS THE AWARENESS AND ACCEPTANCE OF OTHER CULTURES AND CULTURAL IDENTITIES WITHOUT ASSIGNING A VALUE.
- CULTURAL SENSITIVITY CAN INCLUDE:
 - ASSESSING DIFFERENT CULTURES (THE NORMS AND VALUES).
 - HOW THEY SHOULD BE PROPERLY APPROACHED.
 - HOW TO COMMUNICATE ACCORDINGLY.

10 STEPS TO CULTURAL SENSITIVITY

1. Take the initiative to make contact
2. Show respect for other cultures, languages and traditions
3. Learn how to pronounce names correctly
4. Be sensitive to others' feelings regarding their homeland
5. Speak slowly and clearly
6. Be yourself
7. Take time to listen
8. Don't make promises you won't or can't fulfill
9. Be genuine with your friendships
10. Don't allow cultural differences to become the basis for criticism and judgements



WORKING TOGETHER

- How can we embrace and celebrate various cultures?
- What would we like to see happen at SFA?
- What can I do to make the change on campus and in my everyday life?

OPEN YOUR MIND



<https://www.youtube.com/watch?v=Q6eqOBOqESM>



CULTURE OF RESPECT

Ally - Someone who speaks out and stands up for a person or group that is targeted and discriminated against. Someone who advocates for and supports members of a community together than their own, reaching across differences to achieve mutual goals.

Focus on the speaker, their experiences, and their feelings.

How to be an ally:

- Avoid assumptions
 - Ask thoughtful and reflective questions – avoid analyzing and offering advice
 - Know your limitations and when to seek help
 - Seek out opportunities to develop and further your education
 - Support diversity efforts on your campus and in your community
 - Learn about national policy that affects the marginalized populations
 - Confront racist statements/actions
-



THINGS I WANT TO KNOW...

RESOURCES!!

Counseling Services Director – Jill Milem

counseling@sfasu.edu

Chief Diversity Officer, Office of Diversity, Equity and Inclusion (DEI) – Dr. Michara DeLaney-Fields

Michara.Delaney-fields@sfasu.edu

Disability Services -Tiffany Rivers

trivers@sfasu.edu

Human Resources- John Wyatt

Wyattjohn@sfasu.edu

Office of Multicultural Affairs- Veronica Beavers

vbeavers@sfasu.edu

Interim Title IX Coordinator – Dr. Michael Walker

titleIX@sfasu.edu



Reports: Current Status Updates

Budget – D. Gallant

Enrollment – E. Brecht

Housing – B. Frye

Academics – L. Smith

Stephen F. Austin State University Mandatory Tuition and Fees

Budget to Actual (Fall and Spring)

Tuition and Fee Source	FY20			FY21		
	Budget	Actual	Revenue Excess/(Shortfall)	Budget	Actual	Revenue Excess/(Shortfall)
Education and General (E&G) Funds						
E&G Tuition	\$ 18,468,886.00	\$ 17,983,090.10	\$ (485,795.90)	\$ 17,090,318.63	\$ 17,459,022.90	\$ 368,704.27
Exemptions & Waivers	\$ (3,520,198.00)	\$ (4,148,480.41)	\$ (628,282.41)	\$ (3,942,347.42)	\$ (3,584,531.05)	\$ 357,816.37
E&G Net Total	\$ 14,948,688.00	\$ 13,834,609.69	\$ (1,114,078.31)	\$ 13,147,971.21	\$ 13,874,491.85	\$ 726,520.64
Dual Credit Tuition	\$ 310,000.00	\$ 573,572.50	\$ 263,572.50	\$ 544,893.88	\$ 469,520.00	\$ (75,373.88)
Exemptions & Waivers	\$ -	\$ (900.00)	\$ (900.00)	\$ -	\$ (1,050.00)	\$ (1,050.00)
Dual Credit Net Total	\$ 310,000.00	\$ 572,672.50	\$ 262,672.50	\$ 544,893.88	\$ 468,470.00	\$ (76,423.88)
Designated Funds						
Designated Tuition	\$ 58,559,796.00	\$ 61,226,497.10	\$ 2,666,701.10	\$ 56,952,134.16	\$ 62,619,214.61	\$ 5,667,080.45
Exemptions & Waivers	\$ (2,947,056.00)	\$ (6,328,553.41)	\$ (3,381,497.41)	\$ (4,779,989.86)	\$ (8,625,835.53)	\$ (3,845,845.67)
Designated Tuition Net Total	\$ 55,612,740.00	\$ 54,897,943.69	\$ (714,796.31)	\$ 52,172,144.30	\$ 53,993,379.08	\$ 1,821,234.78
UG Differential Tuition	\$ -	\$ -	\$ -	\$ 1,971,180.00	\$ 2,188,290.00	\$ 217,110.00
GR Differential Tuition	\$ -	\$ -	\$ -	\$ 209,736.00	\$ 232,406.25	\$ 22,670.25
Differential Tuition Exemptions	\$ -	\$ -	\$ -	\$ (152,664.12)	\$ (487,949.95)	\$ (335,285.83)
Differential Tuition Net Total	\$ -	\$ -	\$ -	\$ 2,028,251.88	\$ 1,932,746.30	\$ (95,505.58)
University Services Fee	\$ 25,211,727.15	\$ 24,083,351.05	\$ (1,128,376.10)	\$ 22,470,487.79	\$ 20,405,759.05	\$ (2,064,728.74)
Exemptions & Waivers	\$ (1,695,301.29)	\$ (2,519,155.95)	\$ (823,854.66)	\$ (1,974,820.05)	\$ (2,887,993.16)	\$ (913,173.11)
University Services Fee Net Total	\$ 23,516,425.86	\$ 21,564,195.10	\$ (1,952,230.76)	\$ 20,495,667.74	\$ 17,517,765.89	\$ (2,977,901.85)
Recreation Center Fee	\$ 2,653,000.00	\$ 2,663,529.20	\$ 10,529.20	\$ 2,451,000.00	\$ 2,687,583.50	\$ 236,583.50
Exemptions & Waivers	\$ (325,000.00)	\$ (515,510.00)	\$ (190,510.00)	\$ (232,686.51)	\$ (429,540.07)	\$ (196,853.56)
Recreation Center Fee Net Total	\$ 2,328,000.00	\$ 2,148,019.20	\$ (179,980.80)	\$ 2,218,313.49	\$ 2,258,043.43	\$ 39,729.94
Registration Fee	\$ 196,000.00	\$ 199,050.40	\$ 3,050.40	\$ 180,844.28	\$ 199,920.00	\$ 19,075.72
Exemptions & Waivers	\$ (12,000.00)	\$ (39,592.00)	\$ (27,592.00)	\$ (29,282.80)	\$ (41,028.84)	\$ (11,746.04)
Registration Fee Net Total	\$ 184,000.00	\$ 159,458.40	\$ (24,541.60)	\$ 151,561.48	\$ 158,891.16	\$ 7,329.68
Environmental Fee	\$ -	\$ -	\$ -	\$ 111,667.50	\$ 124,901.25	\$ 13,233.75
Exemptions & Waivers	\$ -	\$ -	\$ -	\$ (11,166.75)	\$ (25,469.20)	\$ (14,302.45)
Environmental Fee Net Total	\$ -	\$ -	\$ -	\$ 100,500.75	\$ 99,432.05	\$ (1,068.70)
International Education Fee	\$ 69,000.00	\$ 74,356.95	\$ 5,356.95	\$ 69,000.00	\$ 74,826.80	\$ 5,826.80
Exemptions & Waivers	\$ (7,000.00)	\$ (12,914.80)	\$ (5,914.80)	\$ (7,000.00)	\$ (15,364.24)	\$ (8,364.24)
International Ed Fee Net Total	\$ 62,000.00	\$ 61,442.15	\$ (557.85)	\$ 62,000.00	\$ 59,462.56	\$ (2,537.44)
Distance Learning Fee	\$ 2,100,000.00	\$ 3,035,216.25	\$ 935,216.25	\$ 2,100,000.00	\$ 3,817,123.65	\$ 1,717,123.65
Exemptions & Waivers	\$ (276,119.80)	\$ (311,116.40)	\$ (34,996.60)	\$ (276,119.80)	\$ (405,966.81)	\$ (129,847.01)
Distance Learning Fee Net Total	\$ 1,823,880.20	\$ 2,724,099.85	\$ 900,219.65	\$ 1,823,880.20	\$ 3,411,156.84	\$ 1,587,276.64
Auxiliary Funds						
Student Service Fee	\$ 3,957,661.00	\$ 3,915,780.30	\$ (41,880.70)	\$ 3,461,811.91	\$ 3,921,569.99	\$ 459,758.08
Exemptions & Waivers	\$ (115,618.00)	\$ (216,417.93)	\$ (100,799.93)	\$ (145,497.43)	\$ (323,588.76)	\$ (178,091.33)
Student Service Fee Net Total	\$ 3,842,043.00	\$ 3,699,362.37	\$ (142,680.63)	\$ 3,316,314.48	\$ 3,597,981.23	\$ 281,666.75
Student Center Fee	\$ 1,875,000.00	\$ 1,910,456.50	\$ 35,456.50	\$ 1,766,300.00	\$ 1,900,059.35	\$ 133,759.35
Exemptions & Waivers	\$ (235,000.00)	\$ (381,144.25)	\$ (146,144.25)	\$ (311,600.00)	\$ (302,623.94)	\$ 8,976.06
Student Center Fee Net Total	\$ 1,640,000.00	\$ 1,529,312.25	\$ (110,687.75)	\$ 1,454,700.00	\$ 1,597,435.41	\$ 142,735.41
Total Tuition and Fees	\$ 113,401,070.15	\$ 115,664,900.35	\$ 2,263,830.20	\$ 109,379,374.15	\$ 116,100,197.35	\$ 6,720,823.20
Total Exemptions & Waivers	\$ (9,133,293.09)	\$ (14,473,785.15)	\$ (5,340,492.06)	\$ (11,863,174.74)	\$ (17,130,941.55)	\$ (5,267,766.81)
Net Total	\$ 104,267,777.06	\$ 101,191,115.20	\$ (3,076,661.86)	\$ 97,516,199.41	\$ 98,969,255.80	\$ 1,453,056.39

Stephen F. Austin State University

Salary Analysis

June 13, 2021

Salary Category	10-Year Growth Rate	10-year Variance	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010
Faculty Academic Salaries	26.50%	9,143,261	43,754,111.88	42,440,442.75	40,434,116.84	39,046,131.67	37,923,430.38	36,827,572.91	35,975,327.55	35,083,165.53	33,743,537.54	34,610,850.48	34,504,036.10
Adjunct Faculty Salaries	21.37%	506,301	2,512,112.62	2,621,586.38	2,401,176.46	2,818,682.46	2,602,364.18	2,307,128.93	2,374,074.40	2,375,427.55	2,105,234.60	2,005,811.80	2,369,017.39
Graduate Teaching Assts	15.44%	118,730	923,626.38	959,343.06	1,233,855.36	1,070,329.10	890,145.33	925,015.90	881,010.90	968,958.84	930,536.53	804,896.87	768,856.47
Professional Admin Salaries	18.91%	4,347,567	27,887,397.23	26,510,577.44	24,397,830.03	24,581,106.38	27,312,074.09	26,542,863.48	25,515,226.41	23,398,222.91	22,567,864.01	23,539,830.65	22,991,722.64
Graduate Research Assts*	139.31%	485,404	833,836.44	869,651.09	869,062.09	790,033.40	467,275.58	397,290.24	380,104.14	278,170.39	368,065.88	348,432.12	-
Addl Comp Professional Salaries	-85.72%	(446,204)	194,679.93	209,697.47	195,407.68	240,308.00	374,259.35	364,888.55	368,342.81	476,005.48	696,044.34	640,884.31	520,555.73
Graduate Administrative Assts*	-53.88%	(902,942)	772,783.38	780,525.89	766,084.57	987,678.35	1,523,633.41	1,467,608.23	1,529,375.79	1,533,589.73	1,605,114.47	1,675,724.88	-
Graduate Research Assts	0.00%	-	-	-	-	-	-	4,663.00	3,331.25	-	-	-	497,080.10
Graduate Administrative Assts	-0.17%	(2,768)	-	-	-	-	4,612.48	9,225.00	-	-	-	2,767.50	1,618,823.28
Student Employees	-27.71%	(1,257,145)	3,068,611.39	3,776,765.59	3,824,258.83	3,974,118.32	4,073,971.58	4,046,727.87	4,095,594.61	4,318,031.72	4,497,629.68	4,325,756.32	4,536,890.36
Student Workstudy Wages	-28.28%	(240,047)	579,736.76	813,999.92	797,102.00	784,045.86	711,310.79	793,037.79	888,606.25	832,986.46	811,761.49	819,784.16	848,715.03
Classified Salaries	34.51%	2,992,559	11,196,914.63	11,499,895.64	11,431,195.46	11,352,310.96	8,188,924.04	8,099,604.12	8,061,043.34	7,847,383.70	8,017,679.92	8,204,355.39	8,672,676.09
Stipends	20.85%	180,746	992,765.97	1,298,779.52	1,119,718.89	977,637.30	940,502.82	1,053,887.28	945,709.31	620,533.37	768,045.99	812,020.28	866,961.56
Addl Comp Classified Salaries	528.37%	67,526	74,425.79	36,342.63	23,264.65	29,070.87	20,401.17	22,054.43	16,166.50	12,317.80	8,634.99	6,899.54	12,780.00
Classified Wages	18.58%	1,251,147	8,476,958.07	8,641,314.77	8,182,096.12	8,270,497.88	7,981,097.42	7,757,930.91	7,689,455.80	7,497,237.43	7,071,559.84	7,225,810.72	6,733,973.57
Disaster Recovery Wages	0.00%	-	-	-	-	-	-	-	5,642.26	-	-	-	-
Compensatory Time Pay	0.00%	-	-	-	-	1,322.35	446.15	-	-	-	138.65	-	-
Hazardous Duty Pay	57.37%	8,502	24,003.60	23,822.70	23,910.00	28,410.00	23,950.00	1,870.84	152.89	18,350.00	16,400.00	15,501.30	14,820.00
Overtime Pay 1.0	149.53%	25,107	57,111.57	71,418.54	85,768.77	65,819.32	67,211.00	21,510.00	19,310.00	35,881.74	34,637.53	32,004.21	16,790.62
Overtime Pay 1.5	37.51%	75,479	252,774.86	332,314.70	329,491.18	287,116.44	269,391.15	39,774.16	39,755.38	206,534.46	169,821.38	177,295.64	201,240.97
Longevity Pay	2.40%	22,929	951,881.00	960,421.10	955,829.00	954,033.04	977,737.20	217,317.05	182,951.44	933,993.20	933,436.98	928,952.40	956,599.97
Lump Sum Termination Pay	17.19%	115,884	357,318.22	564,222.91	434,646.29	267,626.60	330,924.87	967,315.00	927,537.88	440,914.44	486,339.50	241,434.48	673,939.65
Accrual for Compensated Absences	0.00%	(370,124)	(370,123.99)	261,104.32	284,550.41	(110,261.60)	79,047.93	381,339.74	622,298.84	2,816.35	-	-	-
Termination Pay Death Benefit	0.00%	20,032	20,031.66	103,422.34	20,303.83	41,895.24	18,439.78	16,646.86	-	-	19,308.89	-	-
Incentive Awards for Employees	0.00%	(62,123)	-	-	-	-	3,766.55	10,224.00	49,815.45	38,515.39	661,481.72	62,123.00	-
Cell Phone Allowances	-21.28%	(18,183)	58,630.40	59,719.70	66,552.38	47,855.30	50,989.25	54,768.90	-	63,028.06	57,086.25	76,812.96	85,460.53
Performance Awards	0.00%	-	-	-	19,708.00	12,750.00	61,404.00	111,200.00	9,362.75	16,083.00	-	-	-
	18.56%	16,061,639	102,619,587.79	102,835,368.46	97,895,928.84	96,518,517.24	94,897,310.50	92,441,465.19	90,580,195.95	86,998,147.55	85,570,360.18	86,557,949.01	86,890,940.06

*FY 2010 Salary Data does not exist for these categories, 10-Year Comparison compares FY 2011

Stephen F. Austin State University						
Semester Credit Hours						
Year	Undergraduate	Master	Doctoral	Total	Total Change	% Change
2019-20	298,392	25,451	883	324,726	(3,073)	-0.94%
2018-19	298,776	28,155	1,073	328,004		
2017-18	299,533	28,420	1,045	328,998		
2016-17	300,561	28,320	1,001	329,882		
2015-16	296,962	28,288	1,256	326,506		
2014-15	297,216	27,303	1,351	325,870		
2013-14	301,644	27,424	1,430	330,498		
2012-13	307,494	28,353	1,386	337,233		
2011-12	313,333	25,783	1,414	340,530		
2010-11	311,655	24,002	1,209	336,866		
2009-10	314,066	27,929	919	342,914		
2008-09	298,001	27,453	916	326,370		
2007-08	290,478	26,097	893	317,468		
2006-07	293,790	25,295	1,014	320,099		
2005-06	286,722	26,503	1,122	314,347		
2004-05	281,737	27,811	996	310,544		
2003-04	286,126	27,786	1,001	314,913		
2002-03	292,889	26,465	871	320,225		
2001-02	304,568	22,371	860	327,799		

General Revenue Appropriations

Fiscal Year	General Revenue	Revenue Bond Retirement	Special Items	Net General Revenue
FY2003	36,918,277	620,534	4,193,697	32,104,046
FY2004	37,973,397	1,019,518	7,000,390	29,953,489
FY2005	38,126,088	1,019,518	6,996,184	30,110,386
FY2006	40,097,036	1,675,026	8,271,882	30,150,128
FY2007	40,050,079	1,684,118	8,271,882	30,094,079
FY2008	43,677,367	3,185,358	8,271,883	32,220,126
FY2009	43,685,586	3,185,358	8,271,883	32,228,345
FY2010	45,614,221	4,746,581	7,962,350	32,905,290
FY2011	40,703,316	4,746,581	7,962,350	27,994,385
FY2012	37,797,001	4,445,888	5,673,174	27,677,939
FY2013	37,843,134	4,450,306	5,673,174	27,719,654
FY2014	39,110,676	4,436,800	6,173,174	28,500,702
FY2015	39,265,903	4,439,616	6,173,174	28,653,113
FY2016	39,613,693	4,320,006	6,181,120	29,112,567
FY2017	39,732,191	4,305,388	6,181,120	29,245,683
FY2018	40,145,767	7,445,116	4,067,891	28,632,760
FY2019	40,201,343	7,440,416	4,067,888	28,693,039
FY2020	39,106,062	6,440,456	4,037,849	28,627,757
FY2021	38,039,484	5,388,000	4,037,847	28,613,637
FY2022	36,030,265	5,383,800	3,836,354	26,810,111
FY2023	36,028,123	5,382,750	3,836,354	26,809,019
Total Net GR Change		(5,295,027)	% Change	-16.49%

**Revenues vs. Expenditures by College
FY2020**

	Net Revenue	Total Expenditures and Overhead	Contribution Margin	Contribution Margin Percentage	Total Net Revenue Percentage
College of Business	\$ 13,338,413.23	\$ 7,689,585.06	\$ 5,648,828.17	42.35%	12.96%
College of Education	25,540,396.48	12,976,275.01	12,564,121.47	49.19%	24.81%
College of Fine Arts	9,076,605.75	7,570,726.23	1,505,879.52	16.59%	8.82%
College of Forestry & Agriculture	5,050,158.13	3,447,165.42	1,602,992.71	31.74%	4.91%
College of Liberal & Applied Arts	28,393,836.71	14,575,079.70	13,818,757.00	48.67%	27.58%
College of Science & Mathematics	21,553,606.12	13,775,628.66	7,777,977.46	36.09%	20.94%
Total	102,953,016.42	60,034,460.09	42,918,556.33		

Assumptions:

- This is the first phase of a comprehensive analysis. Further analysis will be made in collaboration with Academic Performance Solutions
- In order to normalize the analysis, Fiscal year 2020 revenue is compared to Fiscal Year 2019 expenditures
- Fiscal years used for analysis are not base years for formula funding
- Enrollment will remain at the level used in this analysis
- Partial Overhead allocation only includes direct academic support overhead
- All revenue will be collected from students and general revenue and teaching supplements will be fully funded
- Revenue includes Education & General and Designated Tuition Revenue only

Academic Departments Revenue/Expenditure Analysis Fiscal Year 2020*						
Department	Total Net Revenue	Total Expenditures	Partial Overhead Allocation	Contribution Margin	Contribution Margin Percentage	Total Net Revenue Percentage
Accounting	2,255,042	1,402,051	191,866	661,126	29.32%	2.19%
Economics & Finance	2,831,353	1,706,615	217,625	907,114	32.04%	2.75%
Business Com & Leg Stud	3,315,068	1,428,154	187,326	1,699,589	51.27%	3.22%
Management & Mkt	4,936,949	2,266,281	289,669	2,380,999	48.23%	4.80%
Dean's Office	-	853,544	(853,544)	-		
Total, College of Business	13,338,413	7,656,645	32,941	5,648,828	42.35%	12.96%
Elementary Education	4,826,925	2,561,517	274,088	1,991,320	41.25%	4.69%
Human Sciences	6,202,819	2,022,052	301,382	3,879,386	62.54%	6.02%
Human Services	5,510,659	3,067,427	374,767	2,068,464	37.54%	5.35%
Kinesiology	5,763,832	2,338,006	300,595	3,125,231	54.22%	5.60%
Secondary Education	3,236,161	1,507,527	228,914	1,499,720	46.34%	3.14%
Dean's Office	-	357,941	(357,941)	-		
COE Academic Services	-	240,710	(240,710)	-		
Assessment & Account	-	701,772	(701,772)	-		
Total, College of Education	25,540,396	12,796,952	179,323	12,564,121	49.19%	24.81%
Art	3,086,029	1,933,273	157,645	995,112	32.25%	3.00%
Music	4,653,909	3,993,007	329,562	331,340	7.12%	4.52%
Theatre	1,336,668	1,071,158	86,082	179,428	13.42%	1.30%
Dean's Office	-	527,691	(527,691)	-		
CoFA Operations	-	33,693	(33,693)	-		
Total, College of Fine Arts	9,076,606	7,558,821	11,905	1,505,880	16.59%	8.82%
Agriculture	2,006,922	1,258,309	174,775	573,839	28.59%	1.95%
Environmental Science	557,673	260,776	38,259	258,639	46.38%	0.54%
Forestry	2,485,563	1,501,799	213,248	770,515	31.00%	2.41%
Dean's Office	-	415,557	(415,557)	-		
Total, College of Forestry	5,050,158	3,436,441	10,725	1,602,993	31.74%	4.91%
Mass Communications	1,500,964	966,290	49,612	485,062	32.32%	1.46%
English	5,416,421	2,465,962	111,872	2,838,587	52.41%	5.26%
Government	4,475,316	1,728,187	81,233	2,665,896	59.57%	4.35%
History	4,141,203	2,004,962	92,336	2,043,905	49.36%	4.02%
Military Science	109,689	84,343	3,732	21,613	19.70%	0.11%
Languages, Cult & Comm	3,966,382	2,100,925	94,233	1,771,223	44.66%	3.85%
Multidisciplinary	1,158,305	644,574	28,742	484,989	41.87%	1.13%
Psychology	3,080,386	1,361,285	62,770	1,656,332	53.77%	2.99%
SFA 101	208,644	130,741	5,785	72,117	34.56%	0.20%
Anthro, Geography & Sociology	1,718,150	1,277,332	57,472	383,345	22.31%	1.67%
Social Work	2,618,377	1,137,933	84,756	1,395,689	53.30%	2.54%
Dean's Office	-	605,015	(605,015)	-		
LAA Operations	-	6,422	(6,422)	-		
Applied Arts and Sciences	-	3,760	(3,760)	-		
Total, College of Liberal Arts	28,393,837	14,517,732	57,348	13,818,757	48.67%	27.58%
Biology	4,851,721	2,077,538	219,872	2,554,312	52.65%	4.71%
Chemistry	2,278,888	1,186,580	115,697	976,611	42.85%	2.21%
Geology	1,768,189	877,841	91,133	799,216	45.20%	1.72%
Mathematics and Statistics	5,497,687	2,974,125	285,188	2,238,374	40.71%	5.34%
Nursing	3,209,387	2,840,357	234,964	134,067	4.18%	3.12%
Physics and Astronomy	2,086,450	1,455,142	126,165	505,142	24.21%	2.03%
Computer Science	1,861,285	1,184,581	106,447	570,256	30.64%	1.81%
Dean's Office	-	713,337	(713,337)	-		
SCM Operations	-	12,693	(12,693)	-		
Pre-professional	-	28,724	(28,724)	-		
STEM	-	404,394	(404,394)	-		
Total, College of S&M	21,553,606	13,755,312	20,317	7,777,977	36.09%	20.94%
Dean of Grad School		312,558	(312,558)	-		
All Colleges	102,953,016	60,034,460	-	42,918,556	41.69%	100.00%
*All revenue is based on FY2020, but all expenditures are based on FY2019, due to the fact FY2020 expenditures were significantly impacted by COVID-19.						

Stephen F. Austin State University
2022-23 Biennial Appropriations Bill General Revenue Recap
June 13, 2021

		A	B	C	D	E	F
		20-21 Biennium			22-23 Biennium		
SFA General Revenue Appropriation Bill Summary		FY 2020	FY 2021	Total	FY 2022	FY 2023	Total
8	General Revenue Fund (Gross)	39,106,062.00	38,039,484.00	77,145,546.00	36,030,265.00	36,028,123.00	72,058,388.00
10	Gross General Revenue Change (F8-C8)						(5,087,158.00)
	Percentage Change (F10/C8)						-6.59%
	Gross General Revenue Decrease						(5,087,158.00)
	TRB Debt Service Reduction - Bond Refinancing - No Operational Impact						1,061,906.00
	General Revenue Change Net of TRB Debt Service Decrease						(4,025,252.00)
	Biennial Operating Change Percentage Net of TRB Debt Service Reduction						-5.22%
	General Revenue Change FY 22 to FY 21		38,039,484.00		36,030,265.00		(2,009,219.00)
	General Revenue Percentage Change FY 22 to FY 21						-5.28%
	Governor's 2020-21 General Revenue Reduction	(1,632,927.50)	(1,632,927.50)	(3,265,855.00)			
	Adjusted Gross Biennial Comparison	37,473,134.50	36,406,556.50	73,879,691.00	36,030,265.00	36,028,123.00	72,058,388.00
FY 22 Budget Reconciliation							
	General Revenue Change FY 22 to FY 21		38,039,484.00		36,030,265.00		(2,009,219.00)
	Governor's FY 21 General Revenue Reduction (FY 21 Budget Reduction) (Reduced When the FY 21 Budget Was Developed)						1,632,928.50
	Decrease in TRB Debt Service Appropriations						4,200.00
	FY 22 General Revenue Compared to FY 21 Net General Revenue						(372,090.50)

	CARES HEERF I	CRRSAA HEERF II	ARP HEERF III
Total CARES Funding: HEERF I, II, and III	11,766,773.00	17,133,422.00	30,256,363.00
Uses:			
Student Financial Support	5,262,539.00	5,262,539.00	15,344,767.00
ITS Classroom Upgrades and Student Delivery Support	2,023,852.31		
FY 20 Student Refunds:			
FY 2019-20 Tuition and Mandatory Fees	810,622.45		
FY 2019-20 Housing, Meals, Parking, etc.	3,140,092.35	4,806,415.71	
FY 2019-20 Other Revenue	384,994.20	58,990.91	
Lost Revenue:			
FY 2020-21 Tuition and Fees	5,986.00	20,969.54	
FY 2020-21 Housing, Meals, Parking, etc.		1,981,297.18	
FY 2020-21 Other Revenue		1,250,813.56	4,075,804.14
FY 2020-21 Housing and Meals			7,140,556.72
Governor's General Revenue Reduction FYEs 20 and 21		3,265,855.44	1,632,927.50
Formula Funding Decrease			372,091.50
COVID Response Expenditures			554,138.56
FFCRA COVID Sick Leave			982,421.57
Indirect Cost Recovery	138,686.69	486,540.66	153,656.01
Total Uses:	11,766,773.00	17,133,422.00	30,256,363.00

Fiscal Year 2022 Budget Development Summary

Revenue and Expenditure Analysis	Flat	5%	10%	20%
Revenue Adjustments				
Legislative Appropriations Decrease	(372,091.00)	(372,091.00)	(372,091.00)	(372,091.00)
Higher Education Group Insurance (HEGI)	(190,377.00)	(190,377.00)	(190,377.00)	(190,377.00)
Tuition and Fees Decrease	0.00	(5,204,661.00)	(10,409,322.00)	(20,818,643.00)
One Time - CARES Act Funds	(3,100,000.00)	(3,100,000.00)	(3,100,000.00)	(3,100,000.00)
One Time - Staff Furlough	(1,440,000.00)	(1,440,000.00)	(1,440,000.00)	(1,440,000.00)
One Time - Distance Education Fee Reserve	(496,300.00)	(496,300.00)	(496,300.00)	(496,300.00)
One Time - Fund Balance Support	(1,341,828.65)	(1,341,828.65)	(1,341,828.65)	(1,341,828.65)
Distance Education Fee Revenue Increase	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00
Revenue Shortfall	(5,940,596.65)	(11,145,257.65)	(16,349,918.65)	(26,759,239.65)
Budget Development Support				
One Time - Divisional Savings Used to Fund FY2021	(1,336,781.12)	(1,336,781.12)	(1,336,781.12)	(1,336,781.12)
Total Revenue Decrease	(1,336,781.12)	(1,336,781.12)	(1,336,781.12)	(1,336,781.12)
Adjusted Budget Status	(7,277,377.77)	(12,482,038.77)	(17,686,699.77)	(28,096,020.77)
Expenditure Increases - Estimated				
Increase in Retiree Insurance	200,000.00	200,000.00	200,000.00	200,000.00
Faculty Promotions	129,000.00	129,000.00	129,000.00	129,000.00
Two Admissions Regional Coordinator Positions	103,350.00	103,350.00	103,350.00	103,350.00
Aviation Clinical Instructor/Prgm Director Position	110,500.00	110,500.00	110,500.00	110,500.00
RELLIS Academic Alliance Position	75,400.00	75,400.00	75,400.00	75,400.00
Total Projected Expenditure Increase	618,250.00	618,250.00	618,250.00	618,250.00
Projected Revenue Shortfall	(7,895,627.77)	(13,100,288.77)	(18,304,949.77)	(28,714,270.77)
	Flat	5% Headcount Decrease	10% Headcount Decrease	20% Headcount Decrease
Housing, Dining, Parking Revenue Shortfall*	(7,534,670.00)	(8,935,123.00)	(10,365,280.00)	(13,096,056.00)
One Time - Fund Balance Support	(1,152,737.50)	(1,152,737.50)	(1,152,737.50)	(1,152,737.50)
Decrease in Debt Service	2,171,541.00	2,171,541.00	2,171,541.00	2,171,541.00
Adjusted Auxiliary Revenue Shortfall	(6,515,866.50)	(7,916,319.50)	(9,346,476.50)	(12,077,252.50)
Projected Total Shortfall	(14,411,494.27)	(21,016,608.27)	(27,651,426.27)	(40,791,523.27)
Other Funding Sources				
American Rescue Plan HEERF III Funds	14,911,596.00	14,911,596.00	14,911,596.00	14,911,596.00
Adjusted FY 2022 Revenue Shortfall	500,101.73	(6,105,012.27)	(12,739,830.27)	(25,879,927.27)

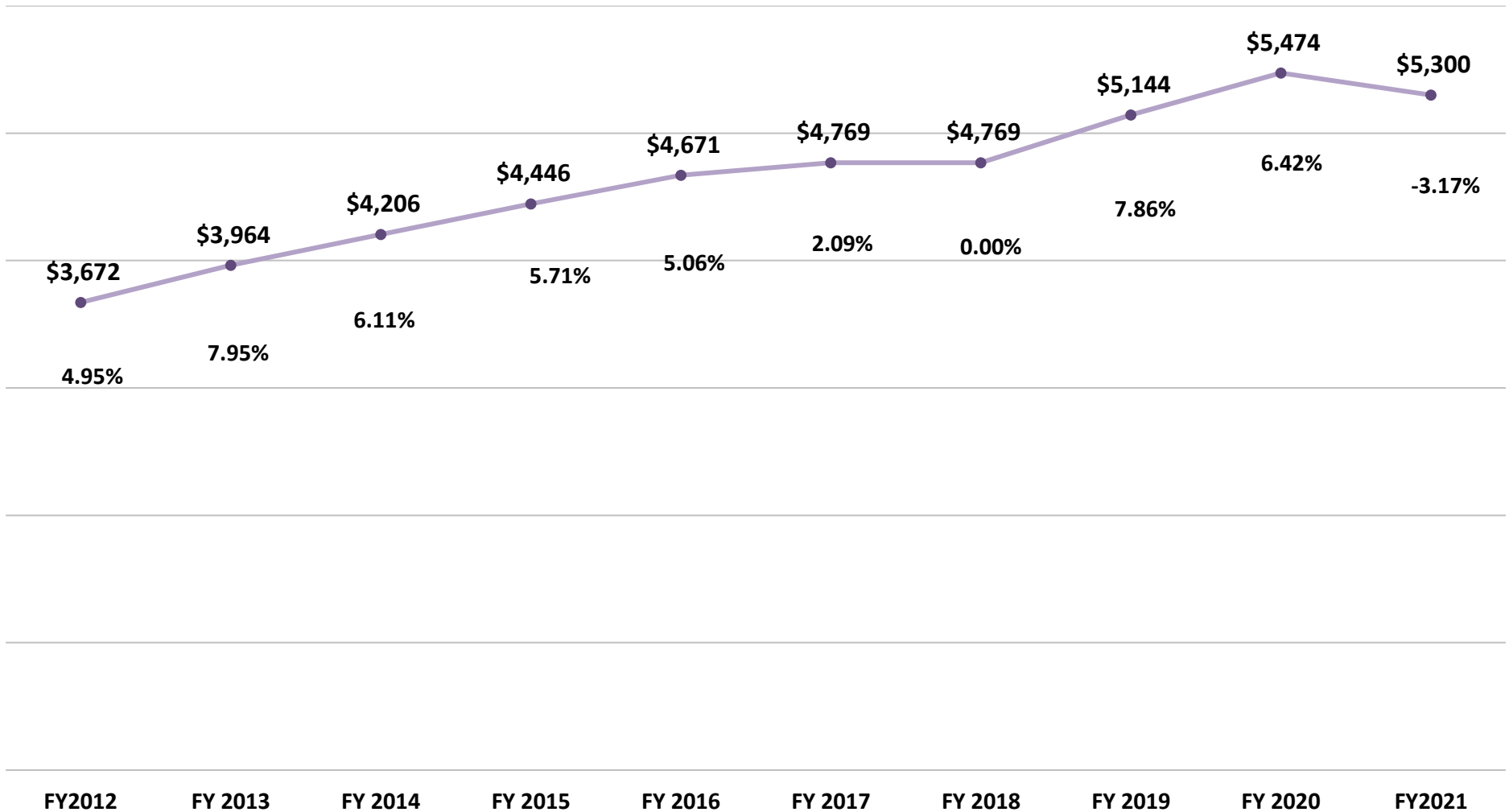
*Flat projections include a 23% decrease in FY 2021 Budget to Actual

Stephen F. Austin State University
Projected Fund Balance
August 31, 2021

	Education & General	Designated	Auxiliary	Restricted	Total
Fiscal Year 2020					
Net Fund Balance with GASB	(2,770,704.00)	(72,670,383.00)	9,682,390.00	11,191,255.00	(54,567,442.00)
Add Back GASB 75 adjustment		99,521,269.00			99,521,269.00
Add Back GASB 68 adjustment		35,792,711.00			35,792,711.00
Fund Balance Net of GASB Entries	(2,770,704.00)	62,643,597.00	9,682,390.00	11,191,255.00	80,746,538.00
Fiscal Year 2021 (Projected)					
Net Projected Fund Balance with GASB	276,295.10	(94,537,779.60)	26,482,098.14	12,431,062.86	(55,348,323.50)
Add Back GASB 75 adjustment		135,313,980.00			135,313,980.00
Add Back GASB 68 adjustment		25,000,000.00			25,000,000.00
Adjusted Fund Balance Net of GASB Entries	276,295.10	65,776,200.40	26,482,098.14	12,431,062.86	104,965,656.50

The accounting standards board that governs Texas public university accounting is the Governmental Accounting Standards Board (GASB).
 GASB Statement number 68 requires the Teacher Retirement System (TRS) pension liability to be recorded for employees on the TRS retirement system
 GASB Statement number 75 requires the recording of the institutional portion of other post employment benefits (OPEB).

Tuition and Fees At 15 Semester Credit Hours FY 2012 - 2021



STEPHEN F. AUSTIN STATE UNIVERSITY

	For the Years Ending	
	August 31, 2022	August 31, 2023
Method of Financing:		
General Revenue Fund	\$ 36,030,265	\$ 36,028,123
<u>General Revenue Fund - Dedicated</u>		
Estimated Board Authorized Tuition Increases Account No. 704	\$ 786,684	\$ 786,684
Estimated Other Educational and General Income Account No. 770	<u>13,952,352</u>	<u>13,953,799</u>
Subtotal, General Revenue Fund - Dedicated	\$ 14,739,036	\$ 14,740,483
License Plate Trust Fund Account No. 0802, estimated	<u>\$ 7,946</u>	<u>\$ 7,946</u>
Total, Method of Financing	<u>\$ 50,777,247</u>	<u>\$ 50,776,552</u>
Items of Appropriation:		
1. Educational and General State Support	\$ 50,777,247	\$ 50,776,552
Grand Total, STEPHEN F. AUSTIN STATE UNIVERSITY	<u>\$ 50,777,247</u>	<u>\$ 50,776,552</u>

This bill pattern represents an estimated 20.6% of this agency's estimated total available funds for the biennium.

Number of Full-Time-Equivalents (FTE)-Appropriated Funds	494.7	494.7
---	-------	-------

- 1. Informational Listing of Appropriated Funds.** The appropriations made above for Educational and General State Support are subject to the special and general provisions of this Act and include the following amounts for the purposes indicated.

A. Goal: INSTRUCTION/OPERATIONS

Provide Instructional and Operations Support.

A.1.1. Strategy: OPERATIONS SUPPORT	\$ 28,584,523	\$ 28,584,523
A.1.2. Strategy: TEACHING EXPERIENCE SUPPLEMENT	1,273,450	1,273,450
A.1.3. Strategy: STAFF GROUP INSURANCE PREMIUMS	2,746,558	2,746,558
A.1.4. Strategy: TEXAS PUBLIC EDUCATION GRANTS	2,086,047	2,086,402
A.1.5. Strategy: ORGANIZED ACTIVITIES	<u>850,000</u>	<u>850,000</u>
Total, Goal A: INSTRUCTION/OPERATIONS	\$ 35,540,578	\$ 35,540,933

B. Goal: INFRASTRUCTURE SUPPORT

Provide Infrastructure Support.

B.1.1. Strategy: E&G SPACE SUPPORT Educational and General Space Support.	\$ 5,873,261	\$ 5,873,261
B.1.2. Strategy: TUITION REVENUE BOND RETIREMENT	<u>5,383,800</u>	<u>5,382,750</u>
Total, Goal B: INFRASTRUCTURE SUPPORT	\$ 11,257,061	\$ 11,256,011

C. Goal: NON-FORMULA SUPPORT

Provide Non-formula Support.

C.1. Objective: INSTRUCTIONAL SUPPORT

C.1.1. Strategy: RURAL NURSING INITIATIVE	\$ 270,370	\$ 270,370
--	------------	------------

C.2. Objective: RESEARCH

C.2.1. Strategy: APPLIED FORESTRY STUDIES CENTER Center for Applied Studies in Forestry.	\$ 377,523	\$ 377,523
---	------------	------------

C.3. Objective: PUBLIC SERVICE

C.3.1. Strategy: STONE FORT MUSEUM & RESEARCH CENTER Stone Fort Museum and Research Center of East Texas.	\$ 71,959	\$ 71,959
--	-----------	-----------

C.3.2. Strategy: SOIL PLANT & WATER ANALYSIS LAB Soil Plant and Water Analysis Laboratory.	41,048	41,048
---	--------	--------

C.3.3. Strategy: APPLIED POULTRY STUDIES & RESEARCH Applied Poultry Studies and Research.	38,714	38,714
--	--------	--------

C.4. Objective: INSTITUTIONAL SUPPORT

C.4.1. Strategy: INSTITUTIONAL ENHANCEMENT	<u>\$ 3,036,740</u>	<u>\$ 3,036,740</u>
---	---------------------	---------------------

Total, Goal C: NON-FORMULA SUPPORT	\$ 3,836,354	\$ 3,836,354
---	--------------	--------------

STEPHEN F. AUSTIN STATE UNIVERSITY
(Continued)

D. Goal: RESEARCH FUNDS

D.1.1. Strategy: COMPREHENSIVE RESEARCH FUND \$ 143,254 \$ 143,254

Grand Total, STEPHEN F. AUSTIN STATE UNIVERSITY \$ 50,777,247 \$ 50,776,552

Object-of-Expense Informational Listing:

Salaries and Wages	\$ 13,933,278	\$ 13,911,001
Other Personnel Costs	526,530	518,902
Faculty Salaries (Higher Education Only)	25,487,932	25,540,303
Professional Fees and Services	2,501	2,389
Consumable Supplies	1,626	3,003
Utilities	125	0
Rent - Machine and Other	67,741	76,003
Debt Service	5,383,800	5,382,750
Other Operating Expense	3,192,142	3,172,965
Client Services	90,102	78,056
Grants	2,086,047	2,086,402
Capital Expenditures	5,423	4,778

Total, Object-of-Expense Informational Listing \$ 50,777,247 \$ 50,776,552

Estimated Allocations for Employee Benefits and Debt Service Appropriations Made Elsewhere in this Act:

Employee Benefits

Retirement	\$ 3,779,951	\$ 3,881,665
Group Insurance	6,233,203	6,233,203
Social Security	3,182,615	3,278,094

Total, Estimated Allocations for Employee Benefits and Debt Service Appropriations Made Elsewhere in this Act \$ 13,195,769 \$ 13,392,962

- 2. Performance Measure Targets.** The following is a listing of the key performance target levels for the Stephen F. Austin State University. It is the intent of the Legislature that appropriations made by this Act be utilized in the most efficient and effective manner possible to achieve the intended mission of the Stephen F. Austin State University. In order to achieve the objectives and service standards established by this Act, the Stephen F. Austin State University shall make every effort to attain the following designated key performance target levels associated with each item of appropriation.

	<u>2022</u>	<u>2023</u>
A. Goal: INSTRUCTION/OPERATIONS		
Outcome (Results/Impact):		
Percent of First-time, Full-time, Degree-seeking Freshmen Who Earn a Baccalaureate Degree within Six Academic Years	45.5%	46%
Percent of First-time, Full-time, Degree-seeking Freshmen Who Earn a Baccalaureate Degree within Four Academic Years	33%	33.5%
Persistence Rate of First-time, Full-time, Degree-seeking Freshmen Students after One Academic Year	72.2%	72.5%
Certification Rate of Teacher Education Graduates	97%	97%
Percent of Baccalaureate Graduates Who Are First Generation College Graduates	45%	45%
Percent of Incoming Full-time Undergraduate Transfer Students Who Graduate within Four Years	70%	70%
Percent of Incoming Full-time Undergraduate Transfer Students Who Graduate within Two Years	32%	33%
Percent of Lower Division Semester Credit Hours Taught by Tenured or Tenure-Track Faculty	46%	46%
State Licensure Pass Rate of Nursing Graduates	95%	95%
Dollar Value of External or Sponsored Research Funds (in Millions)	3.5	3.6
A.1.1. Strategy: OPERATIONS SUPPORT		
Efficiencies:		
Administrative Cost as a Percent of Total Expenditures	11%	11%
Average Cost of Resident Undergraduate Tuition And Fees For 15 Semester Credit Hours	5,300	5,300
Explanatory:		
Average Student Loan Debt	28,656	29,516
Percent of Students with Student Loan Debt	70.84%	71.5%
Average Financial Aid Award Per Full-Time Student	13,854	13,992
Percent of Full-Time Students Receiving Financial Aid	94%	94%



Stephen F. Austin State University

Enrollment Management

Erma Nieto Brecht, Executive Director

Notes

Status of Enrollment

- ❖ Enrollment History - Headcount and SCH
- ❖ Undergraduate Enrollment
- ❖ Graduate Enrollment
- ❖ Sub-Groups
- ❖ Fall Enrollment Status Update

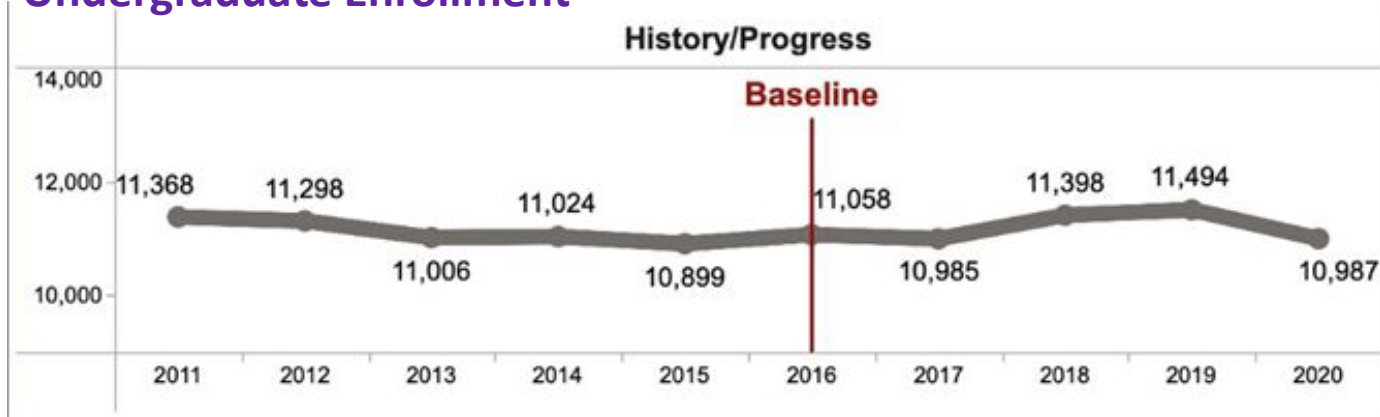
SFA Envisioned - Enrollment Metrics

- Total Enrollment - Headcount
- Semester Credit Hour
- Undergraduate Enrollment
 - Undergrad Retention
 - First-Time in College
 - New Transfers
- Graduate Enrollment
- Sub-Groups
 - Hispanic Enrollment
 - Dual Credit Enrollment
- Fall Enrollment Status Update

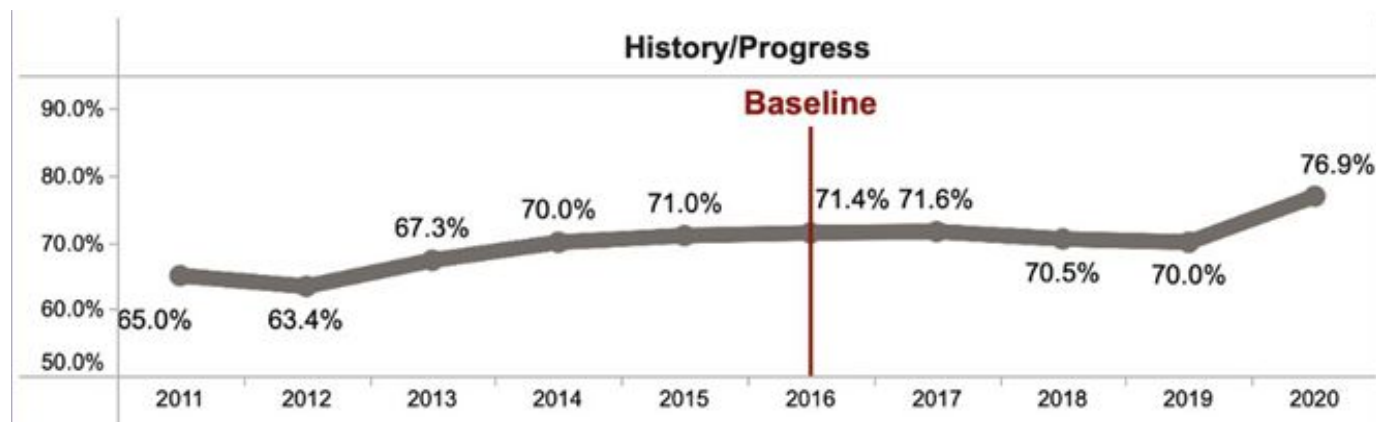




Enrollment Management
Erma Nieto Brecht, Executive Director



Undergraduate Retention



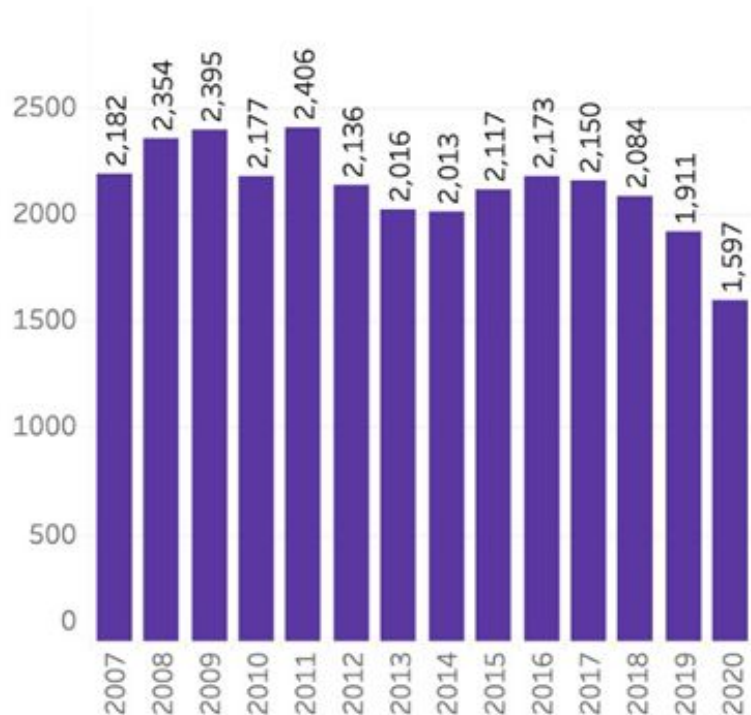


Stephen F. Austin State University

Enrollment Management
Erma Nieto Brecht, Executive Director

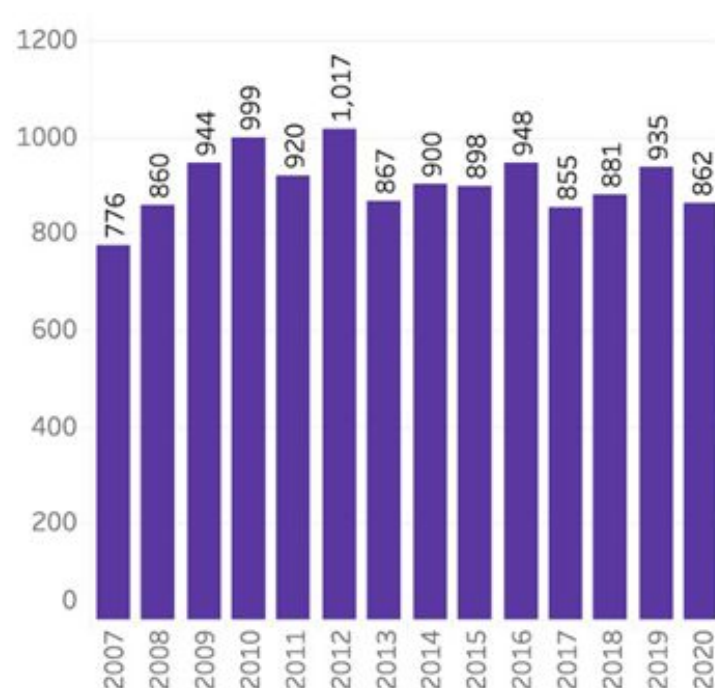
First Time In College

By Fall Term



New Transfers

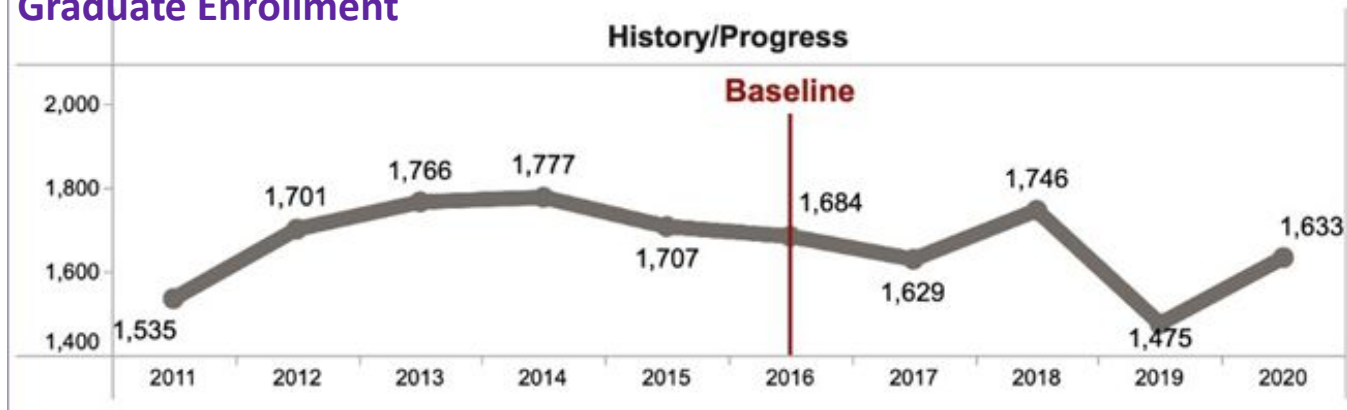
By Fall Term



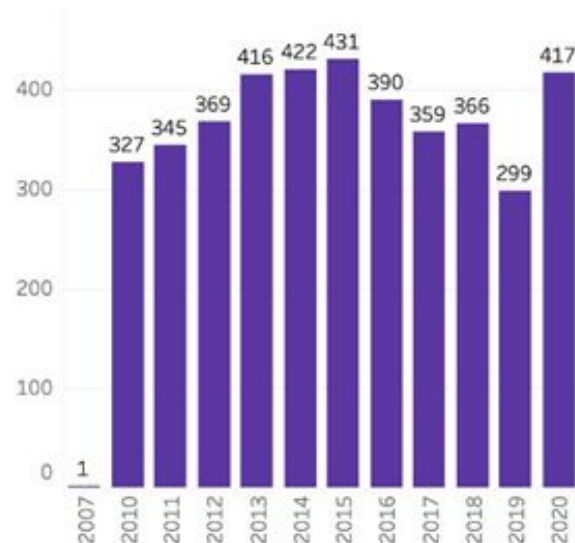


Enrollment Management
Erma Nieto Brecht, Executive Director

Notes



Graduate – New Masters:







Stephen F. Austin State University

Enrollment Management

Erma Nieto Brecht, Executive Director

Notes

Fall 2021 Enrollment Status Update

Fall 2021	Total Headcount	Plus / Minus	% Difference from LY	Total SCH	Plus / Minus	% Difference from LY
9-Jun	7,912	-655	-7.6	96,084	-8310	-8

June 9, 2021	Fall 2020	Fall 2021	# Diff	% Diff	Fall 2020 Census	Fall 2021 Goal
Headcount	1283	1230	-53	-4.1%	1,822	1,914
SCH	13869	12594	-1275	-9.2%	19,029	19,980
Headcount	2622	2299	-323	-12.3%	3,703	3,886
SCH	25641	23352	-2289	-8.9%	35,446	37,190
Headcount	714	665	-49	-6.9%	925	973
SCH	9384	8216	-1168	-12.4%	13,007	13,657
Headcount	623	659	36	5.8%	859	902
SCH	5352	5908	556	10.4%	6,998	7,348
Headcount	1717	1662	-55	-3.2%	3,150	3,309
SCH	27905	25292	-2613	-9.4%	45,140	47,396
Headcount	1608	1397	-211	-13.1%	2,159	2,267
SCH	22243	20722	-1521	-6.8%	31,194	32,754



Stephen F. Austin State University

Enrollment Management

Erma Nieto Brecht, Executive Director

Notes

Enrollment Growth Initiatives

Strategic Enrollment Management





Stephen F. Austin State University

Enrollment Management Erma Nieto Brecht, Executive Director

Admissions Funnel History: First Time In College

	2013	2014	2015	2016	2017	2018	2019	2020	2021*
Prospects	30,065	31,213	28,172	28,088	26,217	24,652	21,863	22,966	24,003
Applications	14,268	13,073	14,261	14,516	14,419	13,933	13,710	11,926	10,463
Completed Applications	11,383	10,631	11,382	11,382	11,081	10,884	10,661	9,138	7,577
Accepted Applications	6,474	6,220	7,008	7,108	7,250	7,364	7,627	7,672	6,911
Acceptance Rate (%)	56.9%	58.5%	61.6%	62.4%	65.4%	67.7%	71.50%	84.0%	91.20%
Matriculants	2,016	2,013	2,117	2,173	2,150	2,072	1,910	1,572	
Conversion Rate (%)	31.1%	32.4%	30.2%	30.6%	29.7%	28.10%	17.92%	20.50%	
* 2021 as of 06/08/2021									

Admissions Funnel History: Transfer

	2013	2014	2015	2016	2017	2018	2019	2020	2021*
Prospects	3,453	3,005	4,499	2,770	2,786	3,152	3,940	4,077	5,394
Applications	2,156	1,958	2,020	2,045	2,012	1,682	1,812	1,757	1,211
Completed Applications	1,869	1,742	1,760	1,803	1,717	1,507	1,640	1,573	1,104
Accepted Applications	1,345	1,345	1,368	1,369	1,325	1,130	1,330	1,268	814
Acceptance Rate (%)	72.0%	77.2%	77.7%	75.9%	77.2%	74.9%	81.10%	80.60%	73.70%
Matriculants	867	900	890	938	846	557	851	764	
Conversion Rate (%)	62.8%	66.9%	65.1%	68.5%	63.8%	49.2%	64.0%	60.30%	
* 2021 as of									



Notes

Erma Nieto Brecht, Executive Director

Recruitment Initiatives

- ❖ Lead/Search Strategy Expansion / Investment
- ❖ Enhance Communications Plans (Slate) - Define Target Audiences
- ❖ Summer Camps on Campus – Junior /High School Age
- ❖ Host Targeted Conferences / Student Organizations / Influencer Groups
 - ❖ UIL, FHA, Debate Competitions, Robotics, etc.
 - ❖ High School & Community College Counselor Workshops
- ❖ Admissions Counselor – Territory Recruitment
- ❖ Enrollment & Marketing Strategy Workshops
- ❖ Financial Aid and Scholarship Awarding – Strategic Initiatives (RNL)
- ❖ Distinguished High School Program
- ❖ Integrated Recruitment Events
 - ❖ Off Campus (College Fairs, High School / Community College Visits, Specialty events)
 - ❖ On Campus (Showcase Saturday's, Tailored Visit Day Experiences, Living Like a Lumberjack,
 - ❖ Conversion Events - Axe'cepted Student Day, Send Offs
 - ❖ Virtual Events (Jack Chats)



Stephen F. Austin State University

Enrollment Management
Erma Nieto Brecht, Executive Director

Notes

Retention Initiatives

- ❖ Orientation Program
- ❖ Academic Advising Experience
- ❖ Identify & Develop Communications Plans for Continuing Students (Slate)
- ❖ Scholarship Renewal Process

Report to the Board of Regents - Reports

Dept	Position	Salary	Benefits	Total Savings
Health Services	Nurse Practitioner	\$ 91,780.41	\$ 27,534.12	\$ 119,314.53
Health Services	Head Nurse	\$ 47,843.64	\$ 14,353.09	\$ 62,196.73
Health Services	Medical Records Clerk	\$ 25,187.00	\$ 7,556.10	\$ 32,743.10
Student Affairs Programming	Admin Asst	\$ 34,373.00	\$ 10,311.90	\$ 44,684.90
Student Engagement	Asst Director Leadership	\$ 48,668.00	\$ 14,600.40	\$ 63,268.40
CCPD	Asst Director	\$ 6,591.00	\$ 1,977.30	\$ 8,568.30
Post Office	Postal Clerk	\$ 25,166.00	\$ 7,549.80	\$ 32,715.80
Various SC/Res Life restructures				\$ 220,000.00
				\$ 583,491.77

*The number of vacancies above does not include the 7 VSIP employee positions that are not being replaced, but being absorbed by the departments.

Residence Life (Campus Living)

State of Affairs, 6/8/2021

Presented by: Dr. Brandon A. Frye, VP for Student Affairs

Major Challenges:

- Occupancy rate and budget shortfall
- Static and/or out-of-date Residence Life (Reslife) marketing efforts and a “come to us” vs. “go out and actively increase housing occupancy” mentality
- Aging facilities and deferred maintenance issues
- Internet connectivity and the need of a long-term financial plan to address Reslife wireless, technological, and hardware issues and requirements
- Evolving staffing and operational needs
- Evolving modalities of instruction, increased on-line options
- Generational issues associated with shared living spaces and bathrooms

Opportunities, Innovations, Cost-saving Measures, and Way Forward:

Reslife (Campus Living)

1. Continue to scale Reslife Staff based on occupancy
 - a. Reslife Staff (Not including Housing Operations “HOPS”) budget in FY17 was \$1.2 million
 - b. ResLife Staff (minus HOPS) budget FY21 will be approximately \$852,000 (decrease of \$348,000)

Term	% Occupied	Revenue Assignable Beds	Hall Staff
Fall 2016	95.6	4813	131
Spring 2017	83.2	4813	131
Fall 2017	94.3	4813	131
Spring 2018	81.9	4813	131
Fall 2018	93.1	4726	130
Spring 2019	81.9	4726	130
Fall 2019	88.3	4726	132
Spring 2020	77.1	4726	125
Fall 2020	68.2	4441	89
Spring 2021	53.3	4441	72

2. Restructured Reslife department:
 - a. Hall Directors reclassified to Area Coordinators (moved from 12 to 5 positions) and Graduate Hall Director positions created for Fall 2021 to replace full-time hall directors (saving approximately \$300,000)
 - b. Director of Residence Life position reclassified as Associate Director of Residence Life, resulting in a salary savings of approximately \$40,000
 - c. Shared services model with central auxiliary services, Baker Pattillo Student Center (BPSC), and Reslife
3. In July 2021, relocating the residence life department physical office from the Austin building to the BPSC to create better efficiencies, share services, and reduce operational expenses
4. Reduced FY22 Reslife operational budget by 25%
5. In FY17 the budget was \$1.24 million for Housing R&R and it has incrementally decreased to 0 as of FY21
6. Consolidated students during the Spring 2021 semester to close Hall 10
7. Beginning in FY20 North, South, and Mays Halls were closed
8. Recalibrated the number of revenue assignable beds based on enrollment and housing data for the past 10 years. We should be a 3,300-bed residential campus, not a 4,800-bed campus
9. Summer Housing Incentive – live with us spring and fall = summer is FREE
10. Year-round housing options now available making us more competitive with the off-campus market
11. Request for Proposals (RFP) for potential Residential Internet Service Provider
12. RFP/utilization of a consulting firm to review housing bonds allocations
13. Exploring potential “sponsorship” of on-campus move in experience
14. Enhancing training experience for Reslife staff (customer services, health and wellness, etc.) to aid in student retention and to increase occupancy
15. Enhancing Reslife marketing and outreach efforts to be better connected with Enrollment Management and Orientation marking and communication efforts

BPSC and Dining

1. Restructured the student center staff based on attrition. Cut \$235,542 in salaries and benefits, due to 9 positions in the student center that were frozen going into FY21.
2. Reignited summer camps and conferences for summer 2021 (Discounted housing to help incentivize rebooking of yearly customers)
3. 4 voluntary plans = 1 residential meal plan
 - a. Increase marketing and sales efforts to off-campus students
 - b. Increase Faculty/Staff meal plans (payroll deduction, host fac/staff appreciation event in late July welcoming them to “Lumberjack Eats”)

Residence Life and Housing

Fall **New** Assignments Report, 6/8/2021

Fall NEW Assignments					
Capacity Report Week	Fall 21	Fall 20	Fall 19	Fall 18	Fall 17
Jan. wk 1	380	453	569	684	537
Jan. wk 2	379	453	571	681	536
1st Class Day	380	452	570	681	535
Jan. wk 3	377	449	569	681	532
Jan. wk 4	373	449	568	676	531
12th Class Day	373	449	564	676	531
Feb. wk 1	370	449	564	674	528
Feb. wk 2	367	447	564	673	528
Feb. wk 3	367	445	562	665	526
Feb. wk 4	367	445	560	655	523
Mar. wk 1	364	442	556	654	520
Mar. wk 2	364	442	555	654	517
Mar. wk 3	351	436	550	643	511
Mar. wk 4	350	452	545	634	507
April. wk 1	504	886	539	661	499
April. wk 2	894	983	1196	1388	485
April. wk 3	963	1015	1292	1517	485
April. wk 4	963	1042	1327	1571	479
May wk 1	1182	1225	1406	1742	1455
May wk 2	1241	1225	1490	1784	1525
May wk 3	1303	1243	1582	1804	1575
May wk 4	1359	1327	1627	1824	1619
May wk 5	1359	1354	1671	1866	1687
June wk 1	1404	1354	1709	1884	1875
June wk 2	1433	1386	1756	1920	1968

Fall 2021 New Assignments Difference Report, 6/8/2021

Fall 21 NEW ASSIGNMENT DIFFERENCE					
Capacity Report Week	Fall 21	Fall 20	Fall 19	Fall 18	Fall 17
Jan. wk 1		-73	-189	-304	-157
Jan. wk 2		-74	-192	-302	-157
1st Class Day		-72	-190	-301	-155
Jan. wk 3		-72	-192	-304	-155
Jan. wk 4		-76	-195	-303	-158
12th Class Day		-76	-191	-303	-158
Feb. wk 1		-79	-194	-304	-158
Feb. wk 2		-80	-197	-306	-161
Feb. wk 3		-78	-195	-298	-159
Feb. wk 4		-78	-193	-288	-156
Mar. wk 1		-78	-192	-290	-156
Mar. wk 2		-78	-191	-290	-153
Mar. wk 3		-85	-199	-292	-160
Mar. wk 4		-102	-195	-284	-157
April. wk 1		-382	-35	-157	5
April. wk 2		-89	-302	-494	409
April. wk 3		-52	-329	-554	478
April. wk 4		-79	-364	-608	484
May wk 1		-43	-224	-560	-273
May wk 2		16	-249	-543	-284
May wk 3		60	-279	-501	-272
May wk 4		32	-268	-465	-260
May wk 5		5	-312	-507	-328
June wk 1		50	-305	-480	-471
June wk 2		47	-323	-487	-535

Fall 2021 Returning Assignments Report, 6/8/2021

Fall RETURNING Assignments					
Capacity Report Week	Fall 21	Fall 20	Fall 19	Fall 18	Fall 17
May wk 1	1093	2054	1347	2216	2086
May wk 2	1104	2054	2157	2230	2179
May wk 3	1104	2066	2165	2229	2191
May wk 4	1108	2063	2159	2220	2175
May wk 5	1108	2062	2139	2194	2060
June wk 1	1089	2062	2128	2191	2042
June wk 2	1089	2069	2026	2119	2035

Fall 2021 Returning Assignments Difference Report, 6/8/2021

Fall 21 RETURNING ASSIGNMENT DIFFERENCE					
Capacity Report Week	Fall 21	Fall 20	Fall 19	Fall 18	Fall 17
May wk 1		-961	-254	-1123	-993
May wk 2		-950	-1053	-1126	-1075
May wk 3		-962	-1061	-1125	-1087
May wk 4		-955	-1051	-1112	-1067
May wk 5		-954	-1031	-1086	-952
June wk 1		-973	-1039	-1102	-953
June wk 2		-980	-937	-1030	-946

Fall 2021 Total Assignments Report, 6/8/2021

TOTAL ASSIGNMENTS					
Capacity Report Week	Fall 21	Fall 20	Fall 19	Fall 18	Fall 17
Jan. wk 1	380	453	569	684	537
Jan. wk 2	379	453	571	681	536
1st Class Day	380	452	570	681	535
Jan. wk 3	377	449	569	681	532
Jan. wk 4	373	449	568	676	531
12th Class Day	373	449	564	676	531
Feb. wk 1	370	449	564	674	528
Feb. wk 2	367	447	564	673	528
Feb. wk 3	367	445	562	665	526
Feb. wk 4	367	445	560	655	523
Mar. wk 1	364	442	556	654	520
Mar. wk 2	364	442	555	654	517
Mar. wk 3	351	436	550	643	511
Mar. wk 4	350	452	545	634	507
April. wk 1	504	886	539	661	499
April. wk 2	894	983	1196	1388	485
April. wk 3	963	1015	1292	1517	485
April. wk 4	963	1042	1327	1571	479
May wk 1	2275	3279	2753	3958	3541
May wk 2	2345	3279	3647	4014	3704
May wk 3	2407	3309	3747	4033	3766
May wk 4	2467	3390	3786	4044	3794
May wk 5	2467	3416	3810	4060	3747
June wk 1	2493	3416	3837	4075	3917
June wk 2	2522	3455	3782	4039	4003

Fall 2021 Total Assignments Difference Report, 6/8/2021

Fall 21 ASSIGNMENT DIFFERENCE					
Capacity Report Week	Fall 21	Fall 20	Fall 19	Fall 18	Fall 17
Jan. wk 1		-73	-189	-304	-157
Jan. wk 2		-74	-192	-302	-157
1st Class Day		-72	-190	-301	-155
Jan. wk 3		-72	-192	-304	-155
Jan. wk 4		-76	-195	-303	-158
12th Class Day		-76	-191	-303	-158
Feb. wk 1		-79	-194	-304	-158
Feb. wk 2		-80	-197	-306	-161
Feb. wk 3		-78	-195	-298	-159
Feb. wk 4		-78	-193	-288	-156
Mar. wk 1		-78	-192	-290	-156
Mar. wk 2		-78	-191	-290	-153
Mar. wk 3		-85	-199	-292	-160
Mar. wk 4		-102	-195	-284	-157
April. wk 1		-382	-35	-157	5
April. wk 2		-89	-302	-494	409
April. wk 3		-52	-329	-554	478
April. wk 4		-79	-364	-608	484
May wk 1		-1004	-478	-1683	-1266
May wk 2		-934	-1302	-1669	-1359
May wk 3		-902	-1340	-1626	-1359
May wk 4		-923	-1319	-1577	-1327
May wk 5		-949	-1343	-1593	-1280
June wk 1		-923	-1344	-1582	-1424
June wk 2		-933	-1260	-1517	-1481

Halls	100%	Fall Beds	Spr Beds	Rate	FY22 Total for Fall/Spring	Fall Revenue Projection	Spring Revenue Projection
Lodge (4 BR)	252	200	160	\$4,184.00	\$1,506,240.00	\$836,800.00	\$669,440.00
Lodge (2 BR)	57	51	40	\$4,443.00	\$404,313.00	\$226,593.00	\$177,720.00
Wisely	78	62	48	\$2,437.00	\$268,070.00	\$151,094.00	\$116,976.00
Village Bldg 2 quads	316	222	153	\$3,256.00	\$1,221,000.00	\$722,832.00	\$498,168.00
Village Bldg 1 (2BR)	264	236	184	\$4,443.00	\$1,866,060.00	\$1,048,548.00	\$817,512.00
Village Bldg 1 (1 BR)	6	0	0	\$5,472.00	\$0.00	\$0.00	\$0.00
Village Bldg 3 (2 BR)	140	125	102	\$4,982.00	\$1,130,914.00	\$622,750.00	\$508,164.00
Village Bldg 3(1BR)	4	0	0	\$5,938.00	\$0.00	\$0.00	\$0.00
Hall 14	398	302	233	\$2,248.00	\$1,202,680.00	\$678,896.00	\$523,784.00
Griffith	489	252	210	\$2,166.00	\$1,000,692.00	\$545,832.00	\$454,860.00
Hall 16	402	144	112	\$2,248.00	\$ 575,488.00	\$ 323,712.00	\$ 251,776.00
Steen	700	550	430	\$2,765.00	\$2,709,700.00	\$1,520,750.00	\$1,188,950.00
Kerr	469	286	220	\$2,166.00	\$1,095,996.00	\$619,476.00	\$476,520.00
Hall 20	372	240	214	\$3,119.00	\$1,416,026.00	\$748,560.00	\$667,466.00
Landing	382	330	250	\$3,657.00	\$2,121,060.00	\$1,206,810.00	\$914,250.00
TOTALS:	4329	3000	2356		\$16,518,239.00	\$9,252,653.00	\$7,265,586.00

*FY21-Fall 12th Class day occupancy = 3030 residents (68.2%), Spring 12th Class day occupancy = 2369 residents (53.3%)

*Total Projected Housing Rev \$ 16,690,239.00
 Total Expected Exp against Rev \$ 16,936,659.90
 \$ (246,420.90)

*~172,000 of housing revenue from estimated camp revenue, room damages, housing deposit forfeit, and housing break fees

Unit Asset Type Assigned - Revenue Only

Summary	Spring Breakdown	New Apps	Contract Renewal	12th Class Day	Floor Plan	Unit Asset	Fall Breakdown						
Building	Fall 20 Revenue Assignable	Fall 21 Revenue Assignable	Fall 20 Charge	Fall 21 Charge	Fall 20 Assigned	Fall 21 Assigned	Difference in Assigned	Fall 20 TOTAL Billing	Fall 21 TOTAL Billing	Difference in Billing	Housing Award Assigned	Housing Award Charge	Award - Charge
Lodge - 1br	1	1	\$ 5,138.00	\$ 5,472.00	1	0	(1)	\$ 5,138.00	\$ -	(\$5,138.00)			
Lodge - 2br	56	56	\$ 4,172.00	\$ 4,443.00	51	52	1	\$ 212,772.00	\$ 231,036.00	\$18,264.00			
Lodge - 4br	252	252	\$ 3,929.00	\$ 4,184.00	221	240	19	\$ 868,309.00	\$ 1,004,160.00	\$135,851.00	1	\$4,184.00	\$1,184.00
Wisely	78	78	\$ 2,289.00	\$ 2,437.00	68	56	(12)	\$ 155,652.00	\$ 136,472.00	(\$19,180.00)	2	\$4,874.00	(\$1,126.00)
Hall 10 - Single	26	26	\$ 2,534.00	\$ 2,666.00	21	0	(21)	\$ 53,214.00	\$ -	(\$53,214.00)			
Hall 10 - Double	86	86	\$ 2,034.00	\$ 2,166.00	18	0	(18)	\$ 36,612.00	\$ -	(\$36,612.00)			
Village - Bldg 1 (A Unit - 1br)	6	6	\$ 5,138.00	\$ 5,472.00	5	5	0	\$ 25,690.00	\$ 27,360.00	\$1,670.00	0	\$0.00	\$0.00
Village - Bldg 1 (A Unit - 2br)	264	264	\$ 4,172.00	\$ 4,443.00	273	187	(86)	\$ 1,138,956.00	\$ 830,841.00	(\$308,115.00)	1	\$4,443.00	\$1,443.00
Village - Bldg 2 - (Quad - 1br)	4	4	\$ 5,138.00	\$ 5,472.00	4	0	(4)	\$ 20,552.00	\$ -	(\$20,552.00)			
Village - Bldg 2 - (Quad - 2br)	312	312	\$ 3,058.00	\$ 3,256.00	226	202	(24)	\$ 691,108.00	\$ 657,712.00	(\$33,396.00)	3	\$9,768.00	\$768.00
Village - Bldg 3 (B Unit - 1br)	4	4	\$ 5,575.00	\$ 5,938.00	2	3	1	\$ 11,150.00	\$ 17,814.00	\$6,664.00			
Village - Bldg 3 (B Unit - 2br)	140	140	\$ 4,677.00	\$ 4,982.00	98	86	(12)	\$ 458,346.00	\$ 428,452.00	(\$29,894.00)			
Hall 14	398	398	\$ 2,111.00	\$ 2,248.00	316	262	(54)	\$ 667,076.00	\$ 588,976.00	(\$78,100.00)	26	\$58,448.00	(\$19,552.00)
Griffith - Single	19	19	\$ 2,534.00	\$ 2,666.00	18	19	1	\$ 45,612.00	\$ 50,654.00	\$5,042.00			
Griffith - Double	470	470	\$ 2,034.00	\$ 2,166.00	326	148	(178)	\$ 663,084.00	\$ 320,568.00	(\$342,516.00)			
Hall 16	402	402	\$ 2,111.00	\$ 2,248.00	328	89	(239)	\$ 692,408.00	\$ 200,072.00	(\$492,336.00)			
Steen	690	700	\$ 2,596.00	\$ 2,765.00	503	483	(20)	\$ 1,305,788.00	\$ 1,335,495.00	\$29,707.00	24	\$66,360.00	(\$5,640.00)
Kerr - Single	37	37	\$ 2,534.00	\$ 2,666.00	37	37	0	\$ 93,758.00	\$ 98,642.00	\$4,884.00		\$0.00	
Kerr - Double	432	432	\$ 2,034.00	\$ 2,166.00	391	222	(169)	\$ 795,294.00	\$ 480,852.00	(\$314,442.00)	9	\$19,494.00	(\$7,506.00)
Hall 20	372	372	\$ 2,929.00	\$ 3,119.00	326	224	(102)	\$ 954,854.00	\$ 698,656.00	(\$256,198.00)		\$0.00	
Landing	382	382	\$ 3,434.00	\$ 3,657.00	221	207	(14)	\$ 758,914.00	\$ 756,999.00	(\$1,915.00)	6	\$21,942.00	\$3,942.00
North (Spring 20 Only)	96	0	\$ 2,313.00	\$ -	0	0	0	\$ -	\$ -	\$0.00			
South (Spring 20 Only)	94	0	\$ 2,313.00	\$ -	0	0	0	\$ -	\$ -	\$0.00			
Mays - Single (Spring 20 Only)	37	0	\$ 2,534.00	\$ -	0	0	0	\$ -	\$ -	\$0.00			
Mays - Double (Spring 20 Only)	68	0	\$ 2,034.00	\$ -	0	0	0	\$ -	\$ -	\$0.00			
TOTALS:	4726	4441			3454	2522	(932)	\$ 9,654,287.00	\$ 7,864,761.00	(\$1,789,526.00)	72	\$189,513.00	

FALL DASHBOARD					Difference 2020		Difference 2019		Difference 2018	
	2021	2020	2019	2018	Diff.	%	Diff.	%	Diff.	%
Applications	1681	1690	2077	2258	-9	-0.5%	-396	-19.1%	-577	-25.6%
Renewals	1242	2318	2479	2513	-1076	-46.4%	-1237	-49.9%	-1271	-50.6%
FY Assignments	1168	1232	1543	1702	-64	-5.2%	-375	-24.3%	-534	-31.4%
Transfer Assignments	151	122	171	188	29	23.8%	-20	-11.7%	-37	-19.7%
New Application Assignments	1433	1386	1756	1920	47	3.4%	-323	-18.4%	-487	-25.4%
Renewal Assignments	1089	2069	2026	2112	-980	-47.4%	-937	-46.2%	-1023	-48.4%
Total Assignments	2522	3455	3782	4032	-933	-27.0%	-1260	-33.3%	-1510	-37.5%
Total Student Revenue Assignable	4441	4441	4726	4726	0	0.0%	-285	-6.0%	-285	-6.0%
Revenue Occupancy Rate	56.8%	77.8%	80.0%	85.3%	-21.0%	-27.0%	-23.2%	-29.0%	-28.5%	-33.4%

HOUSING AWARD:

Assigned Charges:	\$189,513.00
Assigned Awarded:	\$ 216,000.00
Disbursement Difference:	\$ (33,824.00)
Revenue After Award:	\$ 7,337.00

ORIENTATION: 1735

Orientation w/Assignment	1151
Orientation w/App No Assignment	117
Orientation No Housing	361
Orientation w/Housing Cancelled or OC Permit	106
Housing App No Orientation	132
Housing Assignment / No Orientation	291



Stephen F. Austin State University

Academic Affairs

Lorenzo M. Smith, Provost

Monday



Stephen F. Austin State University

Academic Affairs

Lorenzo M. Smith, Provost

Selected Comments

- Office staff, professional advisors, faculty and deans continue to advance student success under increasingly challenging circumstances.
- Overall, the faculty are maintaining curricular rigor.
- The impact of unfilled faculty lines is leading to some concerns about program accreditations.
- The colleges continue to place well-prepared graduates into the workforce.



Stephen F. Austin State University

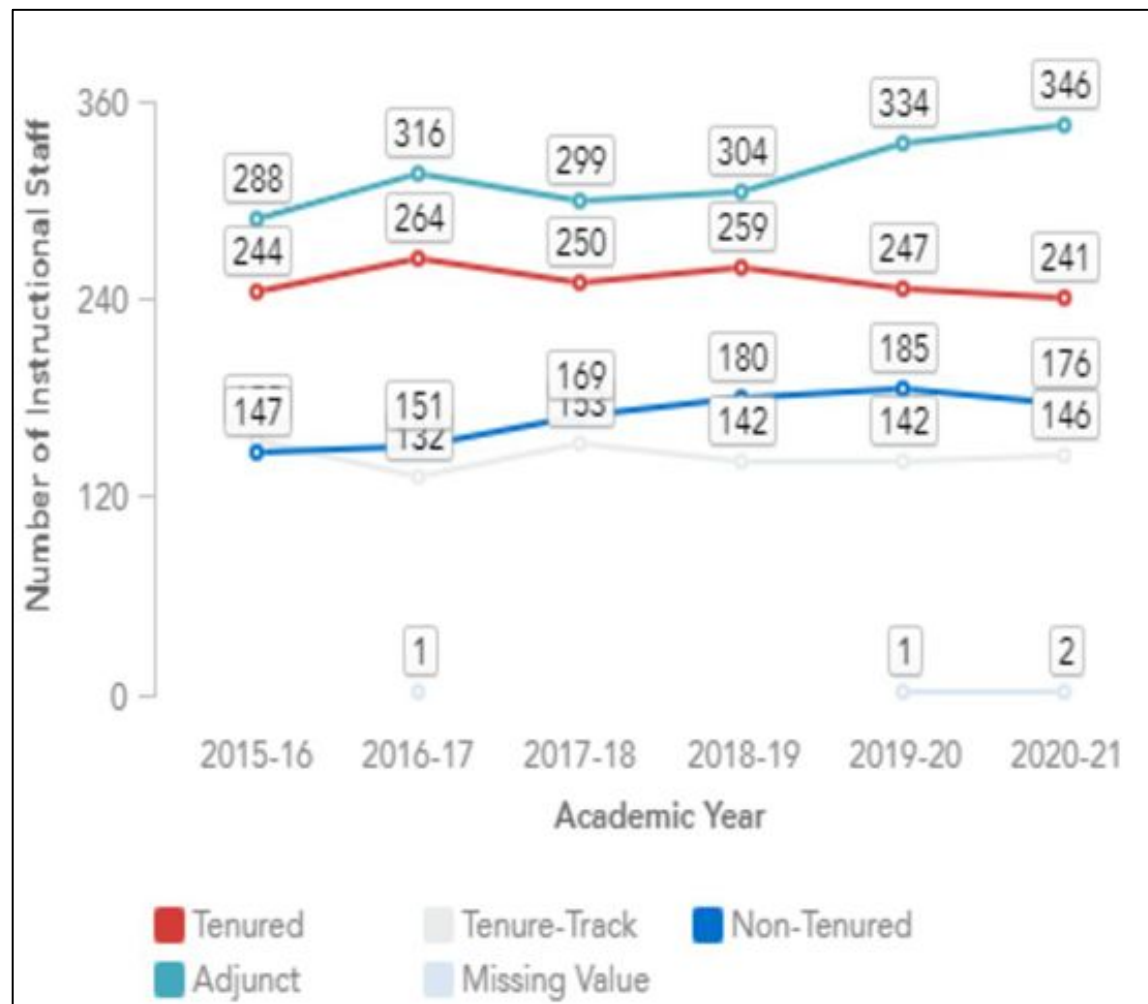
Academic Affairs

Lorenzo M. Smith, Provost

Selected Comments (continued)

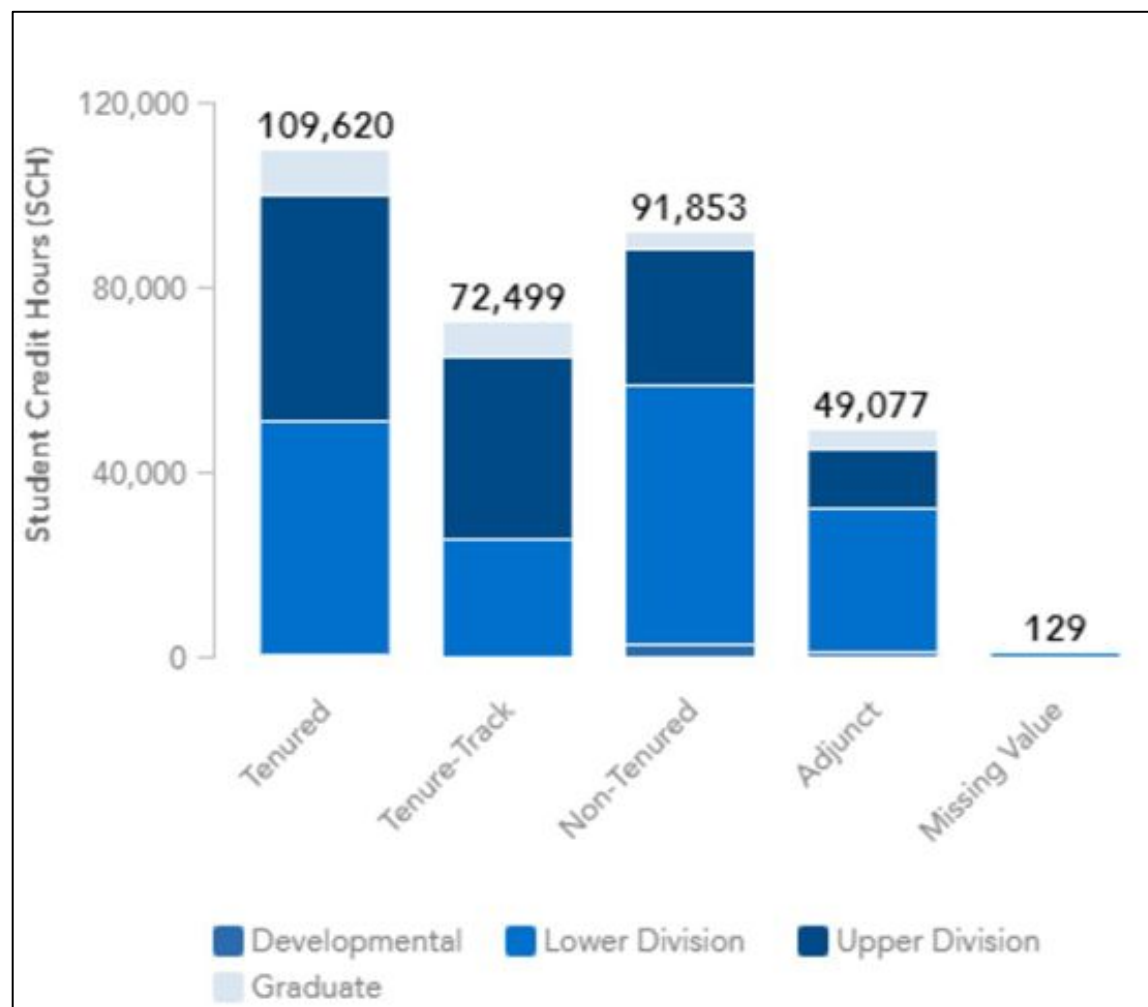
- To varying degrees across colleges, cheating continues to be a problem for online examinations.
- 26% Four-Year Graduation Rate
- Outpaced by Sam Houston State Enrollment Growth
- 11% - 16% below peer faculty group salaries.
- 90% of our Students are within only 35% of our programs.

Selected Data Sets



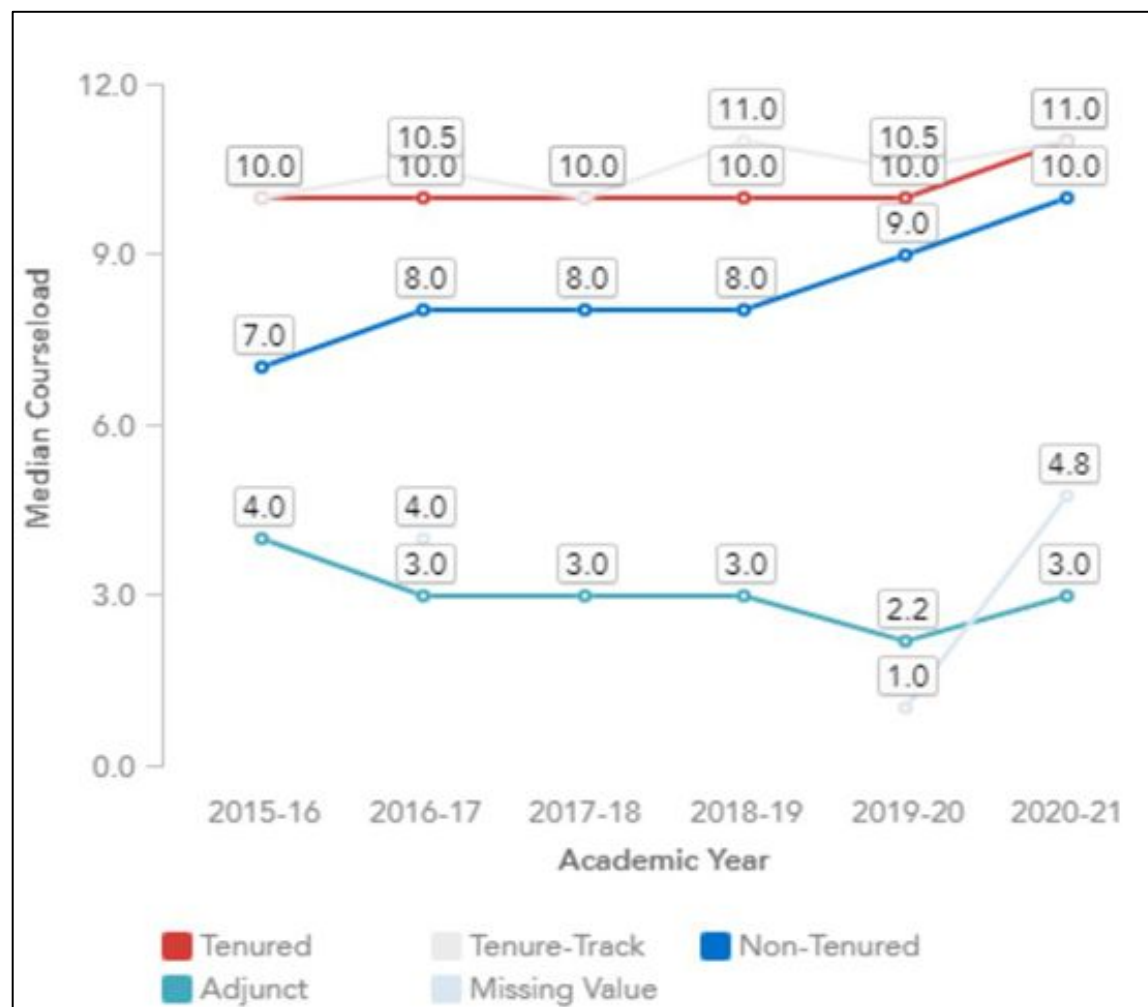
Attempted SCH Taught to Own Majors vs Service Majors by College

Notes

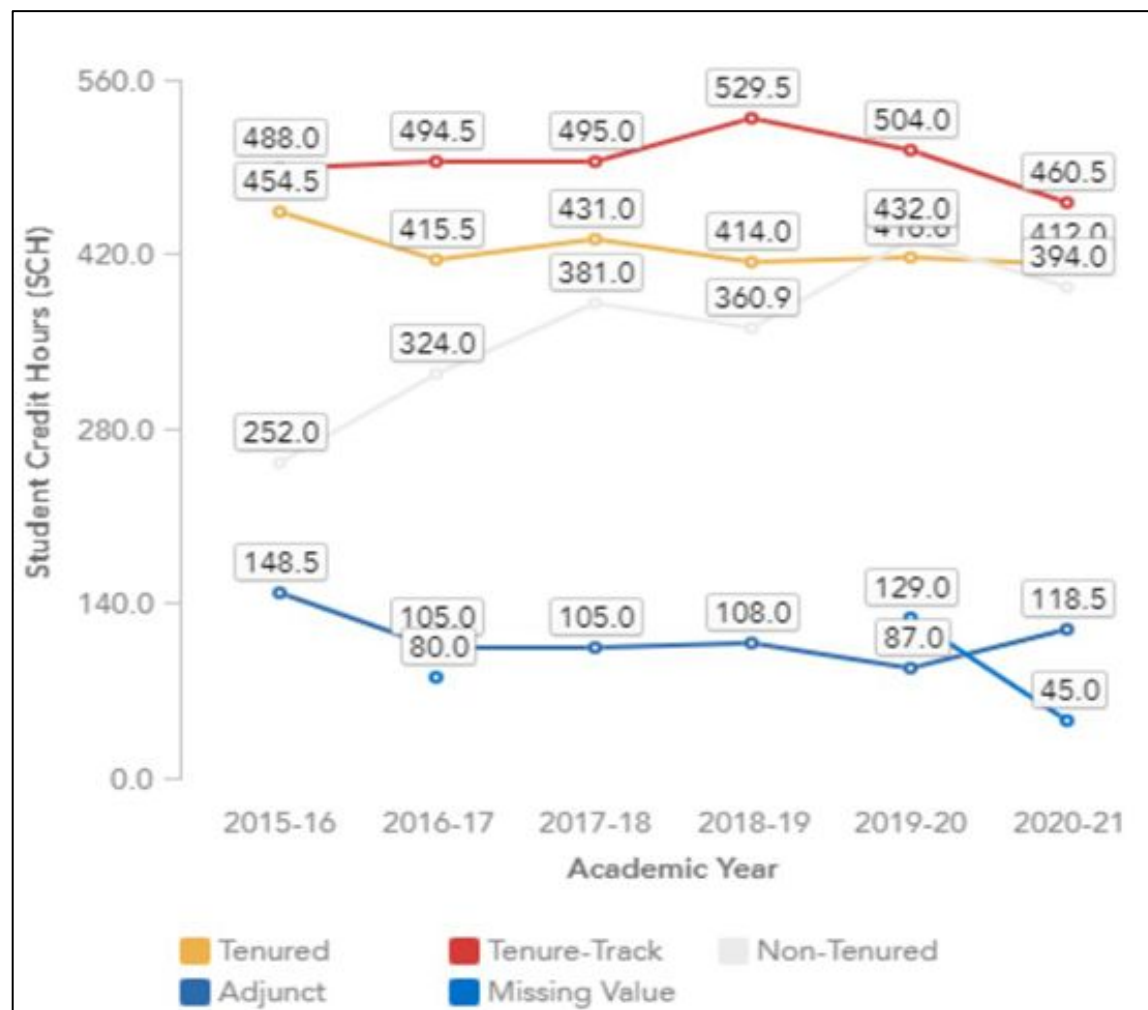


Instructional Workload by Instructor Type

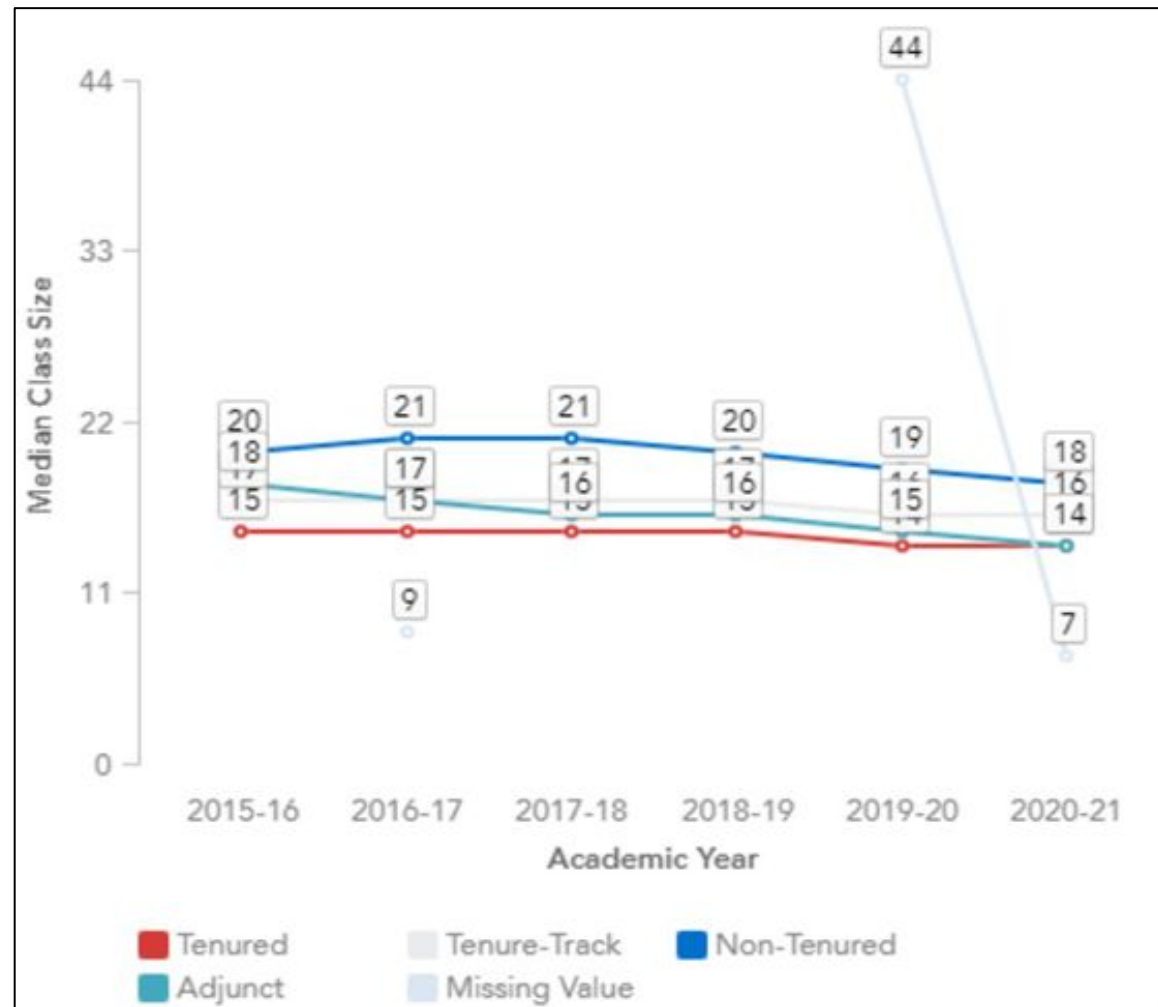
Notes



Notes



Notes

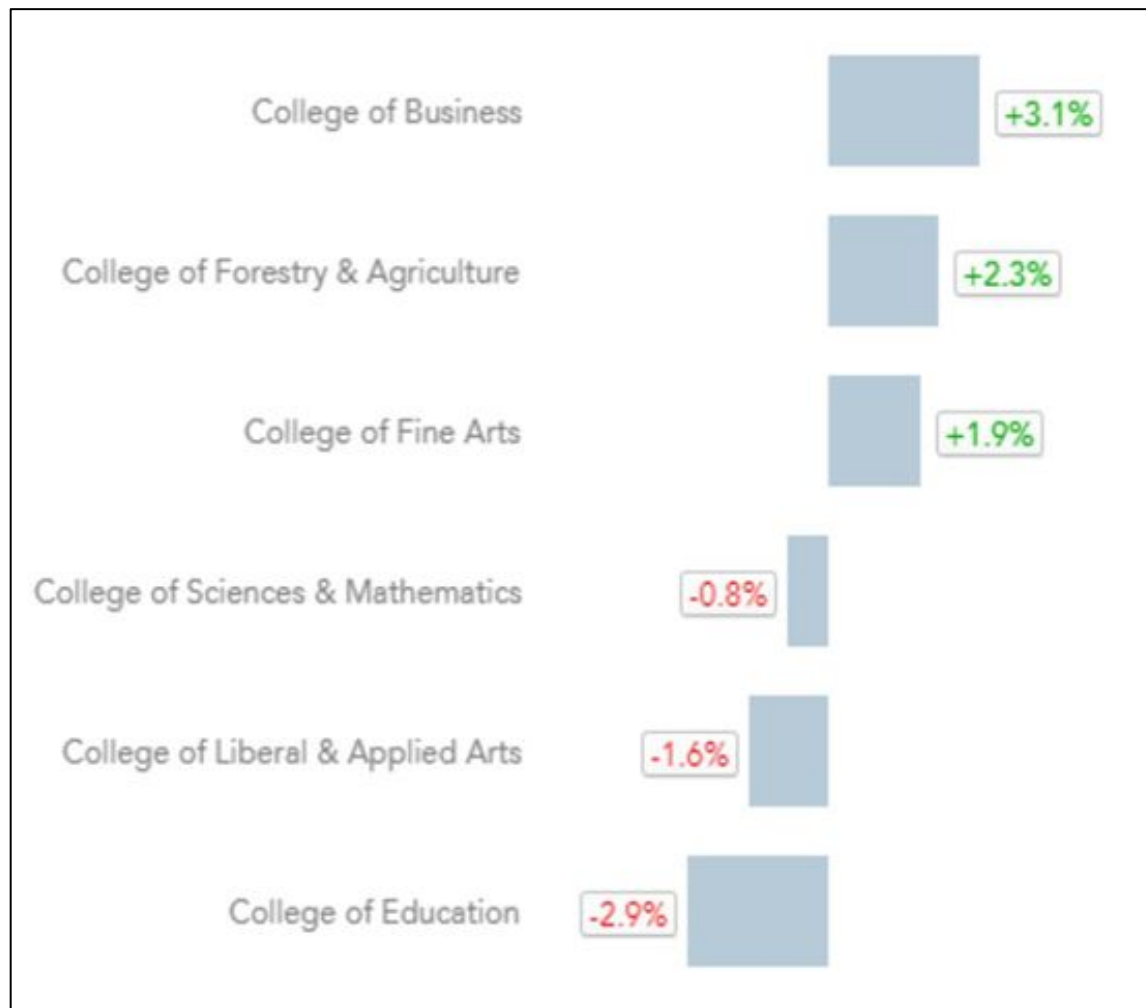
[illegible]



Stephen F. Austin State University

3-Yr Growth in Attempted SCH by College

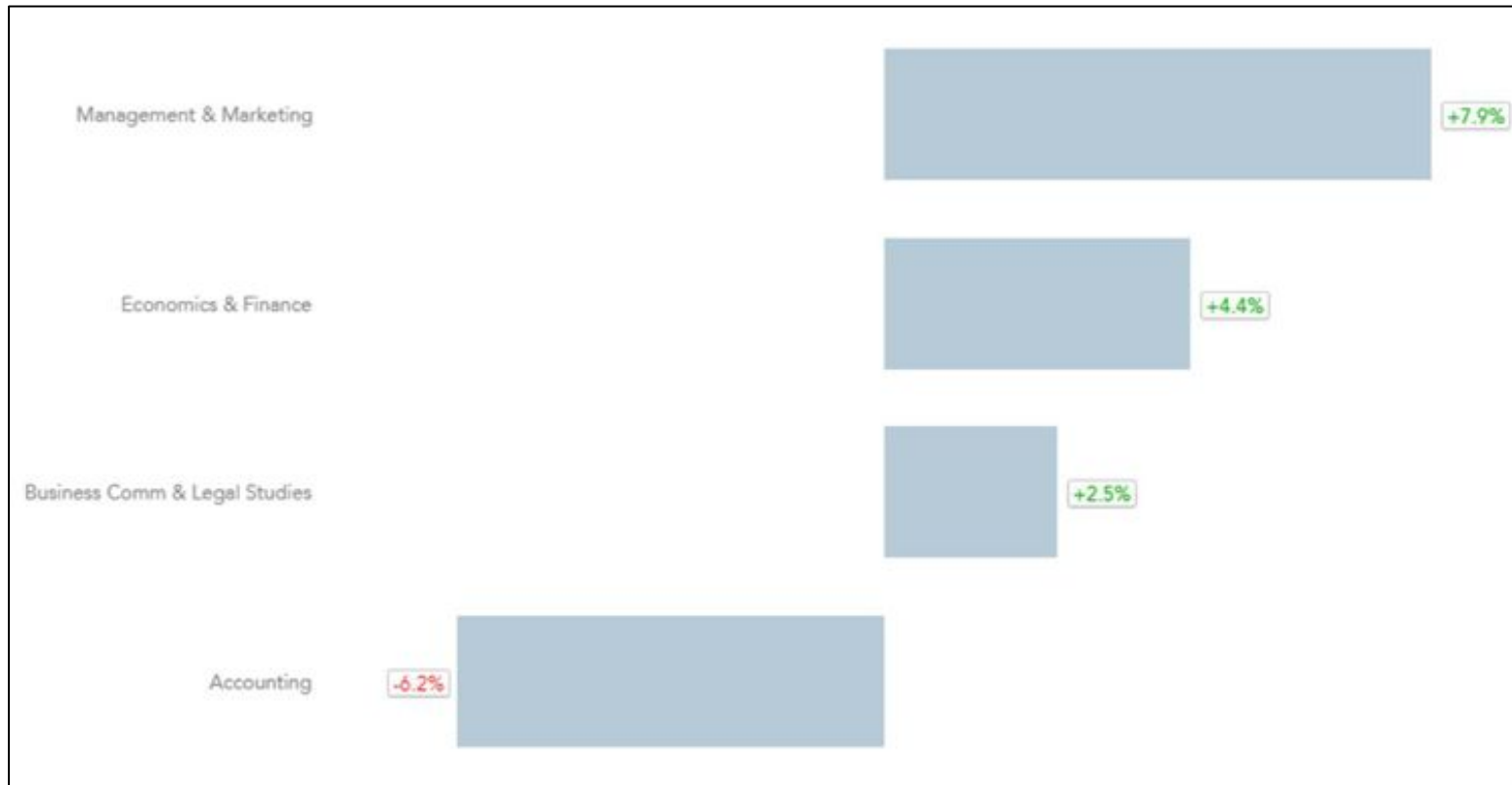
Notes





Stephen F. Austin State University

3-Yr Growth in Attempted SCH by College

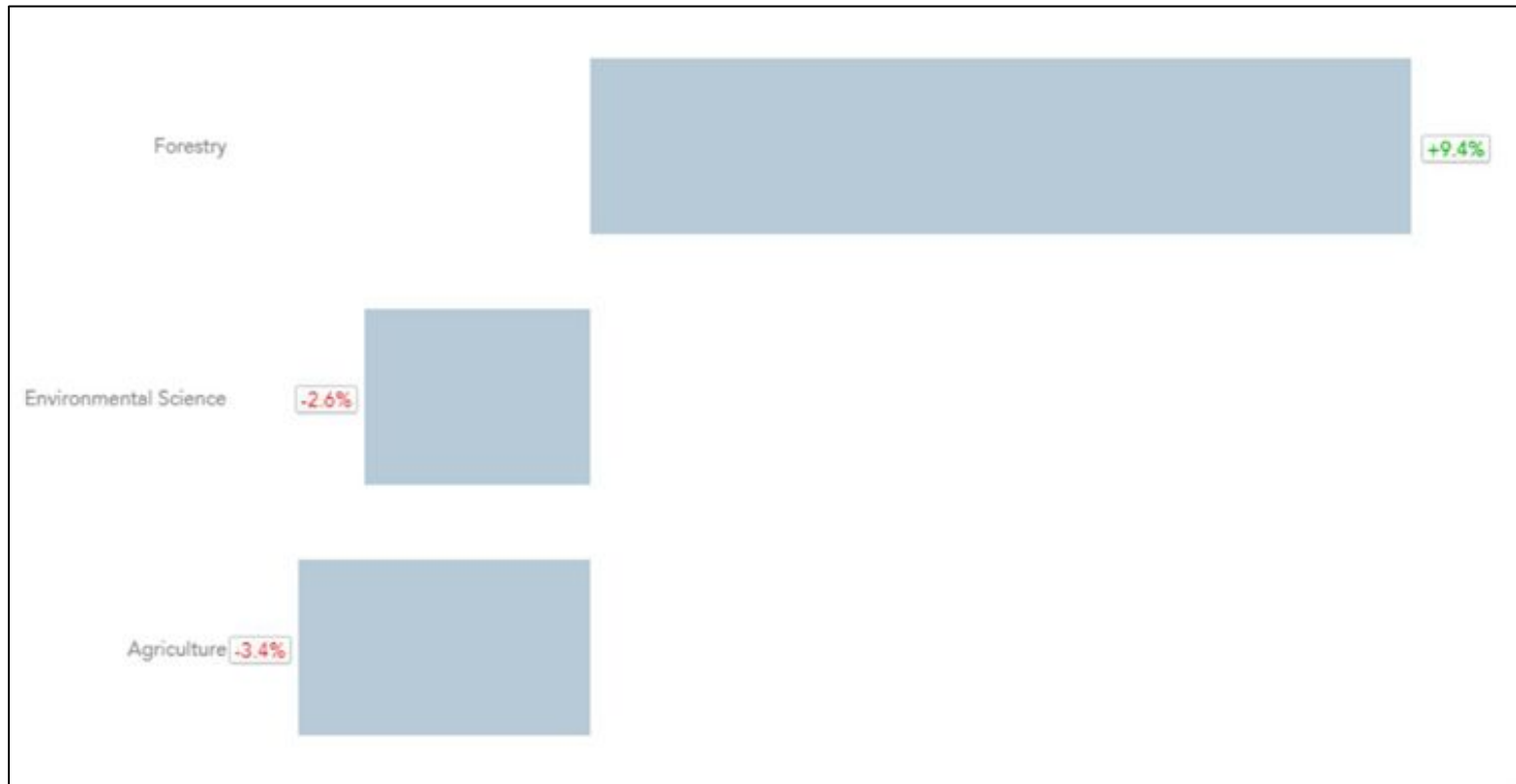


Notes



Stephen F. Austin State University

3-Yr Growth in Attempted SCH by College

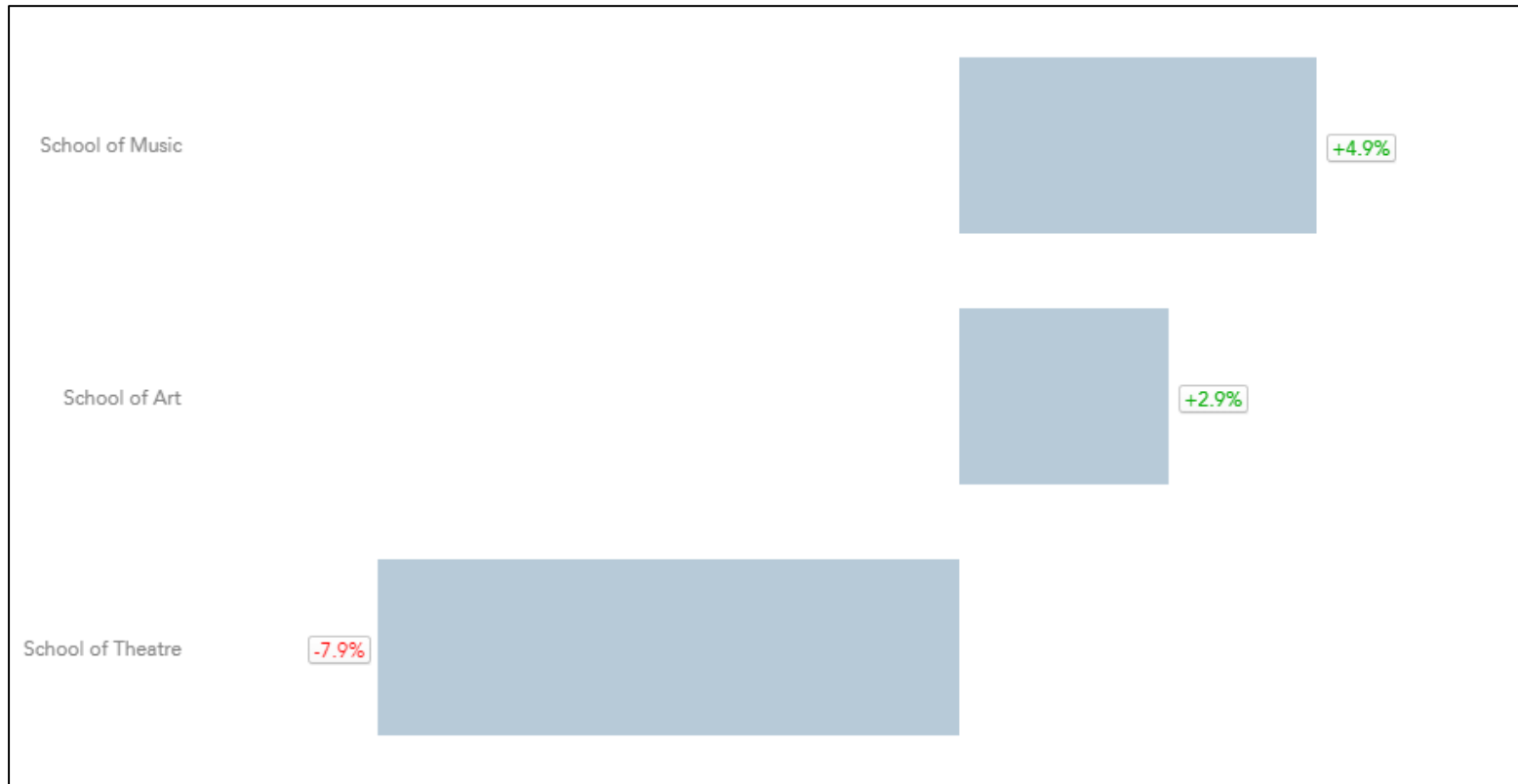


Notes



Stephen F. Austin State University

3-Yr Growth in Attempted SCH by College

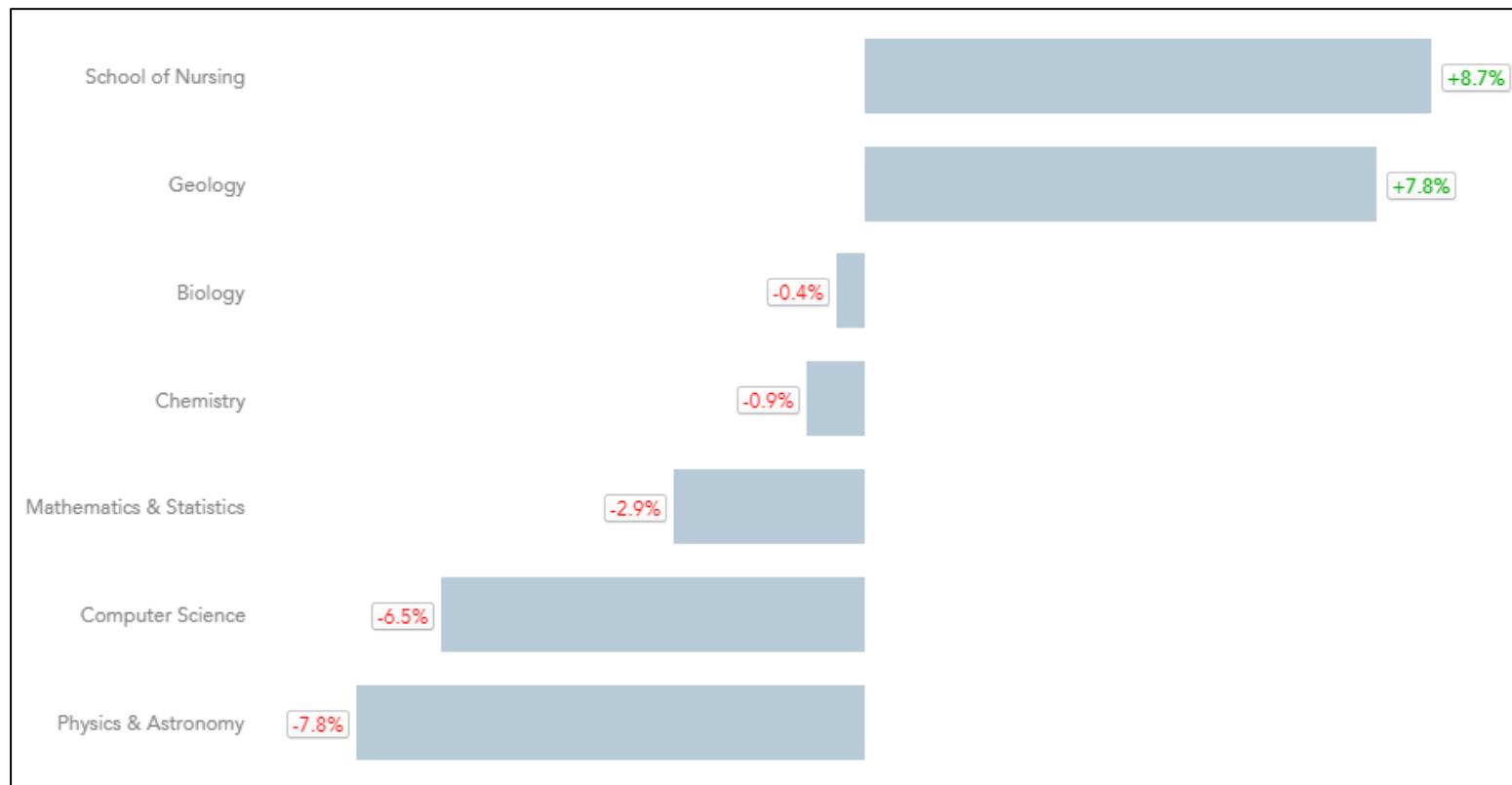


Notes



Stephen F. Austin State University

3-Yr Growth in Attempted SCH by College

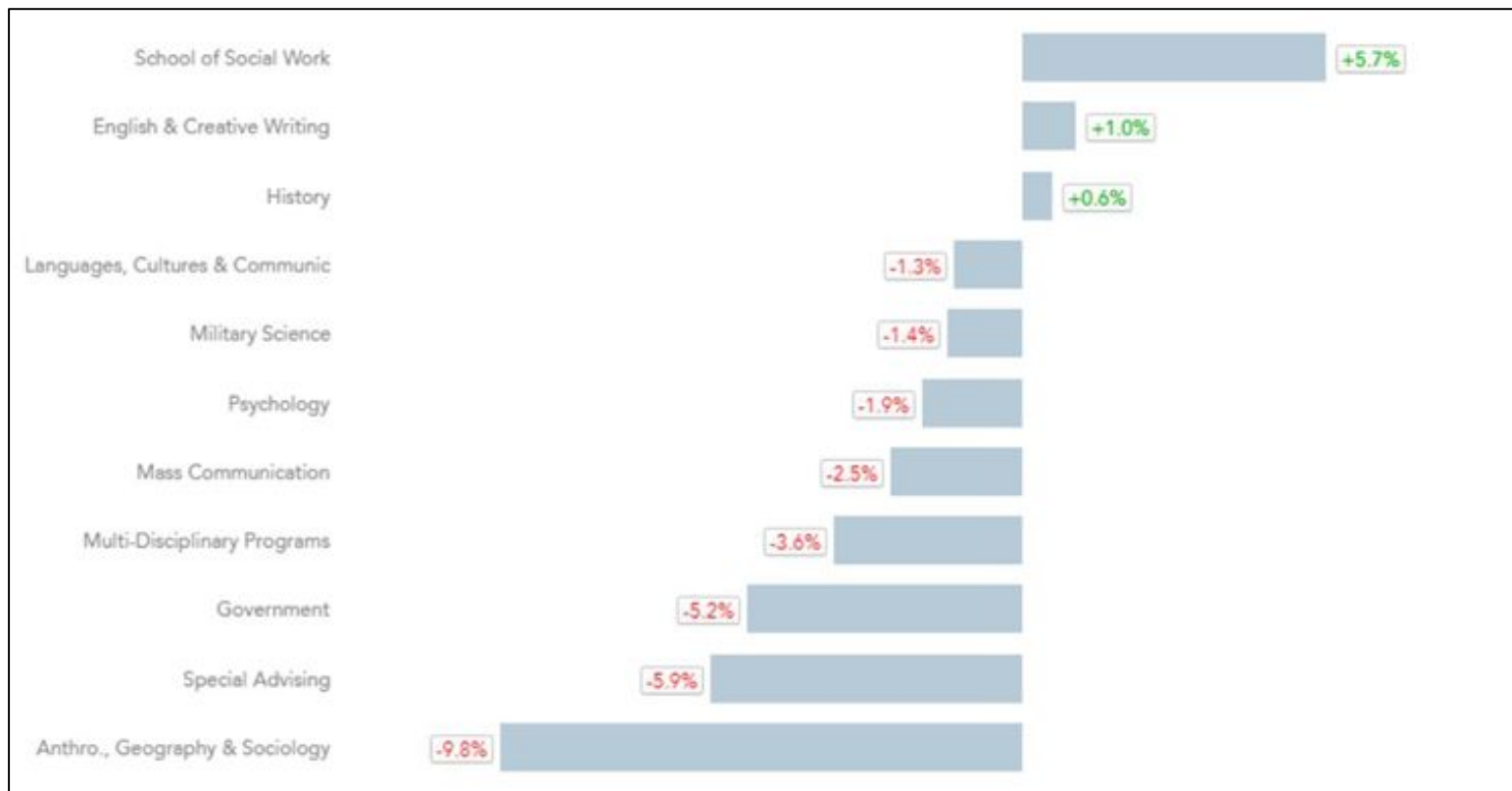


Notes



Stephen F. Austin State University

3-Yr Growth in Attempted SCH by College

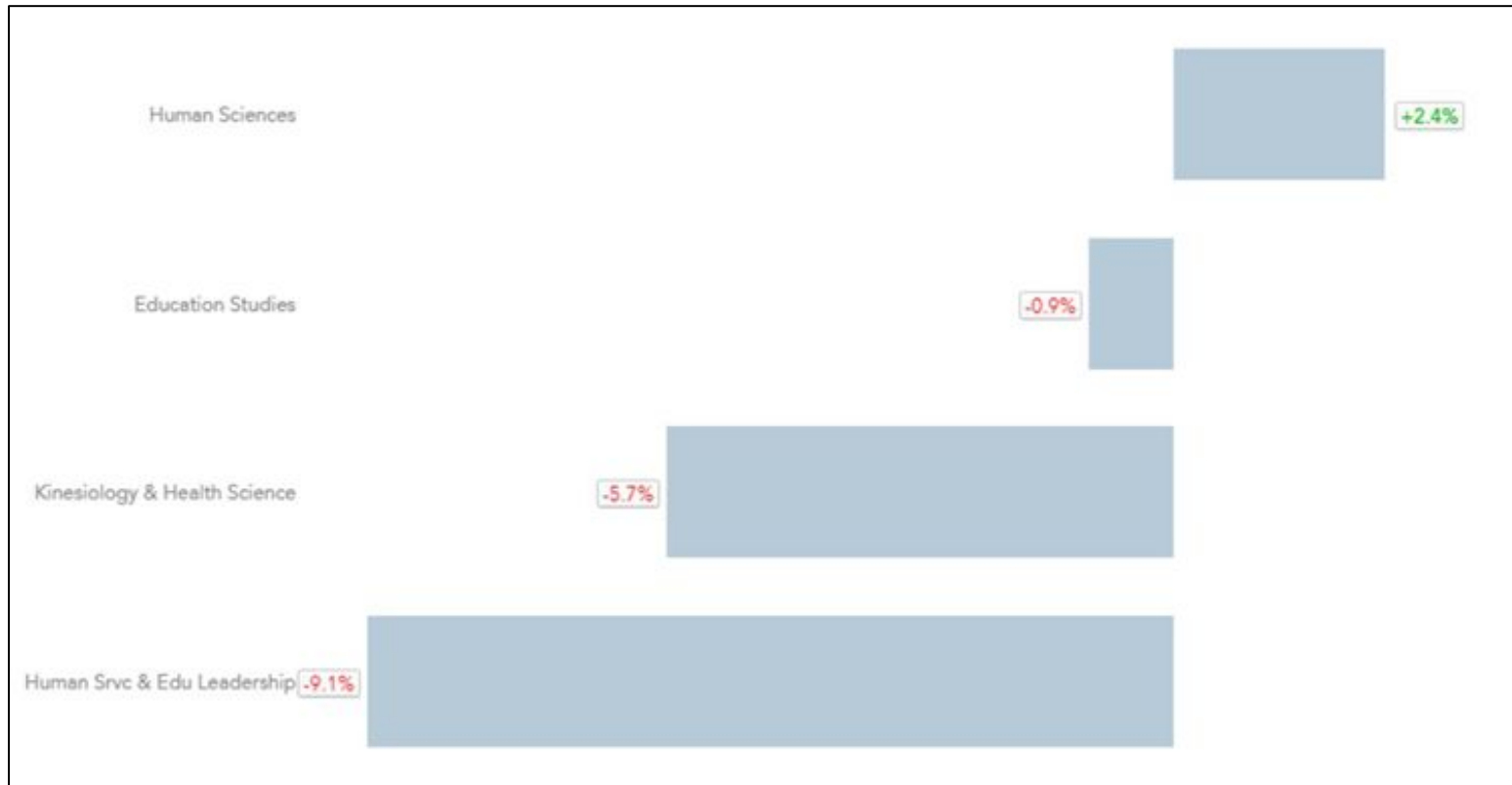


Notes



Stephen F. Austin State University

3-Yr Growth in Attempted SCH by College

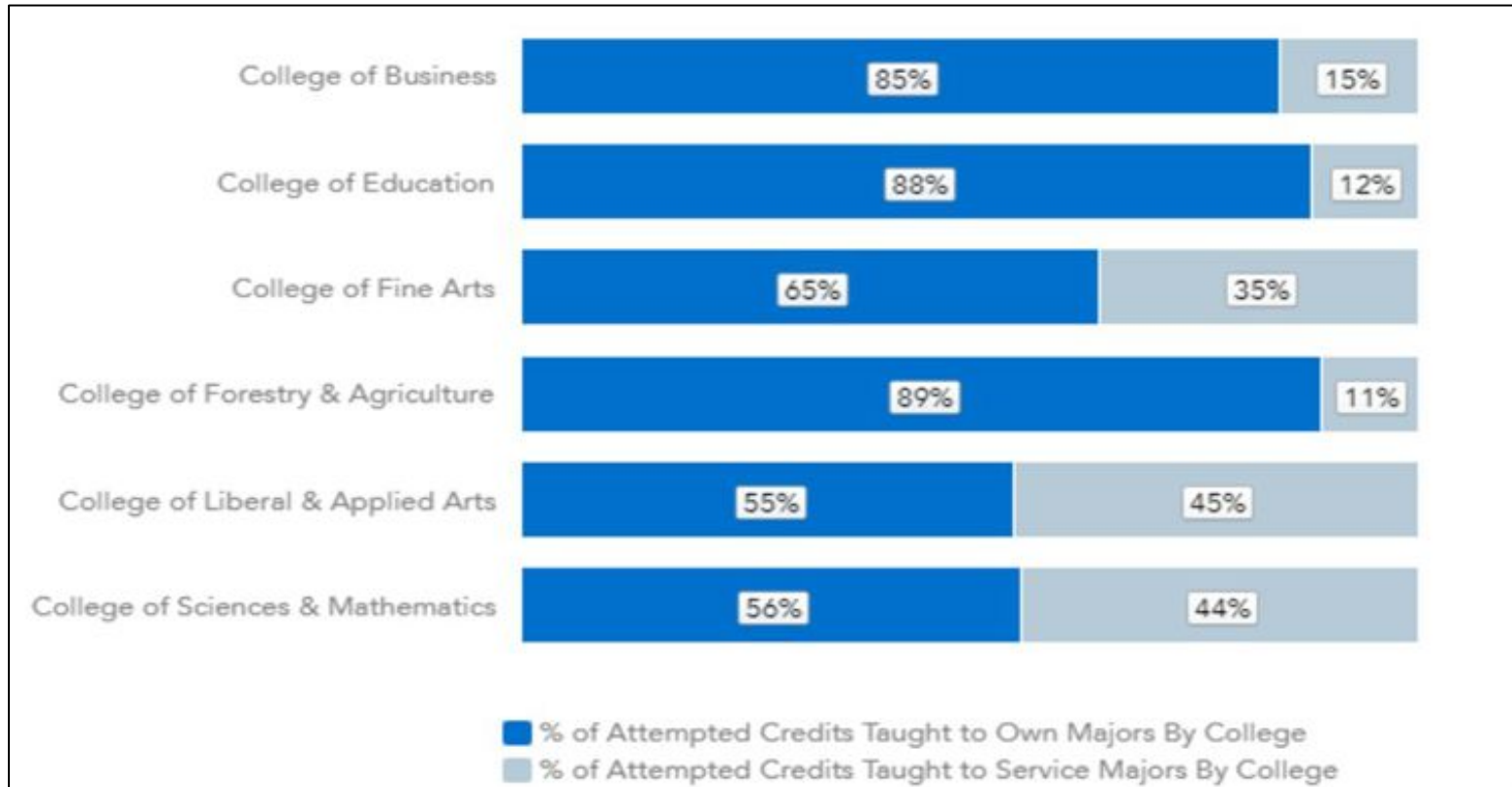


Notes



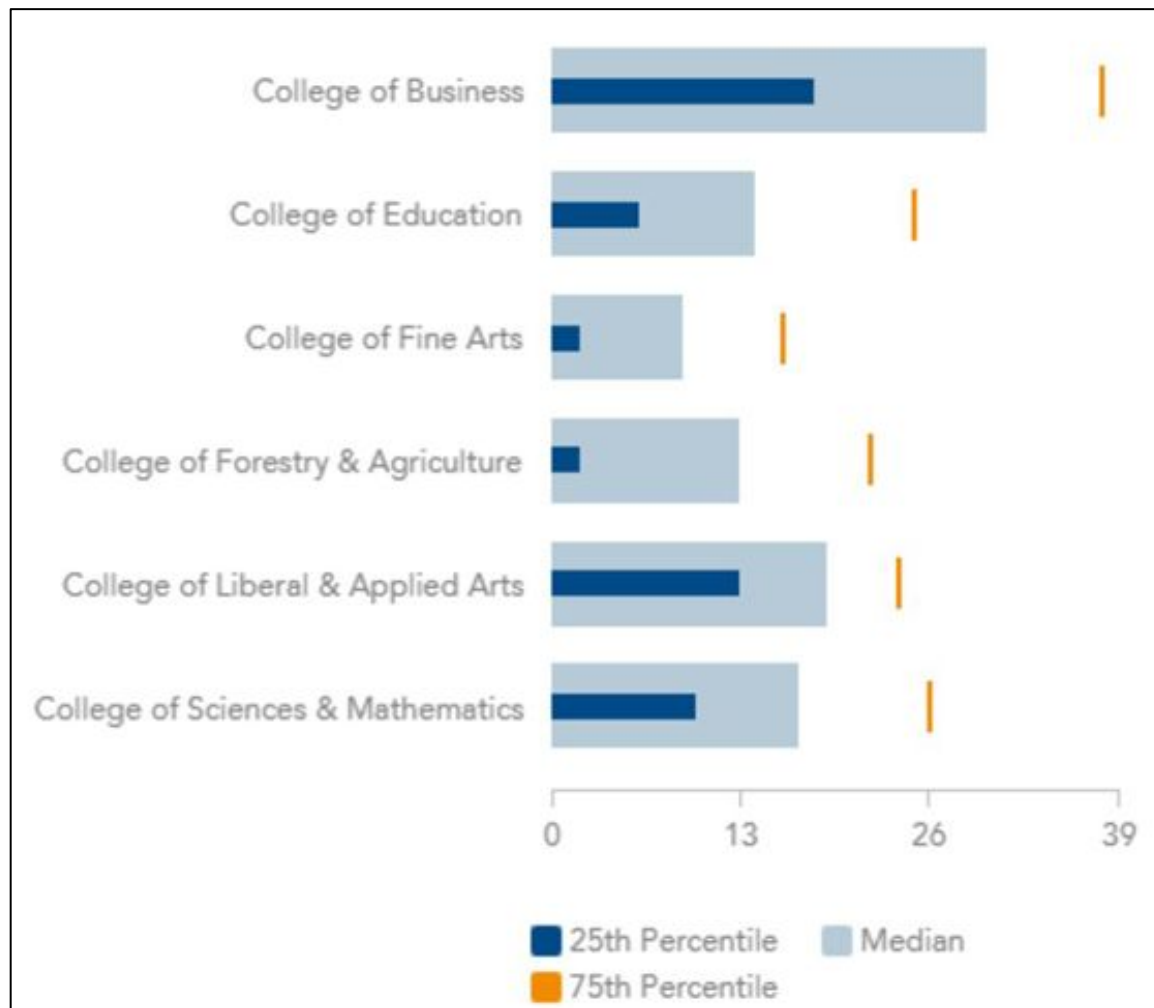
Stephen F. Austin State University

3-Yr Growth in Attempted SCH by College



Notes

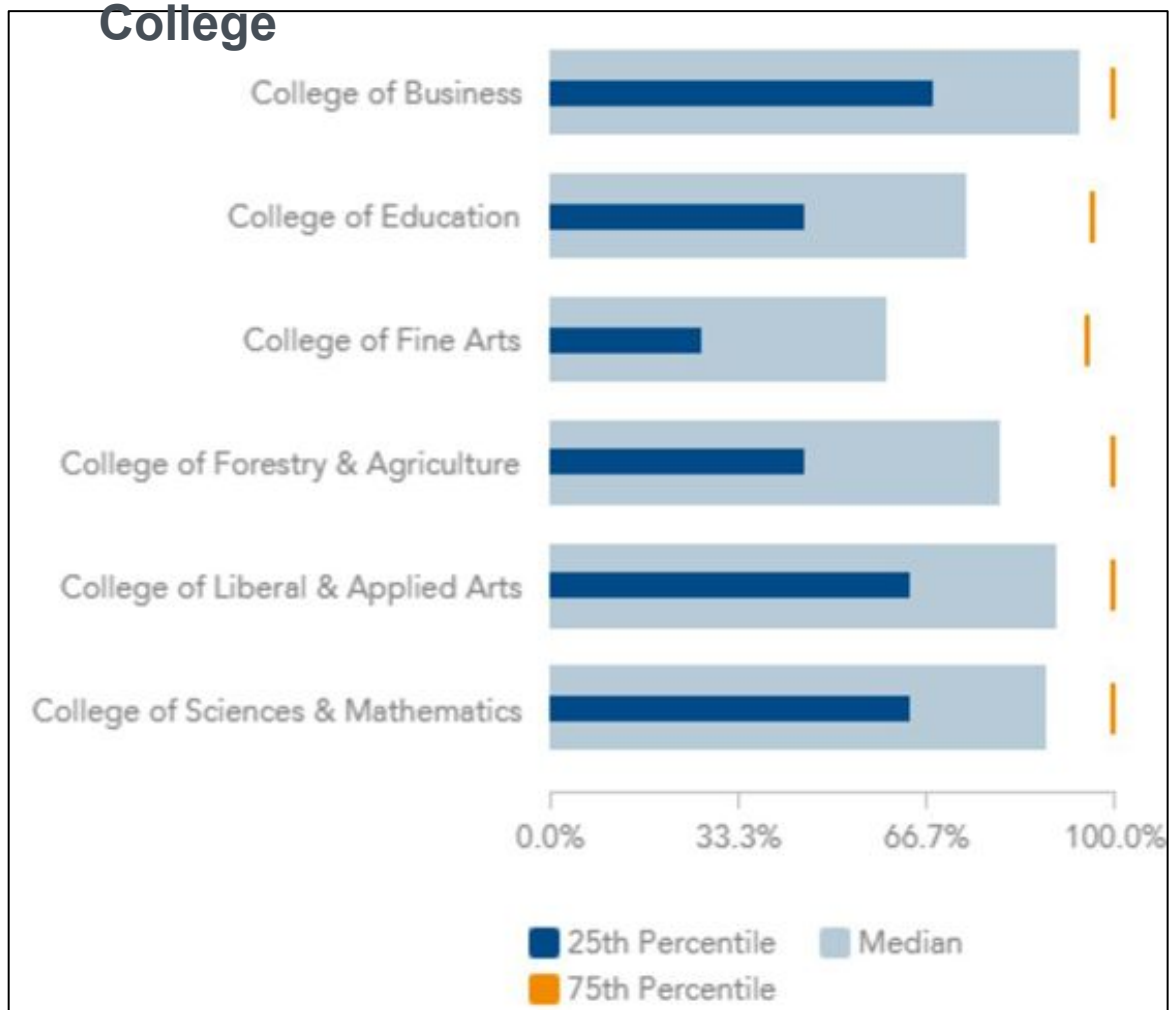
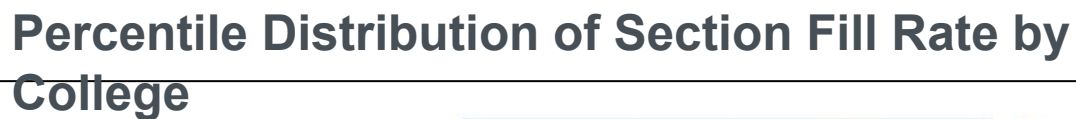
Percentile Distribution of Class Size by College





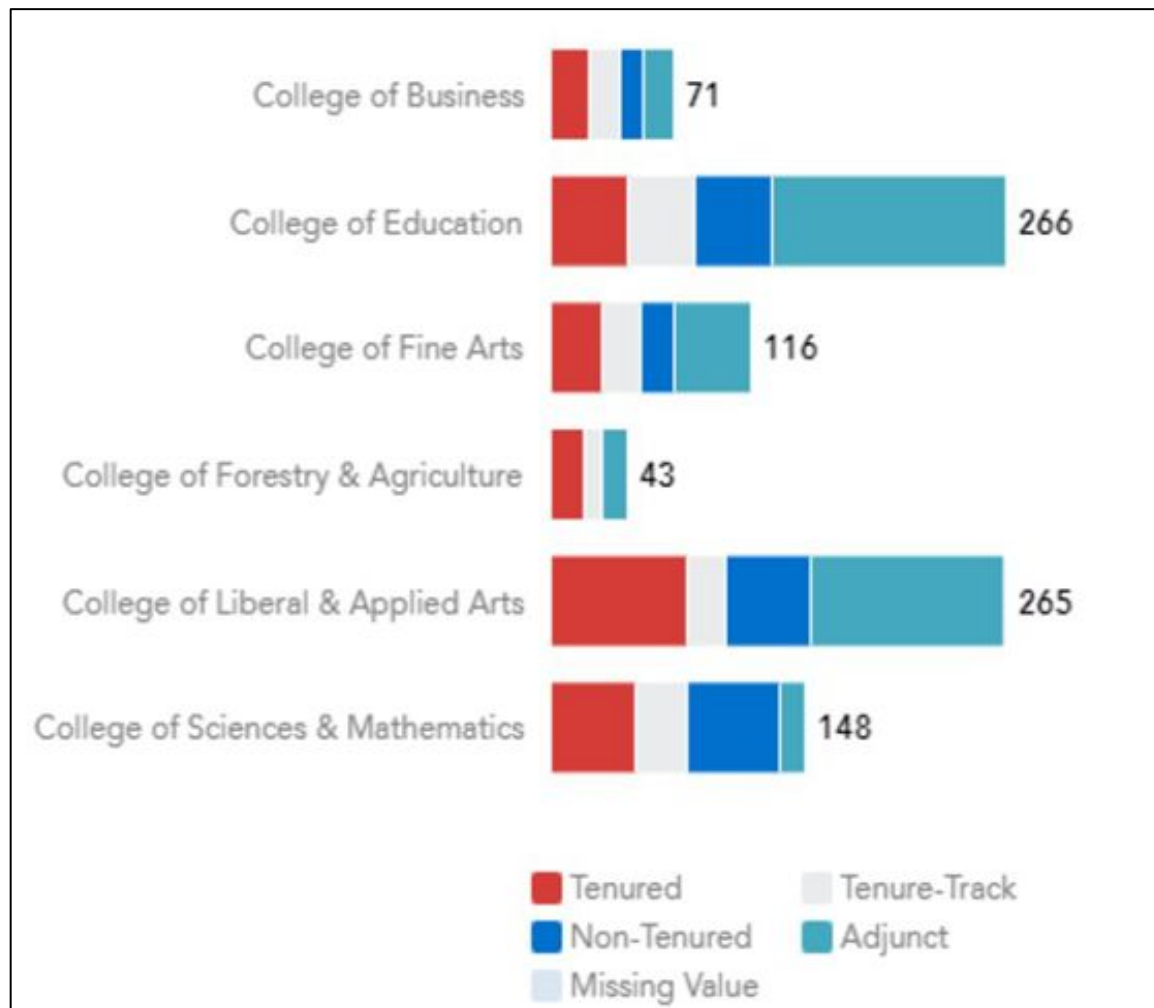
Stephen F. Austin State University

Notes



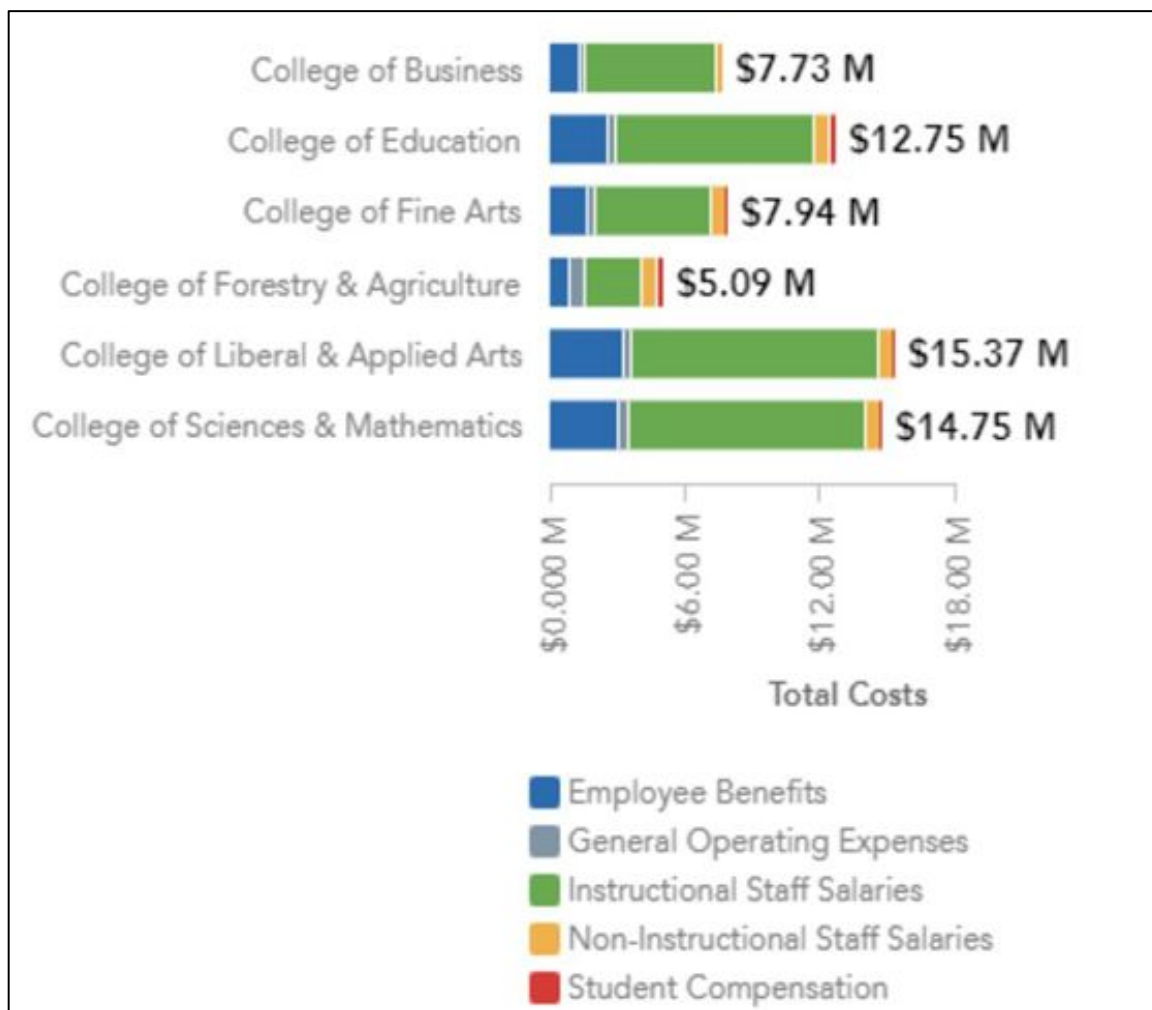
Instructional Staff Mix by Assigned College

Notes



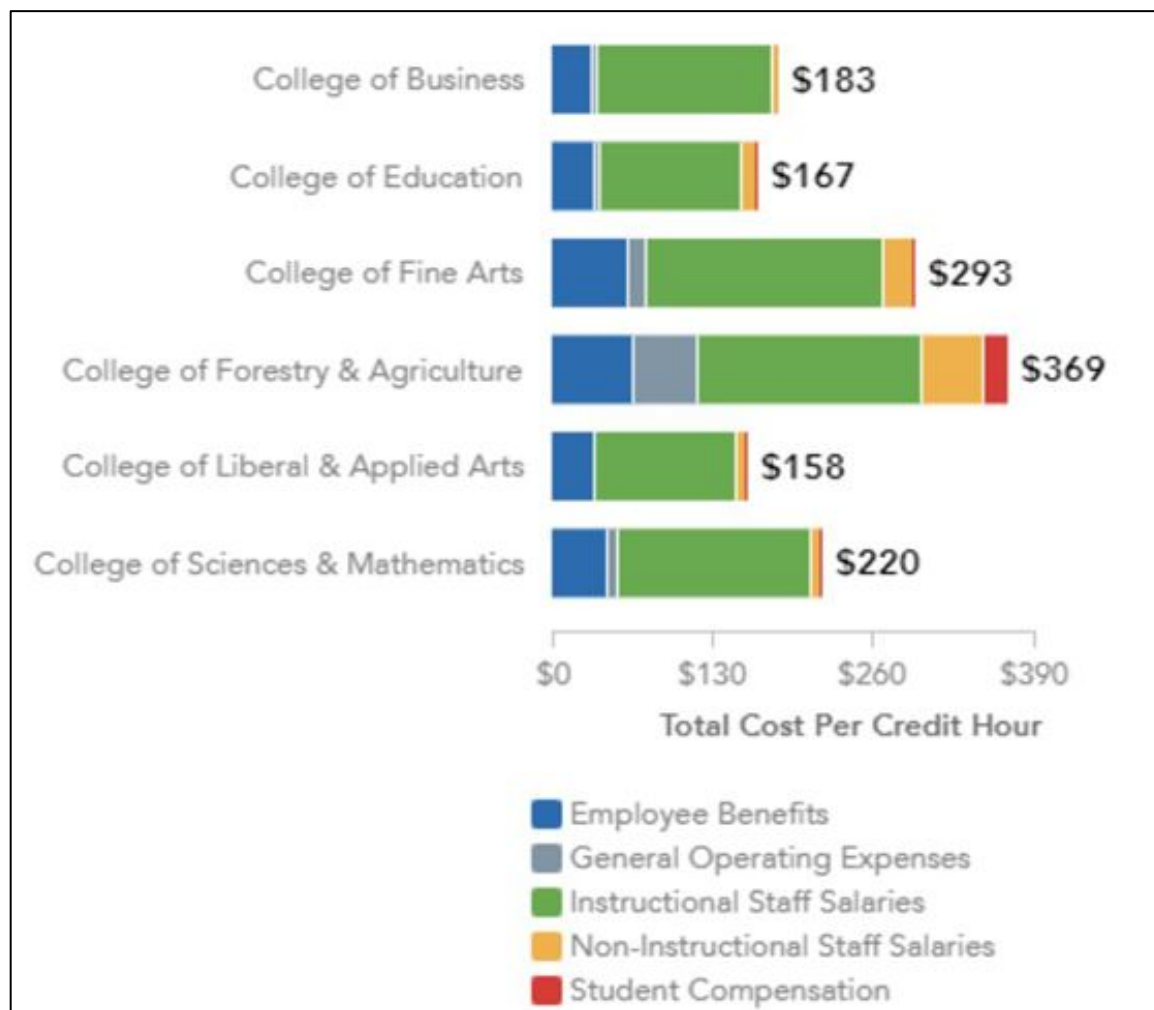
Total Direct Costs by Account Category

Notes

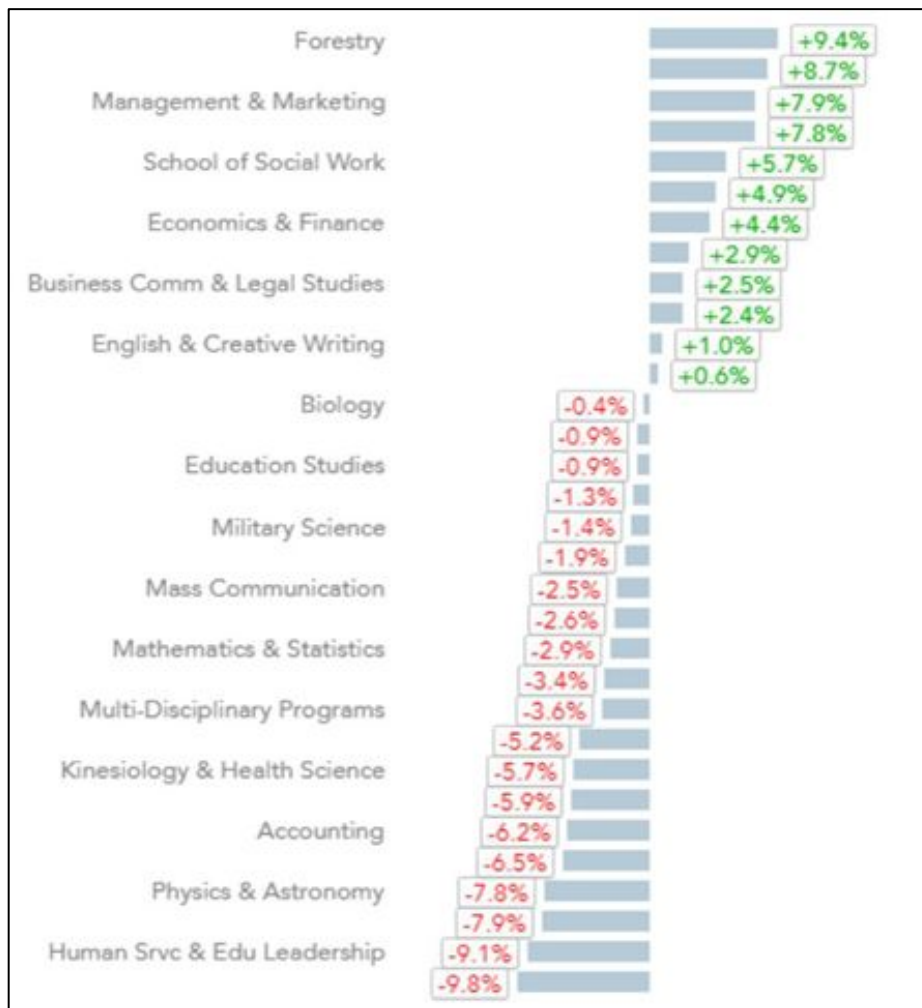


Cost Per Credit Hour by Account Category

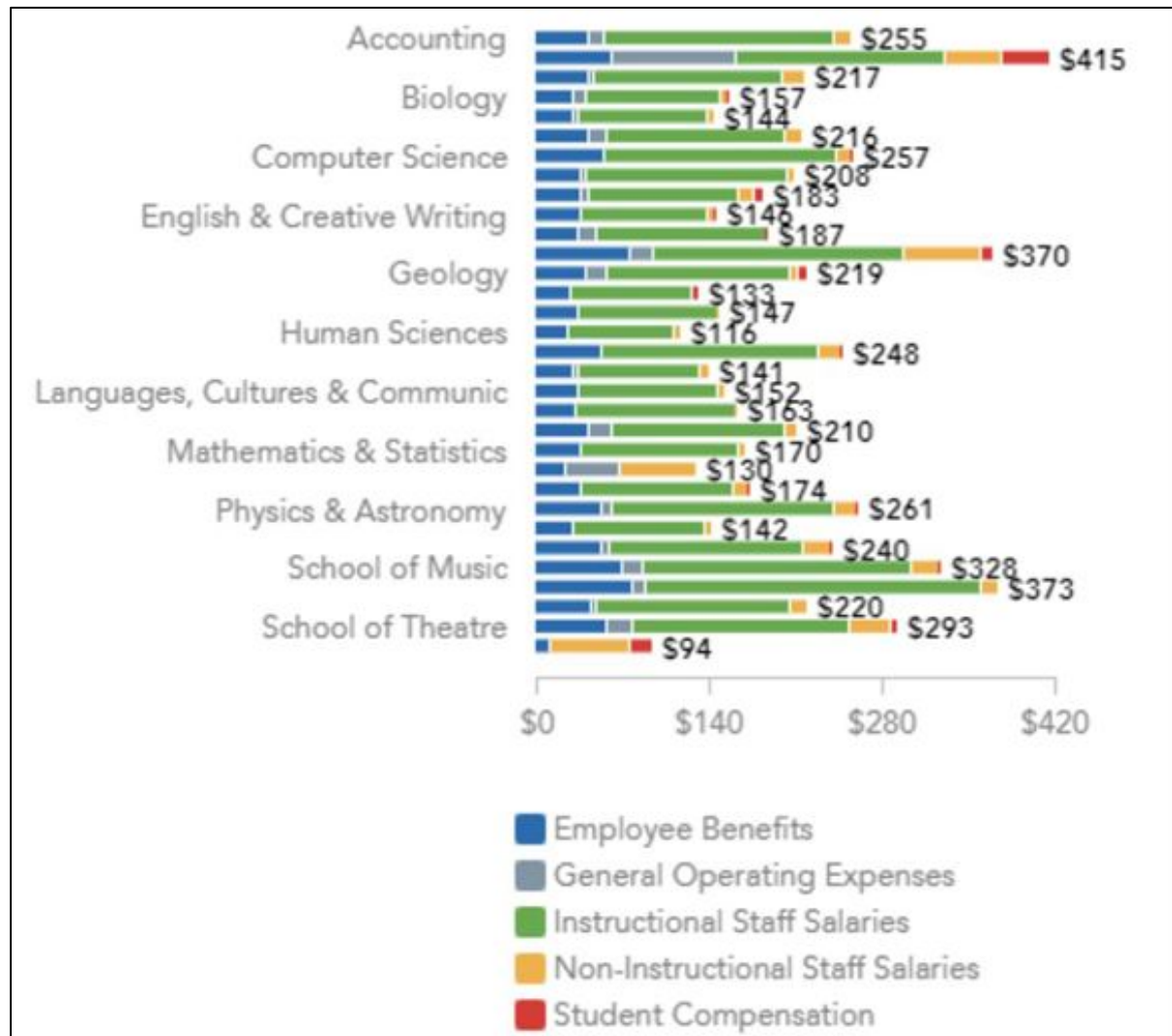
Notes



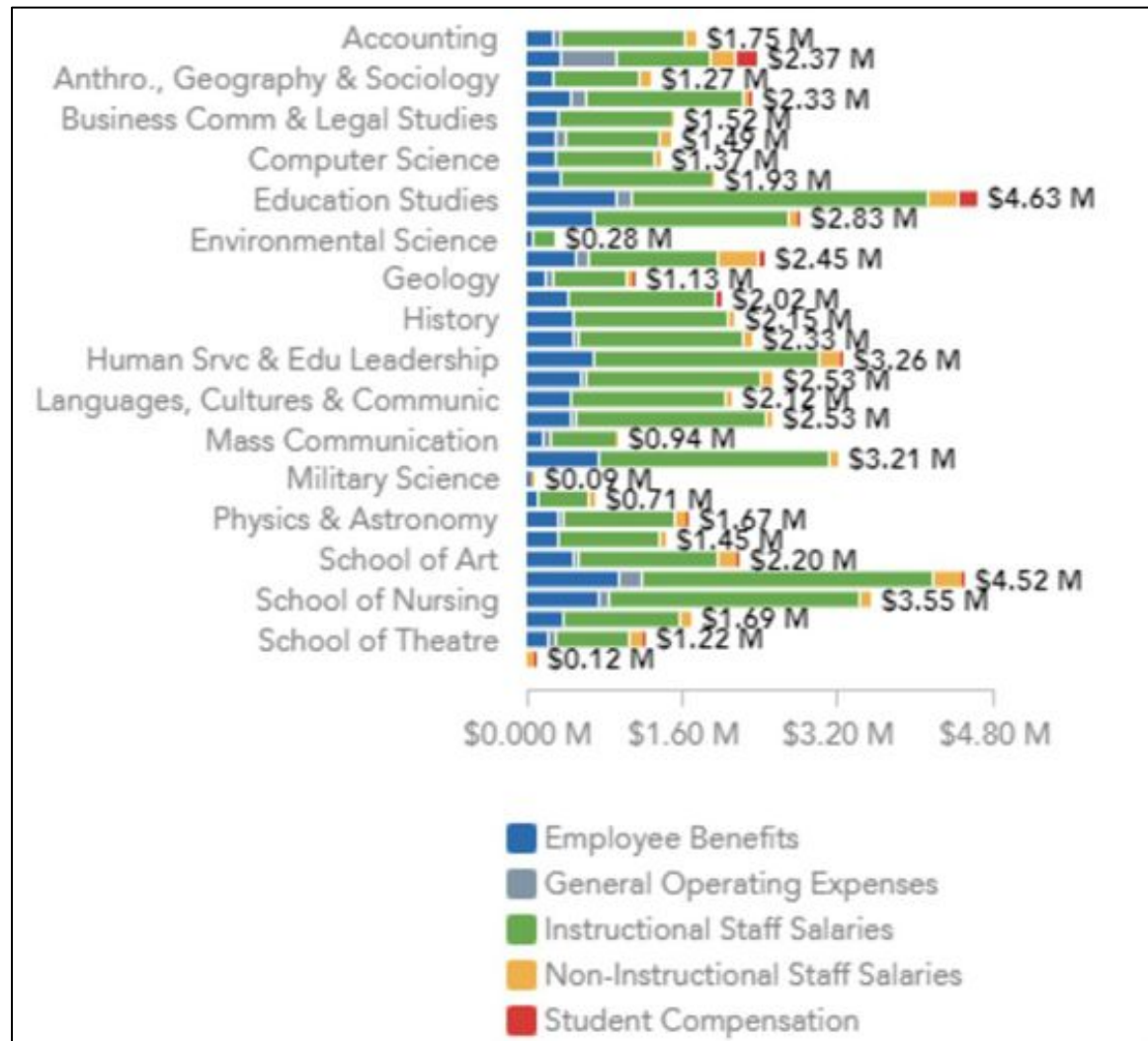
3-Yr Growth in Attempted SCH by Department



Cost Per Credit Hour by Account Category by Department

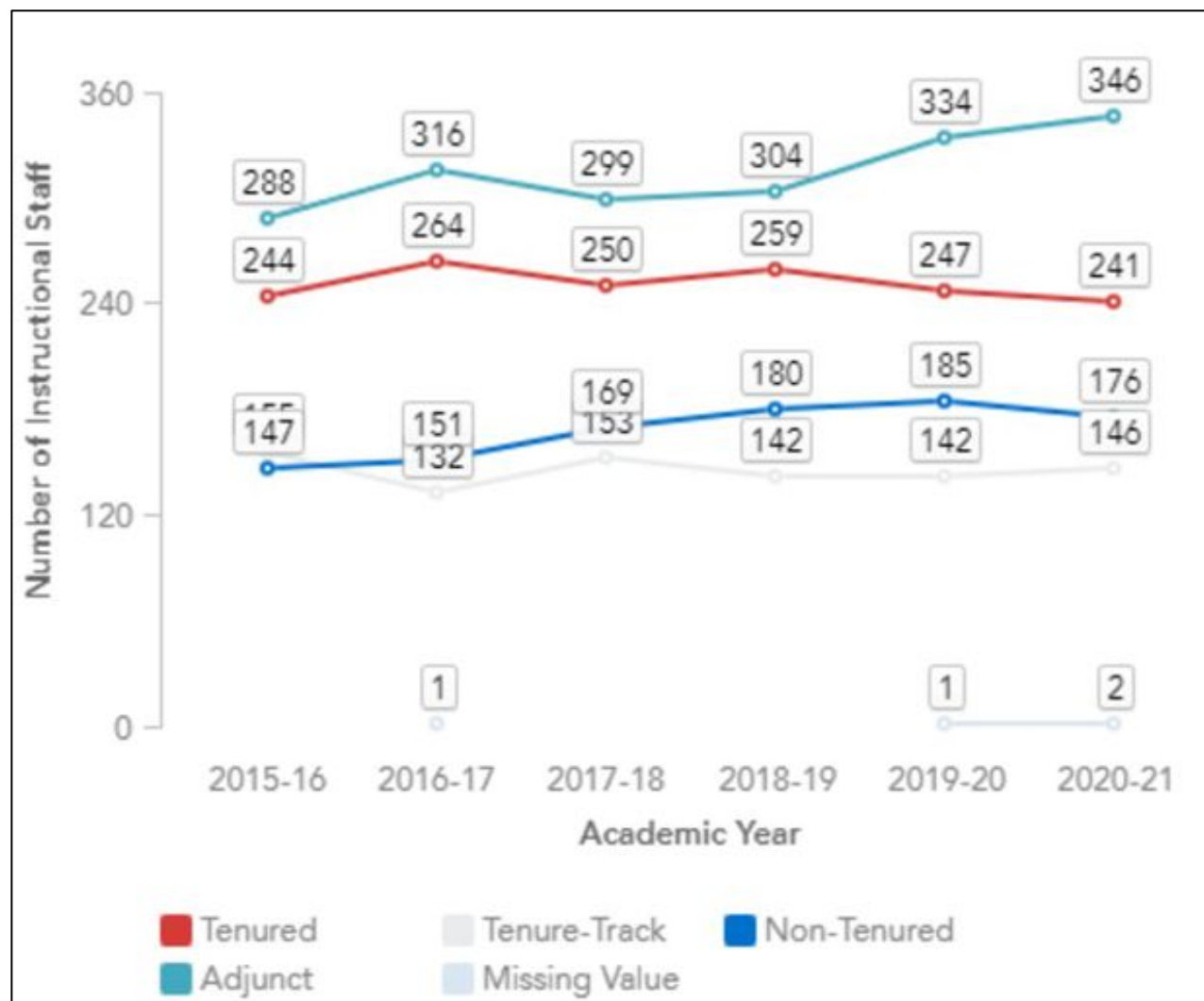


Total Direct Costs by Account Category by Departmer

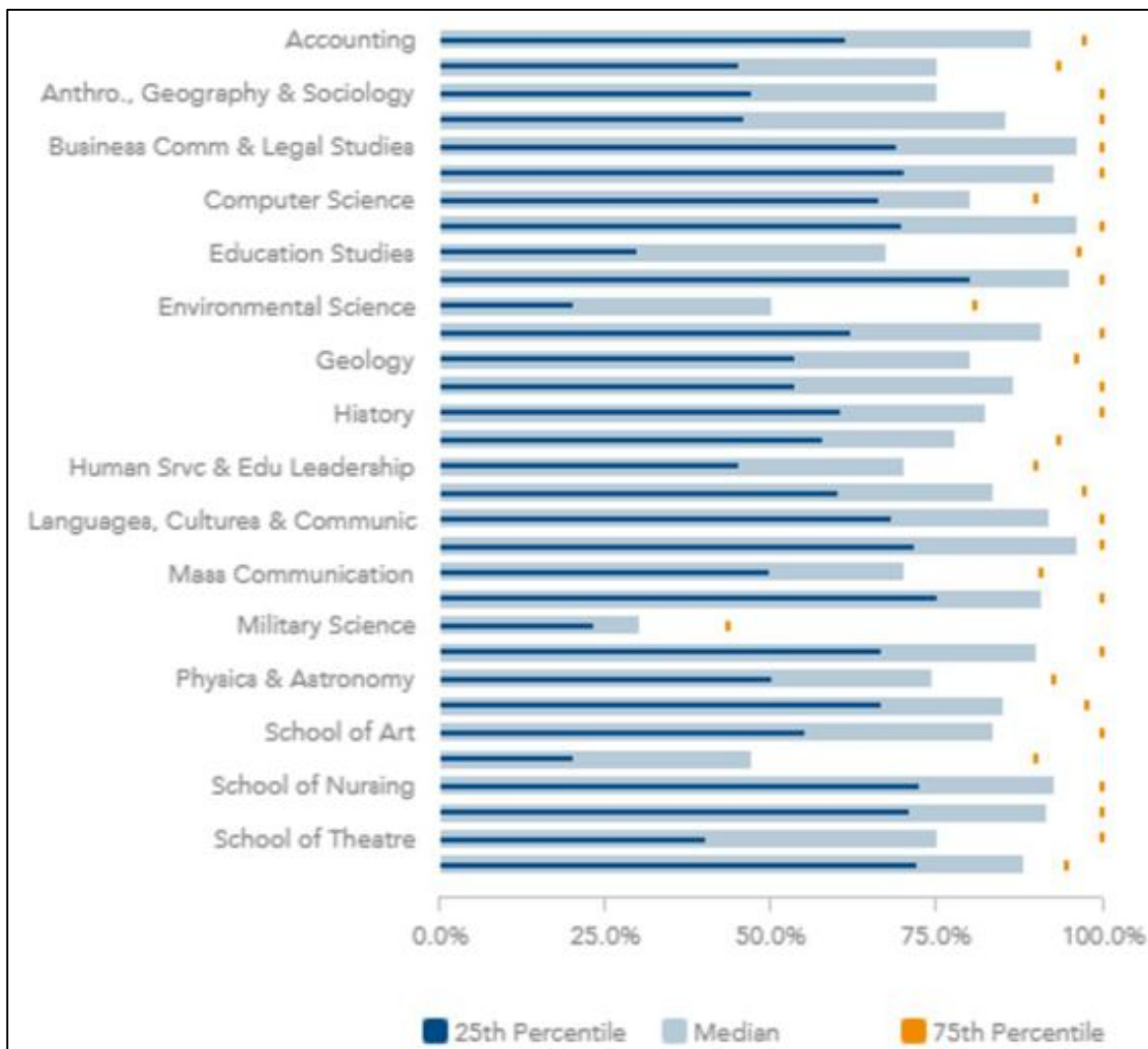


Trends in Instructional Staff Headcount

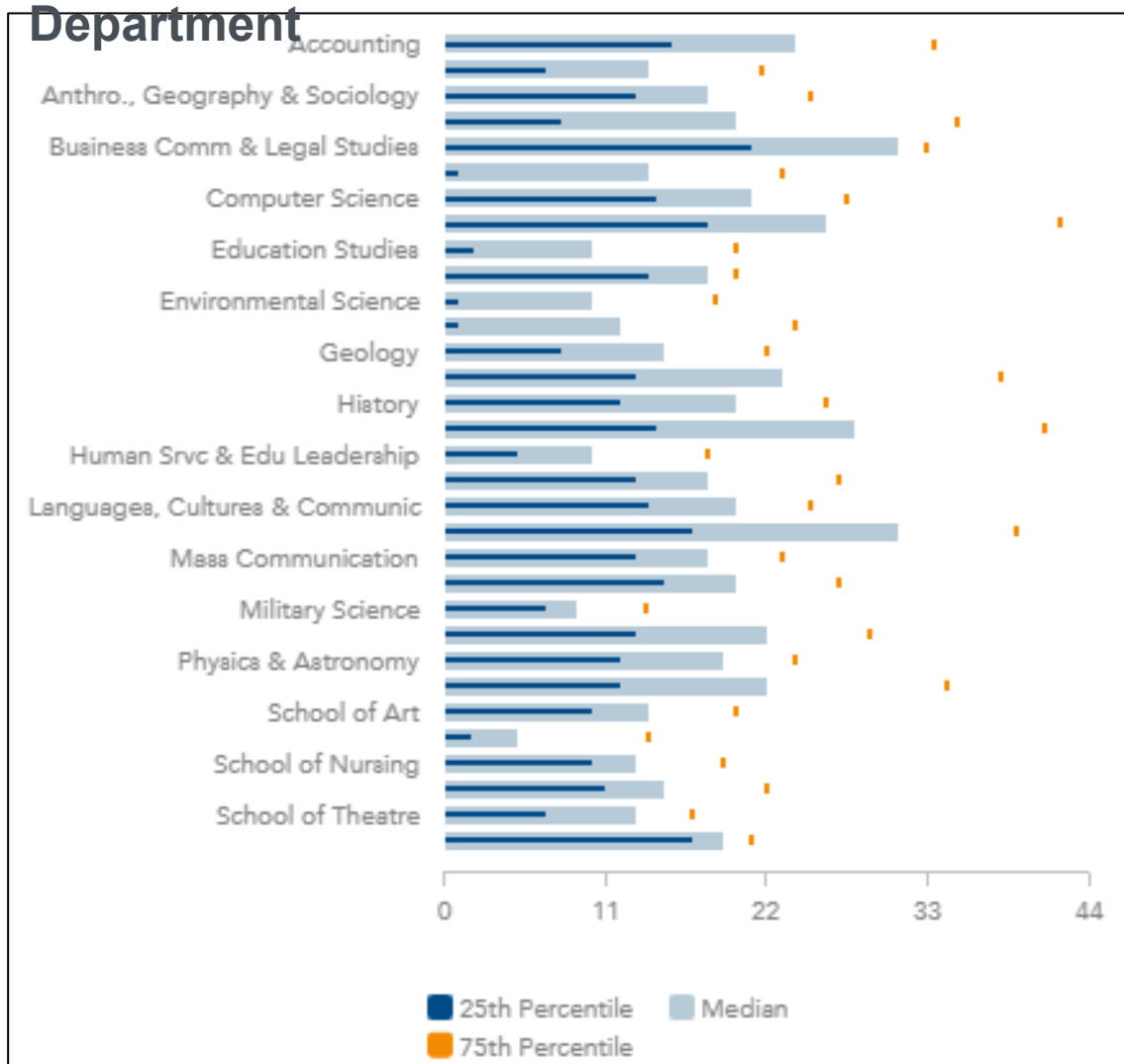
Notes



Percentile Distribution of Section Fill Rates by Departm



Percentile Distribution of Class Sizes by Department

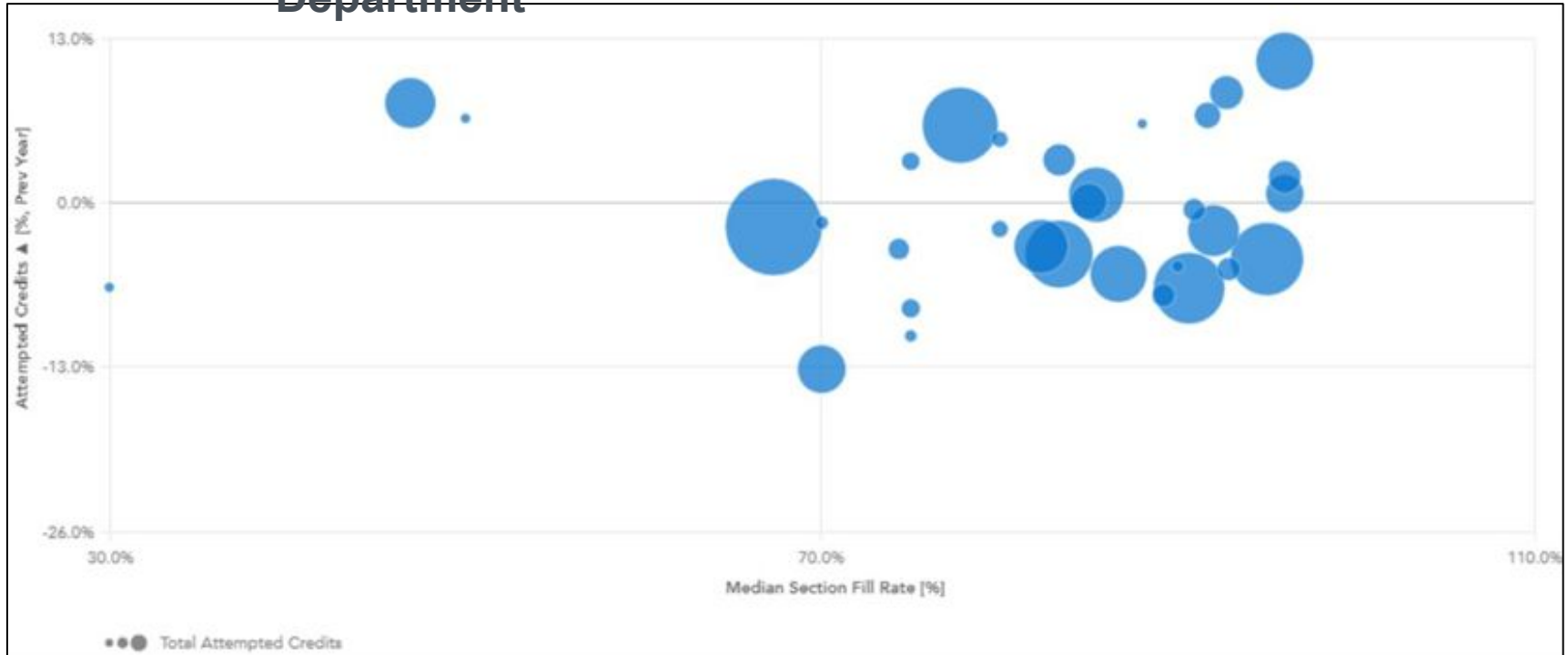


Notes



Stephen F. Austin State University

Comparison of Demand vs Capacity by Department



Notes

Trends in Student Enrollment





Stephen F. Austin State University

Tuesday

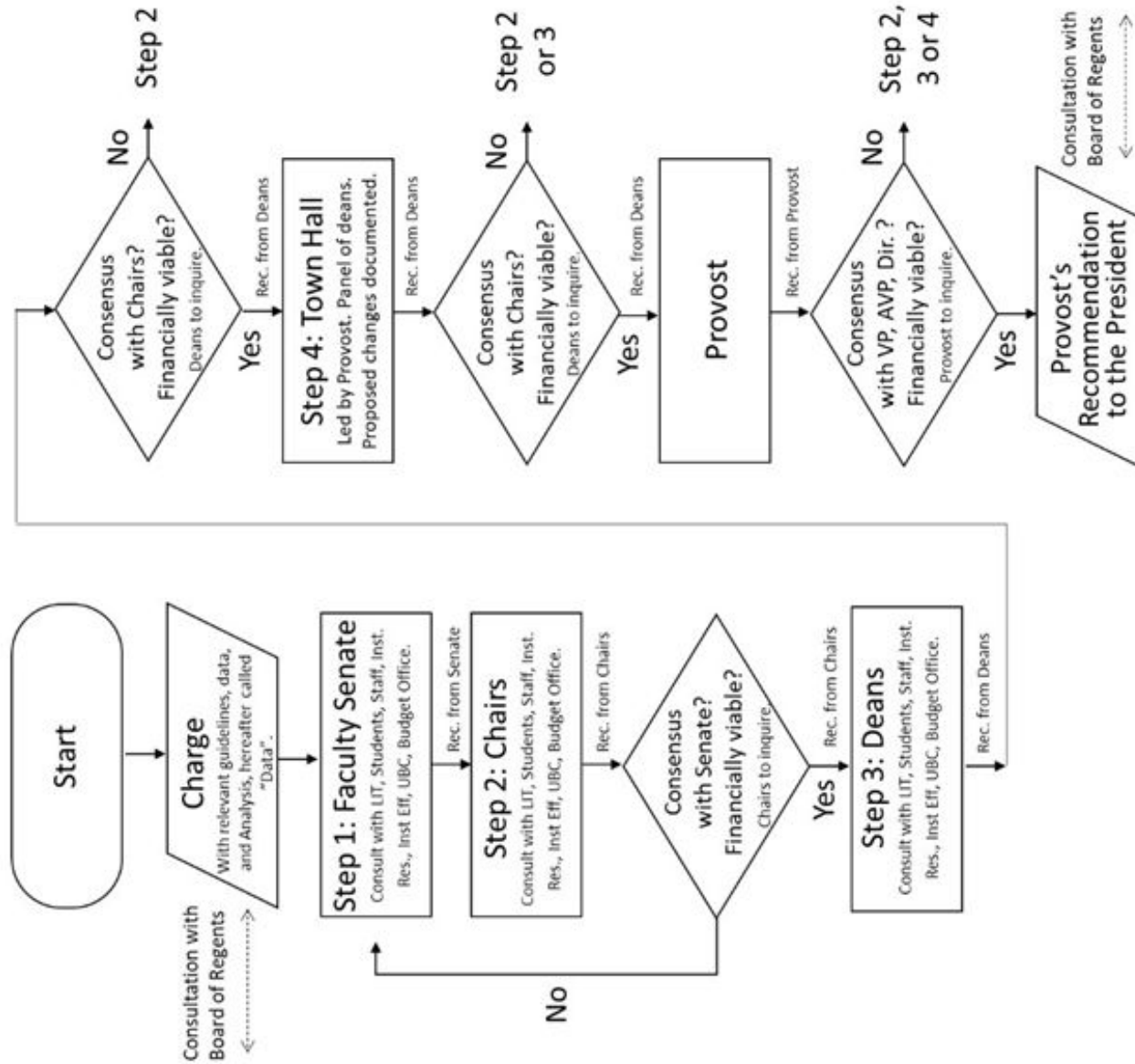


Stephen F. Austin State University

Four-Step Consultation Process (4SP)

(Draft)

To be facilitated by chair of Lumberjack Innovation Team.





Stephen F. Austin State University

Timeline for Transformation

Charge	Aug '21	Sep '21	Oct '21	Nov '21	Dec '21	Jan '22	Feb '22	Mar '22	Apr '22	May '22	Jun '22	Jul '22
Prob. Statement	●	●										
Priorities	●	●										
Rec 1 to Provost			●	●	●	●	●	●				
Rec 2 to President								●				
Rec 3 to Board									●			



Stephen F. Austin State University

Lumberjack Innovation Team

Charge

Coordinate campus-wide initiatives to encourage innovative and flexible programs and offerings while maintaining academic rigor. This committee will seek to spur the advancement of SFA's fifth element of our aspirational Vision Statement, that is:

We will be an innovative university. We will reach our students where they are and prepare them for life-long learning and career responsiveness in the twenty-first century. We will be a forward-thinking university that not only is responsive to the realities of higher education but also is a leader in academia.

Five Key Initiatives

1. Curriculum Innovation
2. Degree Maps
3. Academic Spaces
4. Student Success
5. Faculty & Staff Welfare



Stephen F. Austin State University

Lumberjack Innovation Team

Initial Short-Term Recommendations – AY 21-22 (pending further vetting/feedback by faculty and stakeholders)

- Revise the existing policy regarding transfer credits
- Revise the existing policy regarding AP/CLEP credits
- Centralized classroom scheduling
- Classroom technology training across pedagogical modalities (Zoom rooms, etc.)
- Revise processes that encourage scholarship in teaching and learning analytics
- *Adopting a University-wide definition of Student Success*
- *Creating a centralized repository of student resources*
- *Faculty and Staff Diversity Efforts*
 - *State demographer and data collection*
 - *Re-focusing marketing*
 - *Faculty/Staff Spotlight*



Stephen F. Austin State University

Lumberjack Innovation Team

Initial Long-Term Recommendations beyond AY 21-22 (pending further vetting/feedback by faculty and stakeholders)

- Institute for Outreach and Engagement
- Educational Partnerships
- Center for Applied Research and Rural Innovation (CARRI)
- Lifelong Learning
- Various Degree Map Formatting and Communication Changes
- Future Enhancements to Degree Maps
- Space Efficiencies – Revisiting Previous Studies to Improve Student Success



Stephen F. Austin State University

Lumberjack Innovation Team

Initial Long-Term Recommendations beyond AY 21-22 (pending further vetting/feedback by LIT subgroups)

- **Technology**
 - Docking Stations
 - Gamification Support
 - Funding Models to Improve Student Access to Technology
- **Reducing Time to Graduation**
 - Academic Program Review (APR)
 - Degree Maps – Ideal Degree Sequences
 - Reducing Complexity in the Curriculum
- **Contract Restructuring**
- **Staff Workload Flexibility**
- **Summer School Compensation**
- **Non-Salary Benefits**



Stephen F. Austin State University

University Advancement

Jill Still, Vice President

Comprehensive Campaign Update

- \$100 Million Goal

Preparing for the Next Campaign

- Alumni Relations Assessment
- Development Assessment



Stephen F. Austin State University

Athletics

Ryan Ivey, Director of Athletics

Key Points on Athletics Budget

- Direct Institutional Support to Athletics for FY21 budget:
\$11,678,519
- Of that, Athletics provides back to the institution:
\$7,976,256 in tuition and fee revenue
- Total direct institutional discretionary support to Athletics:
\$3,702,263
- Total FY21 institutional budget (excluding debt service funds and HEF funds):
\$233,292,865
- Total percentage of direct institutional support to Athletics as part of the budget:
1.6%
- Based on research and discussions, without an Athletics department, the institution would lose a conservatively estimated 300 students (excluding student-athletes).
- At an average direct revenue of \$13,922 per FTE student to the University, this would result in a reduction of \$4,176,600



Stephen F. Austin State University

Athletics

Ryan Ivey, Director of Athletics

Value of Athletics for SFA- “Front Porch”

- No other marketing vehicle can provide the same amount of exposure and awareness that athletics brings (on average over \$250 million in advertising value equivalency)
- According to a study by the University of Texas Longhorn foundation on donor behavior, 76% of athletics donors also give to academics; and according to another study from the University of Oregon, donors who are engaged in athletics and academics give more over time.
- Student-athletes graduate at a higher rate than the student body (12% higher at SFA)
- Student-athletes display greater leadership in the classroom, community and give back at a higher rate than non-student-athletes (28% percent vs 17% according to a Gallup study)
- Athletics provides an avenue to increase engagement with alumni through fan avidity, university loyalty, alumni pride, etc.



Stephen F. Austin State University
Board of Regents
Meeting 345
June 14 and 15, 2021

**Stephen F. Austin State University
Board of Regents
Meeting 345
June 14 and 15, 2021**

ROLL CALL

Regents

Karen Gantt, Chair
Tom Mason, Vice Chair
Jenn Winston, Secretary
David Alders
Robert Flores
Brigittee Henderson
Judy Olson
Laura Rectenwald
Nancy Windham
Spencer Coffey, Student Member

Administrators

Scott Gordon
Damon Derrick
Gina Oglesbee
Erma Brecht
Michara Delaney-Fields
Anthony Espinoza
Brandon Frye
Danny Gallant
Graham Garner
Ryan Ivey
Lorenzo Smith
Jill Still
Charlotte Sullivan

Planning Session 1

Enrollment – Strategies; Visibility; Identity; Marketing; Messaging

Planning Session 2

Academics - Lumberjack Innovation Team; Academic Programs; Program Array, etc.

Planning Session 3

Budget – Overall; Construction Projects, Deferred Maintenance; Bond Debt;
Auxiliaries/Housing

Consideration of Individual Personnel Matters Relating to Appointment, Employment, Evaluation, Assignment, Duties, Discipline, or Dismissal of an Officer or Employee, including but not limited to the executive director for enrollment management, chief marketing communications officer, director of athletics, chief information officer, chief diversity officer, director of government relations, vice presidents and the president (Texas Government Code, Section 55074)