**Leadership Team Meeting**
**September 9, 2026**
**8:30 AM**

President James Genovese, President

Dr. Drake Owens, Executive Vice President/Chief of Staff

Ms. Reatha Cox – Vice President for the Student Experience, Dean of Students

Mr. Vanner Erikson, Director of Enrollment Management

Mr. Cole Gentry, Chief Marketing Officer

Mr. Kieler Soape, SGA President

Dr. Greg Handel, Executive Vice President / Provost / Dean of the Graduate School

Dr. Fran Lemoine, Dean, College of Arts and Sciences

Dr. Scott Wysong, Dean, College of Business and Technology

Dr. Neeru Deep, Dean, Gallaspy Family College of Education and Human Development

Ms. Laurie Morrow, Executive Director for Economic Development & University Advancement

Ms. Jill Bankston, Director of Alumni Affairs

Mr. Kevin Bostian, Vice President and Director of Athletics

Ms. Brittany Blackwell Broussard, Director of Culture and Climate

Mr. Rodney Wilson, Chief Financial Officer

Ms. Jennifer Kelly, Executive Director for University Affairs

Dr. Benjamin Forkner, Faculty Senate President

Ms. Veronica Biscoe, Executive Director of Institutional Effectiveness & Human Resources Dr.

Amy Craig, Director of Institutional Effectiveness

Mr. Ron Williams, Chief Information Officer



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**September 9, 2026**

**Accountability & Student Conduct**

- A comparative analysis of student conduct case types from August 2025 and August 2026 was conducted to support institutional accountability and guide ongoing conduct initiatives. A total of 7 cases involving 10 students were recorded in August 2025, compared to 10 cases involving 26 students in August 2026, reflecting a 42.9% year-over-year increase in cases and a 160% increase in students involved.
- Training and onboarding were completed for new Housing and Residential Life staff, including Assistant Directors of Residential Life, Resident Assistants, and the Assistant General Manager of Housing. Training focused on consistent residential conduct procedures, documentation, reporting, staff responsibilities, and appropriate responses to student concerns.

**Career Services**

- Career Connection Camp: 12 departments represented with over 15 faculty assisting with sessions. 19 students attended camp.
- Career Fairs:
    - Part-Time Job Fair scheduled September 15 with 15 employers registered, down 2.
    - Career Fair scheduled September 29 with 31 employers registered to date.
    - Added a Career Fair Prep Week component the week before the Career Fair with walk-in resume reviews, mock interviews, and a seminar on Career Fair expectations.

**Counseling Services**

- Increased utilization of services with 82 new inquiries from July 1–September 4, 2026, compared with 76 during the same period last semester. Continued growth is attributed to expanded outreach and increased referrals from faculty and campus partners serving populations with identified needs, including Resident Assistants, International Student Office, Scholars' College, CAPA, Counseling, Social Work, Nursing, and incoming freshman athletes.
- Conducted on-call week training for faculty and staff focused on responding to student crises, connecting students with mental and physical health resources, recognizing warning signs of suicidal, homicidal, and self-harm ideation, managing student outbursts, and providing emergency interventions until appropriate responders arrive.
- Continued training Master's-level Counseling and Psychology students through practicum and internship placements. Accepted the first Master of Social Work practicum student, strengthening collaboration with the Social Work program.
- Fully transitioned to MedicatOne, providing students with a digital intake option while improving clinical documentation, data tracking, and organization.
- Operating with one counselor temporarily unavailable and seeking a temporary counselor to support increased client demand through the remainder of the Fall 2026 semester.

**First-Year Experience & Student Engagement**

- Demon Days Welcome events hosted by the First-Year Experience, service units, Greek organizations, and Recognized Student Organizations (RSOs) marked another record year in attendance. Over 100 events, ranging from social, wellness, and educational, created a vibrant and engaging campus environment.

- Suitable Platform continues to provide us data points that assist in engaging more students: Since Move-In Day, 5,791 attendance check-ins recorded.
- The percentage of students affiliated with Greek life increased from 17.81% to 19.42% of the student population. The overall Greek semester GPA increased from 2.963 in Fall 2025 to 3.057 in Spring 2026, surpassing the campus GPA of 3.024.
- Recognized Student Organizations (RSOs): 108 organizations have engaged by attending the RSO Workshop, transitioned to Suitable, and/or submitted the Hazing Prevention Certification Form.
- The Department of Student Engagement will open the Student Activities Leadership Center mid-semester. The center will be located on the 2nd Floor of the Student Union.
- Elevate U Student Engagement has recently joined the Department of Student Engagement and is seeing progress. 64 students have engaged with the Elevate U program by attending this semester's engagement events thus far.

**Health Services**

- Expansion of services through the per student assessed fee of $96 has resulted in a campus-wide collaboration to establish new clinics at the CENLA and Leesville instructional sites. Staffing plans include one nurse who will rotate between the two new clinics; one additional nurse dedicated to the Natchitoches campus; and one credentialing administrator for CONSAH. This expansion will help ensure that all students have access to consistent health services and resources across instructional sites.
- Health Services has completed 194 clinic appointments and issued 35 referrals to NRMC Walk-In Clinic for additional support services.
- Health Services staff have completed training on the new Medicat system (Electronic Medical Records), supporting improved documentation and continuity of care.

**Office of Accessibility and Disability Support (OADS)**

- Currently, 361 students being supported, an increase from 350 students in fall 2025. Staff have conducted 91 new intakes; with additional pending intakes scheduled.
- 73 Emotional Support Animal (ESA) applications have been processed; 20 pending applications.

**Student Union Operations**

- 77 Summer Camps for 2026 with an estimated 7,700 campers.
- Student Union room bookings during AY 2025-2026 were 4,162; an increase of 606 events/bookings from the previous year.
- Multiple building improvements being made to enhance student spaces.

**Title IX Compliance**

- The UL System and its Title IX Coordinators have launched a monthly "Learning Lunch" series to share information about Title IX, prevention efforts, and how we support our students. The UL System kicked off the initiative on August 26th with an introductory session titled The Importance of Title IX, led by Dr. Erica Calais. In January 2027, NSU's Title IX Coordinator will present Stalk Talk in recognition of National Stalking Awareness Month.
- Title IX will present to University Studies 1000 classes in hourly sessions held over two consecutive days. These presentations will emphasize the importance of sexual misconduct prevention, inform students about available support and resources, and provide contact information for students seeking assistance from Title IX.

- Survivors' Circle has launched on campus for the fall semester. TIX collaborates with Project Celebration, Inc., based in Many and Shreveport, to support survivors of dating and domestic violence, as well as sexual assault.

**TRIO Student Support Services**

- TRIO Project received the fiscal year 2026 GAN (Grant Award Notification). We were level-funded at $500,379 for the period September 1, 2026 – August 31, 2027

**Behavior Intervention Team (BIT)** – One faculty/staff member each from the Shreveport, CENLA, and Leesville instructional sites were added to the BIT, strengthening collaboration across locations. In July 2026, BIT members attended an in-person training titled Behavioral Threat Assessment Units: A Guide for Preventing Targeted Violence. This training was led by the United States Secret Service. Following the day-long training, representatives from the District Attorney's Office, Natchitoches Sheriff's Office, and the Natchitoches City Police Department were invited to participate in a one-hour session with the BIT, NSU administration, and a Secret Service representative focused on The Systems Approach in Behavioral Threat

**Hazing Prevention Task Force** – The Board of Regents Hazing Prevention Summit will take place September 17 in Baton Rouge. The NSU Hazing Prevention training modules on Vector Solutions have launched and RSO's departmental and performance groups, athletics, etc., have until September 16 to complete the training and report. SPOTLIGHT: 324 (of 325) student-athletes and all new fraternity/sorority members have completed training. National Hazing Prevention Week will be September 21-25.

**Residential Community Meetings -** Seven (7) Residential Community Meetings were conducted in August, with a total of 1,265 students in attendance. The meetings provided an opportunity to reinforce Northwestern State University (NSU) standards, residential expectations, common conduct concerns, the student accountability process, and potential outcomes associated with policy violations. Representatives from the Dean of Students Office, Title IX, Accountability and Conduct, Residential Life, and University Police participated in the sessions to provide information regarding university policies, protocols, procedures, and resources. The meetings also included an overview of Louisiana Act No. 305, including enhanced penalties for qualifying drug-related offenses committed within 2,000 feet of designated school zones.

**Student Well-Being and Mental Health**

- Mental Health Funding – In June, Northwestern State University was awarded $24K from the Board of Regents to support mental health initiatives on campus that aid in student access and retention. The Student Experience team is developing a revised spending plan.
- Mental Health Waiver – Efforts in place to educate the campus community on this policy and process.
- NSU Wellness Fest – Tuesday, November 10

**The NSU Pantry** – Since opening August 24, The Pantry has served 161 students have utilized The Pantry with 224 documented visits. The Pantry is staffed with 34 volunteers and is open 27 hours per week. Hours of operation are Monday-Thursday 9-12:00 p.m. and 1-4:00 p.m. and Friday 9-12:00. The Board of Regents recently announced the $1M investment in the Hunger-Free Campus program will provide each institution with estimated $16K with the remaining $500K through a competitive grant process.

**Student Government Association** – Committee appointments ongoing. Patriot Day, September 11, 2026

# Leadership Team Meeting Report

Enrollment Management

## Numbers at a Glance

- Final Enrollment Count Total as of 14th class day – 8,245
    - Down -157 off of last year
        - Attributable largely to increased degree completion, including students progressing more quickly through accelerated programs
    - Undergraduate – 5,282 (-155)
        - 370 were incoming transfers
            - TOP 7 – BPCC (130), LSUA (39), SOLACC (34), LSUE (24), LA Tech (24), ULL (19), LSUS (14)
        - 1,120 New Freshman (6% increase) - TOP High School feeders – NCHS (73), Tioga (28), Airline (27), Parkway (26), Pineville (22)
    - Graduate – 902 (+1)
    - Dual Enrollment – 2061 (+1)
    - 432 Spring Enrolled Students did not return
        - 87 have holds – mostly balances over $1,000
        - 67 have GPAs below 2.0
    - From our Fall 2025 Cohort
        - 38 students transferred out of NSU
            - 21 went to 2-year schools
            - 17 went to 4-year schools

## Recruiting

- Fall 2027 Numbers
    - First Time Freshman Applications – 416 (-7 from last year)
        - 158 have been admitted (+58 from last year)
- College Fairs around LA and TX begin on next Monday, September 14th for the next three months
- Priority School visits with all juniors and seniors begin this week
- 9 Counselor Luncheons start at the end of this month
    - September 28th – Bossier City/Shreveport – NSU Shreveport Campus
    - September 29th – Monroe – Warehouse #1
    - September 30th – Alexandria – Spirits Food and Friends
    - October 1st – Sabine Parish – Bayou Crawfish
    - October 5th – Lake Charles – Casa Manana
    - October 6th – New Orleans – Drago's in Metairie
    - October 7th – Baton Rouge – Mike Andersons on Lee Drive
    - October 8th Lafayette – Superior Grill
    - October 12th – Natchitoches – Turpin Stadium President's Box

- N-Side View Day – October 3rd
- New Virtual Tour and Map will be online within the month – CampusReels
    - Over 60 drone shots and 80 static shots of campus were taken
    - Will be able to do custom tours of campus through platform
    - Will be able to collect data of who visits the tour pages to upload into CRM

## Financial Aid & Scholarships

Here are some accomplishments just since August 1st:

- Phone calls to the main line - 4,145 calls with an average 3 minute 33 second wait time
- Identity Verification -
    - FAFSA required identity verification
        - 253 students validated out of 555
    - Internal required identity verification (separate from the above)
        - 293 students validated out of 582
- Schedule of Reductions -
  Ellucian did not provide the automated process that they stated they would. They also waited until August 20th, the release date of the process, to tell schools that the process would not be available until September and has been continuously pushed back since that announcement. That left schools having to manually review and adjust loan awards for any student that was less than Full Time.
    - 682 students were reviewed, calculated new loan eligibility, and manually adjusted!

$33,468,301 total aid disbursements were processed for 262, the first refund!

## Admissions

- Worked 3,877 first time freshman applications for Fall 2026
    - 112 more applications than last year
    - Admitted 2931 students
        - 596 more than last year
- Worked 5,615 applications in total for fall 2026 (first time, transfer, readmit, visitor)
    - Admitted 3,941 (+488 over last year)

## Enrollment Management

- 50 of 137 Items on 3-year SEM Plan have been completed
- Enrollment Specialists have been crucial to retention efforts
    - Their roles will now shift to prospective students in their academic areas
- Fraudulent and Ghost Student team has been meeting bi-monthly
    - A six-office wide policy/guidebook has been written with multiple layers of action and security along with reporting formats
    - B-term will be next term to focus on, as well as current students that may have slipped through prior to policies being adopted
    - We're confident that measures in place are working for prospective students
    - Van is leading the UL System Taskforce for Ghost/Fraud students

**Marketing and Communications**
**September 9, 2026**

**Anntoine Marketing and Design**

- Anntoine Marketing + Design digital campaigns are now active, using inquiries from the NSU database to target 15,500 prospective students.
- The campaign mix includes Google Ads, Facebook, Instagram, and TikTok, supporting recruitment and enrollment outreach across multiple digital channels.
- Campus Tours advertising is currently running, and N-Side View Day advertising begins this week.

**Partnership with KTBS**

- A partnership with KTBS is currently supporting N-Side View Day promotion through :30 commercial spots on KTBS Channel 3 + 30 additional applicatons/channels.
- The campaign also extends across Spotify, Facebook, and Instagram to broaden reach and reinforce the event message across broadcast, audio, and social channels.

**Direct Mail Campaigns**

- Direct mail campaigns are live for Campus Tours, N-Side View Day, and Now Accepting Applications.
- The campaigns were mailed to 37,270 prospective students, extending recruitment messaging directly into targeted households.

**Long Purple Line 2026**

- (6) Video documentaries covering 2026 inductees: Mr. Bryan Arceneaux, Mr. Edwin Dunahoe, The Honorable Billy Joe Harrington, Mr. Trey Hill, Dr. Ron McBride, and Mrs. Brenda Webb.

**Clarifying NSU's Primary Messaging and Service Offerings**

- Upcoming work will focus on strengthening NSU's primary message by using a series of strategic frameworks to clarify our story and better communicate the solutions NSU provides for students and families.

Leadership Team Meeting
September 9, 2026
Kieler Soape, SGA President

Student Self-Assessed Fee Restructuring

- SGA is developing a revenue-neutral proposal to modernize the allocation of student self-assessed fees, with increased emphasis on recreation, student activities, and club sports.

Student Representation & Advocacy

- SGA is filling student appointments across university committees for the 2026–2027 academic year.

Fall Elections

- SGA has completed candidate seminar materials and is finalizing Election Board and polling-location logistics for the fall election cycle to fill open Senate positions and encourage student participation.

Governance & Legislative Work

- SGA has begun its legislative work for the year and formed a Governing Documents Committee to review and update internal policies, procedures, and governing documents.

Administrative Engagement

- SGA leadership has established regular communication with the Vice President for the Student Experience and is coordinating opportunities for senators to meet with academic deans and other university leaders.

Leadership NSU & Civic Engagement

- Planning is underway for Leadership NSU, along with Constitution Day and voter-registration programming aimed at increasing student involvement and civic awareness.

Fall Programming & Student Wellness

- Upcoming initiatives include hazing-prevention programming, Wellness Fest, Zen Zone, and campus safety efforts designed to support student engagement, wellness, and awareness.

College of
Arts and Sciences

**COAS Leadership Team Update**
**September 9, 2026**

The IGNiTE Leadership Development Program has welcomed another cohort. Our first meeting was held on Friday, September 4. We have 12 new participants – 7 staff and 5 faculty. Thank you to all who recommended individuals in your area to the program. We are looking forward to a great year.

The CREATE faculty collaboration incubator program and the Faculty Development Communities (FDCs) are gearing up. We have received lots of great applications this year. I will be sharing information on the projects with the university community in the coming weeks.

**Focus on Preparing Students for the Workforce/Professional School**

- The School of STEM is hosting its 4th annual Career and Professional School Day on Friday, October 2 in the Student Union Ballroom. We have built some wonderful relationships with professional schools and employers in our extended region and are excited to have them meet our most promising students.

**Focus on Recruiting**

- STEM Day will be held on Friday, September 25 from 8:00am – 12:00noon. We will host over 20 hands-on workshops to engage over 350 high school students interested in careers in one of the many STEM fields.
- We are gearing up for Fall N-Side View Day with lots of engaging workshops in nearly all of our 13 academic units.

**Focus on External Engagement and Research**

- Finalized the agreement with Arq, the environmental technology company we have been working with for several months. They have donated $25,000 to the Department of Physical Science to begin working on projects associated with carbon filtration testing and analysis. The funds will be used to provide scholarships and stipends to students and faculty as well as to purchase cutting-edge equipment to give our students the best possible exposure to experiential learning. We hope to continue the agreement annually.
- We are excited to have received a donation from the estate of Joe Schellett. The $40,000 donation will be used by the Department of English, Languages, and Cultural Studies to promote student engagement, research, and scholarly activity.
- There are many wonderful CAPA events coming up this Fall semester. Please watch for the announcements in Messenger and on the university calendar. We'd love to see you there supporting our extremely talented students!

# College of Business & Technology

*Update: September 9, 2026*

- Enrollment is up! (The first time since Fall of 2020)
- We have 6 new faculty members
- Inferno Pitch
- Demon Dream Home Giveaway Selling
- Curriculum Goals: Incorporate AI, guest speakers, case studies and certificates in every course. Certificate examples include American Banking Association, Security Industry Essentials and Google Digital Marketing.
- Relaunching the College Hall of Fame (9:30-11:00 AM on 10/24 in the Natchitoches Room)
    - Wes Breeden
    - Laura Lyles
    - Leah Middlebrook
    - Trent Jackson
    - Terry Moore
    - Keith Poirrer
- Lunch & Learns at 5 campuses
- Submitted 2 grant ideas

## Child Development Center and Lab Schools

- Marie Shaw Dunn Child Development Center's (CDC) playground project has started. It will be completed in multiple phases to become a certified nature exploration classroom by the end of next school year.
- National Association for the Education of Young Children (NAEYC) will visit this year to complete the accreditation plus portion of the accreditation process for CDC.
- NSU students participated in the Service Day by helping clean up the school garden at NSU Elementary Lab School. The students will use the garden for literacy events and hands-on learning.

## Grants

**NSU Child and Family Network and Pathways Early Learning Career Development and Scholarship Program:** Received five new grants as diverse as

- Purchasing, training, and implementation of early learning curriculum,
- Providing training and coaching on accommodations for children with special needs,
- Promotion and public awareness of the importance of early childhood and family engagement,
- Developing innovative language and literacy initiatives, and
- Creating novel staff development for early learning center staff and our coaches.

**Healthcare Academic & Career Exploration (ACE):** Collaborating with the Career & Technical Education (CTE) supervisors from nine Central Louisiana Parish School Boards to select dates for 2026-2027 Experiential Learning Workshops.

**Cenla Mental Health Workforce Accelerator Program:** Program has approved 10 Candidates and 9 Placement Sites for Cohort 2. These candidates are master's-level Social Workers and Counselors working on their 2-year licensure training. Our program provides test prep, clinical supervision, mentoring, and training to candidates. The program also provides partial salary reimbursement to the mental health agencies where they work toward licensure.

**Title IV-E Child Welfare Grant:**

- **Title IV-E Simulation Lab:** Development of NSU's new Title IV-E Child Welfare Simulation Lab is underway, creating an experiential training space where students can build and practice critical child welfare skills through realistic simulations. The lab will further strengthen NSU's role in preparing Louisiana's future child welfare workforce.
- **Statewide Program Impact:** Spring/Summer 2026 Title IV-E graduates are successfully transitioning into DCFS positions across Louisiana, while preparations are underway for the statewide Partners in Purpose Child Welfare Symposium on October 7, 2026, to be hosted in the NSU Student Union Ballroom.

## Schools and Departments

### Department of Military Science

- NSU Army ROTC finalized Fall 2026 enrollment with 44 cadets. Classes, physical training, and leadership laboratories are underway, with continued focus on cadet development, contracting, retention, and recruiting.

### Department of Psychology and Addiction Studies:

- The Department of Psychology and Addiction Studies awarded $26,500 in scholarships to students in financial need for the academic year.
- The Demons for Recovery Program will award $10,000 in scholarships to students in recovery for Fall 2026.

### Department of Social Work

- The MSW program has a full cohort of full-time and part-time students. Anticipated graduation is Spring 2028.

### School of Education

- Dr. Steve Horton is Interim Director for the School of Education. He started on this position on September 3rd, 2026.
- The School of Education completed a major TEC reorganization and faculty relocation effort, increasing collaboration, improving space utilization, and enhancing student access to faculty and services.
- The school continues to advance recruitment, retention, and partnership initiatives to strengthen educator preparation programs and support workforce needs throughout Louisiana.

### School of Kinesiology

- The School of Kinesiology held a ribbon-cutting and grand launch day on August 27, 2026. The event was presented in partnership with the Natchitoches Area Chamber of Commerce. Ten members of the School of Kinesiology Alumni Advisory Board served on a career panel for over 100 kinesiology students.
- The School of Kinesiology was awarded a $182,009 Health Eating, Activity Living (HEAL grant through The Rapides Foundation to implement a comprehensive community initiative designed to expand access to nutrition education and physical activities for older adults in Natchitoches Parish and surrounding communities.
- The School of Kinesiology was awarded a $7,500 grant from SWEPCO. Funds will support an Electromyography (EMG) system for the Exercise Physiology lab, expanding instructional, research, and community engagement capacity.

## Gallaspy College of Education and Human Development

- New offices for the GCEHD at Alost Hall: Dr. Deep's Office # 311; Ms. Anthony-Smith's Office 324.
- GCEHD is committed to strengthening internal and external stakeholder partnerships, creating new partnerships, improving classroom space, strengthening academic advising for retention, actively participating in recruitment, and strengthening the curriculum to meet workforce needs.

Office of
# Economic Development and University Advancement

## Achievement and Project Report
## September 2026

I. Launched NSU Means Business: Beyond the Brickway, a regional Lunch & Learn series developed with the College of Business & Technology. The series features NSU faculty and alumni addressing timely business topics in communities across the region from September 14 through November 16.

II. The Region 6 STEM Center welcomed Director Lacey Hoosier and STEM Education & Outreach Specialist Carley Ardoin. Initial planning will include formation of a Regional STEM Advisory Council representing K-12 and postsecondary education, business and industry, military, tribal, and community partners.

III. NSU faculty and staff are participating in workforce-focused roundtables with Amazon Web Services, Applied Digital, and Louisiana Works to align academic programs with workforce needs tied to major economic development projects.

IV. Through its MOU with the Many Police Department, NSU continues to provide training for law enforcement personnel and students. Upcoming courses include Drug Endangered Children Investigations and Asset Forfeiture & Evidence Destruction, September 28-29, and Legal Liability & Risk Management, November 30-December 1.

V. NSU has begun implementing a $25,000 ARQ, Inc. Work-Based Learning Agreement led by Dr. Chad Thibodeaux and two undergraduate students majoring in chemistry.

VI. NSU enrolled 1,738 military and military-affiliated students during AY 2025-2026. A strategic communication plan is being developed to streamline information and services for this student population.

VII. Off-campus instructional sites saw strong demand for proctoring and student services during AY 2025-2026, with service counts of Cenla (1,602), Leesville (1,580), Marksville (216), and Barksdale (109). Counts may include repeat student visits.

VIII. NSU will serve as Home Base Sponsor for the Natchitoches Young Professionals Level Up Conference on September 11, 2026, from 8:00 a.m.-3:00 p.m.

IX. NSU Engineering Technology will participate in Manufacturing Month activities in October, including high school tours.

X. The NSU Foundation will release its FY26 Annual Report in the coming weeks, highlighting donors, financial impact, and support of the University.

XI. NSU Foundation & Development is strengthening and standardizing internal processes while advancing the Columns Fund campaign, a new scholarship management system, and expanded donor outreach and stewardship.

XII. Coordination continues on Innovation Park project development, equipment needs, and partnerships as the project moves toward an anticipated early spring groundbreaking.

# Office of Alumni Affairs
# President's Leadership Team Report
**September 9, 2026**

## For Alumni & Supporters

- Tailgate for August 27, 2026
  - 28 faculty/staff +7 guests = 35
  - 25 Alumni Association Members
    - 14 Lifetime (free)
    - 11 members ($10)
  - 12 Memberships sold
  - 7 children ($7)
  - 12 non-members ($20)
- Upcoming Tailgates & Sponsorships for each home game
- Purple Paradise: The NSU Demons Alumni & Supporters Hawaii Football Adventure (September 1-6, 2027)

## For Graduation Seniors

- Grad Fest
  - Natchitoches, Monday, Sept. 21
  - Shreveport, Monday, Sept. 28
  - Alexandria, Monday, Oct. 5
- Fork 'Em Farewell Fete/Rings
- Career Fair – Student Connection Committee is assisting
- Student Alumni Association - Student Connection Committee (planning stages)

## Alumni Board Indicatives

- Census Project - by the Alumni Connections & Engagement Committee
- Homecoming – Calendar attached
  - Long Purple Line – Purple Blazers project (42 members participating)
  - Other Events (email Terry Wilson & Leah Jackson)
  - Council of Presidents
- Alumni Chapters (Revitalizing)
- Alumni Membership is establishing a volunteer group called Demon Connection Crew (planning stages)

## Communication & Marketing

- Purple Pulse – information is due Friday, Sept. 11 to be in September's edition
- President's Calendar gets updated every week

Athletics - Leadership Team (September 4, 2026 Update):

- Facility Updates:
    - David and Sherry Morgan Health Performance Center's completion date is now scheduled for mid-September with the renovations of the current Donald G. Kelly Fieldhouse scheduled to be complete at the end of October. However, based on how this project has been going to I don't think the General Contractor will make either of those dates. Athletics has been granted temporary occupancy of the Health Performance Center's main floor so that we can use the weight room. However, we can't use the restrooms or the second floor until full occupancy is granted.
- Athletic Updates:
    - Women's Soccer was picked pre-season #1 in the Southland Conference. However, they are currently 0-4 and play their first 5 matches on the road. Their first 3 games were against Power 4 Conference schools (2 SEC and 1 B12). As the schedule gets easier and they get into conference play I believe they will be fine.
    - Volleyball is currently off to 1-3 start having beat Grambling. Early indications are that this team will be much more competitive than they were last year. They are very young, basically all Freshman and Sophomore's. They are more athletic and have a lot more bounce in them than last year.
    - Football lost their opening game to Louisiana Christian. This team and program have improved in every way imaginable, and they will get the ship righted in the win column. Turnovers and penalties are what cost them the win on opening night. However, both are correctable and I believe we will see a much-improved product on the field this year.
    - Cross Country opens the season this weekend. Both the men's and women's teams have more depth this year but are relatively young. They are working hard and I do believe they will show improvement over the previous several years.
    - Men's and Women's Basketball season tickets are on sale now. There has been a lot of positive buzz as women's basketball hosts LSU Christmas Festival weekend. We are using the LSU game to drive season ticket sales. Individual game tickets will go on sale on October 1st but the price of the single game ticket for LSU will not be much different than the season ticket price.
- Revenue Generation:

- The Top of the Boot Music Festival (October 16-17) is only 6 weeks away. This same weekend we are at home in football vs. McNeese State. The goal of the event is to sell 8,000 tickets each day. The event will take place in the field behind our Soccer Complex off Tarleton. Ticket sales are steadily increasing by the day. We are working with Town Square Media to help us promote the event with advertising in Texarkana, Tyler/Longview, Lufkin, TX along with all of Louisiana. We have also purchased paid social media advertising. The numbers of impressions and click on our website to purchase tickets is above national averages.
- The Rhodes Properties and Development Demons Dream Home Giveaway has started to pick up as well. The house they are building is valued at $265,000 and is a 3-bedroom, 2 baths at 1,500 square feet. The giveaway will take place on Friday, November 6th at Riverside Reserve. We have partnered with the College of Business and Dr. Wysong on having a marketing class sell tickets for a class project. We are giving them a database to call and specific QR codes they can use so that we can track them/the class. We are going to give the class free tickets to the music festival if they reach their goal on ticket sales as a whole and then the person who sells the most will receive a meet greet with an artist of their choice. We are also partnering with a student organization that Lauren Mitchell from the School of Kinesiology oversees to help sell tickets as well. We plan to work with KSLA to broadcast it live. Our goal is to sell 10,000 tickets ($100/ea).

**Patric DuBois**
**Executive Director**
**Department of Wellness and Recreation – September 8, 2026**

The Department of Wellness and Recreation has had a consistently busy and active summer leading into this fall. Between informal recreation and planned organized activities, we consistently have several hundreds of visitors daily at the WRAC and Rec Complex.

- The WRAC was home to several camps and events this past summer and ended on a high note with our annual Fun N Fitness camp hosting 172 children during our three-week span – this was our highest number since pre-covid.
- The WRAC thoroughly cleaned and performed preventive maintenance on all equipment and areas of the WRAC prior to the beginning of fall semester. We continue to operate for approximately 90 hours each week, 7 days a week. We have been consistently busy since the first day of classes. We remain open for most university holiday breaks.
- The WRAC wellness area continues with a new group exercise schedule of 14 classes during the week. New to the WRAC this semester is our Pilates reformer room. This is a new area, with classes beginning Monday, September 7th. We are preparing for the annual NSU wellness fest which will be held Tuesday, November 10th at the WRAC.
- Our Intramurals has begun with 13 different events this fall.
- Our Club Sports area is thriving with 13 current club sports and two more who have petitioned to become a club sport (basketball and wrestling). We just hired Chris James as our new Coordinator of Competitive Sports/Club Sports. This was our first change in professional personnel in six years, but Chris has hit the ground running and is doing a great job. Canon Hatcher, an NSU sophomore won the title of King of Cornhole at the World Cornhole Championships held this summer in Owensboro, KY. Cannon came in first place among 1000 participants from 31 states and Europe. We are very excited to begin our first year of the new Rodeo club team led by former world champion bronc rider, Cody DeMoss. Cody has already made a mark by recruiting several students throughout the US to come participate in our program and he has raised over $100,000 to build a rodeo arena on campus.
- The Rec Complex continues to thrive as we stayed very busy this summer with swim lessons and exercise classes in the pool all summer. The golf course is arguably in the best condition as it has ever been. Our new course superintendent Alan Pasch has led a very strong group of employees to make great strides. Our Natchitoches Golf Association President Johnny Cox has an all-time high membership and group of volunteers who help keep our course and event schedule at a high level. The consistent use of these facilities has brought in a steady stream of revenue to enhance our maintenance of these facilities.

Office of
Culture & Climate

## Culture and Climate/Gail Metoyer Jones Center Report
## 9/9/2026

**Updates about the Gail Metoyer Jones Center-**
I have met with a steering committee and Dr. Handel and President Genovese to ensure the mission, goals, and programs of the Center align with the overall mission of the University and the UL System. Through these meetings minor adjustments have been made and we are excited to continue supporting our NSU community. One more significant change may be the title of the office/my title. We are looking to ensure the title encapsulates what we do through the office. Possible title being Campus Community Relations.

**First Forward: First-Generation Graduate Student Leadership Cohort-**
We have revamped the initiative of last year with the First-Generation Graduate Student Success Series to a cohort model. We have partnered with the Graduate School and have hired an education consultant that has presented outstanding workshops here in the past.

First Forward is an NSULA leadership and professional development experience designed for first-generation graduate students who want to turn their expertise into impact, opportunity, and career advancement.
**WHY JOIN FIRST FORWARD?**
**Lead with or without a title**
Build influence, ownership, and the ability to move people and work forward.
**Communicate with confidence**
Strengthen how you show up in meetings, presentations, networking spaces, and difficult conversations.
**Build a reputation that opens doors**
Grow your professional brand and relationships before you need the next opportunity.
**Position yourself to advance**
Develop the leadership capacity to increase your impact on results and move your career forward.

Please encourage graduate students to attend the mixer on September 16 at 5:30 pm in the Student Union Cane River Room to get to know each other and hear more about the program. Virtual option to attend on
Teams https://teams.microsoft.com/meet/221437936547846?p=QxLSjmVWyHBn1ocThn



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**Northwestern Coaching and Engagement Seminar Series-**
New Mission Statement/Purpose "This professional development series provides faculty, staff, and students with tools to support student engagement, effective communication, and positive learning environments. Sessions focus on practical strategies for working with students from a wide range of backgrounds and experiences and are aligned with institutional goals related to student success and retention. "

Programming coming soon for faculty and staff. Please support by attending a session and sharing with your faculty and staff.



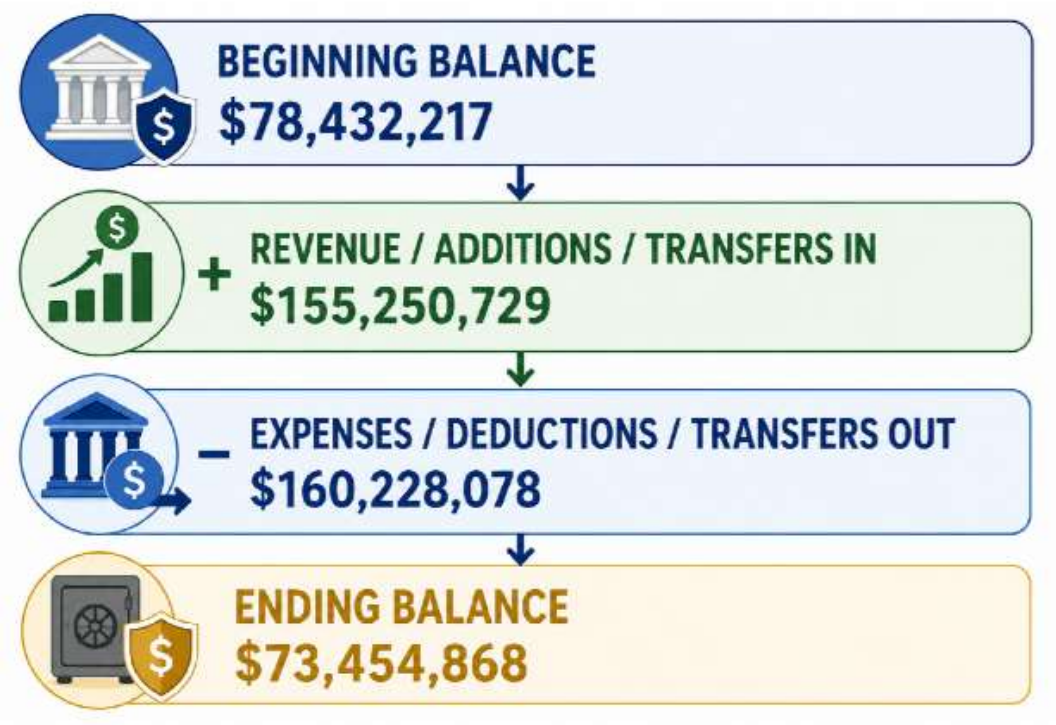
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**EXECUTIVE LEADERSHIP BRIEF - FY 2025–2026 Close | FY 2026–2027 Financial Position**

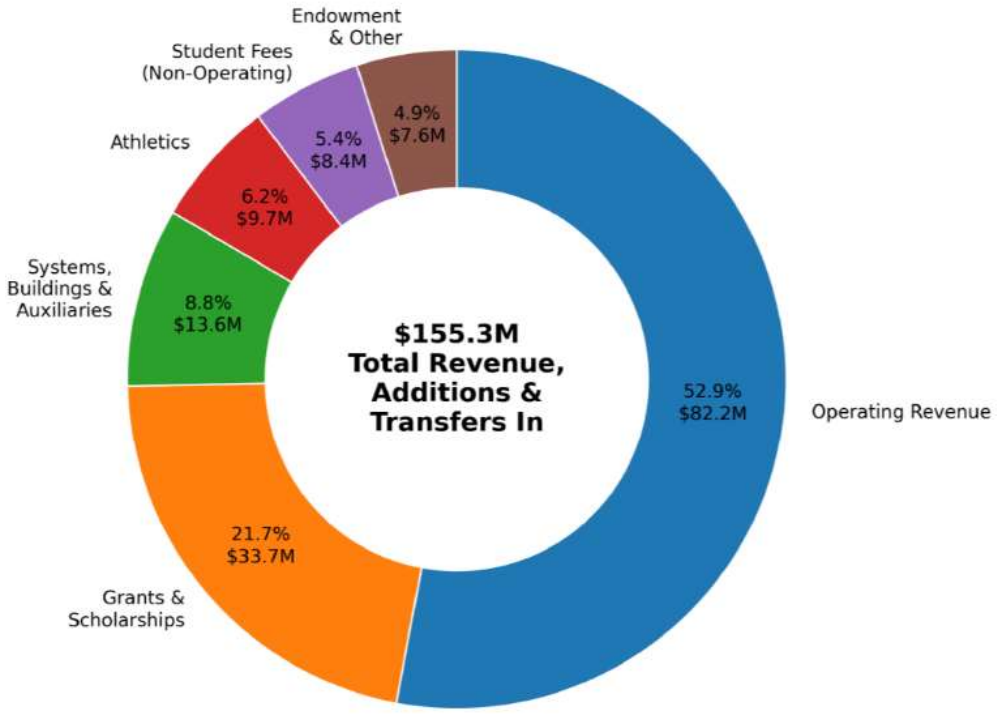
**Northwestern remains financially strong, but we are not financially unconstrained. Our reserves provide stability and give us the capacity to responsibly address needs and invest in the institution. Protecting that strength, however, requires discipline and an operating model where recurring expenditures are ultimately supported by recurring revenues. Even with a slower rate of reserve use, continued deficit spending will erode that strength. Ultimately, we must increase enrollment, reduce expenditures—including personnel costs—or reconsider the programs and services our institution can continue to support.**

**NSU entered FY 2026–2027 with a balanced but extremely lean budget. With enrollment now below last year, we are already moving into a deficit posture. Leadership must avoid new or expanded spending that would further widen that gap. Enrollment is increasingly critical to NSU's ability to adequately fund existing operations; without improvement, even programs or areas historically viewed as necessary or protected may have to be evaluated for viability.**

**At the same time, the Board and System are looking more deeply into our finances and financial decisions. We must be prepared to clearly demonstrate not only what we spend, but why it is necessary, why it is needed now, and how it fits within our financial capacity.**



## Revenue / Additions / Transfers In




## Expenses, Deductions & Transfers Out

*For the Fiscal Year Ended June 30, 2026*




| | AMOUNT | PERCENT OF TOTAL |
|---|---|---|
| Salaries & Benefits | $77.1M | 48.1% |
| Scholarships | $34.9M | 21.8% |
| Exemptions | $2.9M | 1.8% |
| All Other Costs & Transfers | $45.4M | 28.3% |

*Totals may not add due to rounding.*

# COMPOSITION OF ENDING BALANCE

*For the Fiscal Year Ended June 30, 2026*

## $73.5 MILLION ENDING BALANCE




**Regular Fund Balance**
$51,298,252

**Endowment Expendable**
$8,351,265

**Endowment Corpus**
$13,805,351

## REPORTED AS EXPENDABLE FUND BALANCE

## $59.7 MILLION




**Regular Fund Balance**
$51,298,252

**Endowment Expendable**
$8,351,265

Reported as Expendable Fund Balance
(Regular Fund Balance + Endowment Expendable)

The Regular Fund Balance (navy portion) is the amount that will most closely correlate to cash and liquidity.

# CAMPUS INVESTMENT DURING FY 2025–2026

| | |
|---|---|
| Fund Balance July 1, 2025 | $64,726,866 |
| Campus Investment *(Buildings, Equipment, Enrollment Plan)* | ($4,504,602) |
| Other | $(374,133) |
| Fund Balance June 30, 2026 | $59,848,131 |

**$4.5 MILLION ITEMIZED**

**ITEMIZED INVESTMENTS**

| | |
|---|---|
| Replace D1 NCAA Track Surface | $1,704,000 |
| Replace Non-Functioning Scoreboards in Prather Coliseum | $226,000 |
| Technology Infrastructure; Replacement of end of life computers & equip. | $1,510,170 |
| Instant Replay to Southland Conference Standards | $134,820 |
| Alost Hall Opened -- Academic Equipment (Nursing) | $378,041 |
| Fire Alarm replaced and up to code in NSU Middle School | $174,271 |
| Refurbish ROTC Restrooms | $109,963 |
| Paint AA Freds, Magale Ceiling Plaster & HVAC Repairs | $83,621 |
| Biology Laboratory Floor Coatings | $99,908 |
| Strategic Enrollment Plan | $83,809 |



# FINANCIAL STEWARDSHIP PHILOSOPHY

**Our mission is education.** Financial stability is essential because it enables that mission, but accumulating the largest possible fund balance is ***not*** the objective.

## TOO CONSERVATIVE
(Under-Investing)

- Deferred maintenance
- Aging technology
- Idle public resources
- Missed opportunities

## RESPONSIBLE STEWARDSHIP
*The Balance We Seek*

- Healthy reserves
- Strategic reinvestment
- Modern facilities
- Student success

## TOO AGGRESSIVE
(Over-Spending)

- Insufficient reserves
- Reduced flexibility
- Higher financial risk
- Limited ability to respond to emergencies

**Every dollar should have a purpose.**

Some dollars protect tomorrow. Others improve today.

***Our goal is not profit. Our goal is to maintain healthy reserves while investing in students, employees, and the University's mission.***

# Recent Progress

BUILDING MOMENTUM. STRENGTHENING OUR FUTURE.

- **Clean Audit** leading into SACS – No findings in Management Letter from LLA
- **Enhanced the tracking** of personnel vacancies and attrition savings, providing leadership with more accurate and timely information for decision-making.
- **$1.2 million** in bad debt collections this past fiscal year
- **Reduced** annual credit card processing costs by **more than $100,000** each year
- **Modernized** the University's tuition and fee structure through Act 790 after nearly a decade without meaningful updates.
- **Re-evaluated** the University's approach to the Energy Surcharge and Health Services to improve equity and long-term financial sustainability.

STEADFAST AND TRUE

University Affairs Area Updates 9.4.2026

**Jennifer Kelly – Executive Director**

- Continuation of completion on Alost Hall Nursing Labs.
- Request for Proposal is in the drafting stage for Food Service. July 27 will be the new contract date.

**Kevin Martin – Director of Operations**

- Health Performance Center
    - The HPC remains a high-priority project due to the continued impact on Athletics. The contractor's current contract completion date is October 12, 2026, with the University's ribbon-cutting ceremony scheduled for October 23, 2026. Facilities continue to work with FP&C and the project team to emphasize the need for urgency and completion well in advance of the ribbon cutting.
- Warrington Place – Shreveport Nursing Education Center
    - Planning continues for the renovation of Warring Place. The project currently has an approximately $14 million construction budget, excluding NSU's anticipated $2 million contribution. The University has requested consideration of reallocating approximately $2 million currently associated with FF&E towards construction, with NSU managing FF&E separately. If approved, this could increase available construction funding to approximately $16 million.
- ACT 751 – Deferred Maintenance
    - NSU received approximately $425,000 in new ACT 751 funding and is prioritizing existing projects rather than adding numerous new projects. Current priorities include advancing design for critical infrastructure and site projects, so they are positioned for future construction funding.
- Prudhomme Hall Demolition
    - Final design/specification review for the Prudhomme Hall demolition project is underway. Facilities identified several items requiring correction during their most recent review. Once those corrections are receiving and confirmed, the project will be submitted to FP&C for approval to advertise.
- Operations Focus
    - Facilities and Plant Operations continues focusing on reducing outstanding work orders and improving accountability across Maintenance, Grounds,



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Custodial Services, and contracted services. Weekly reviews of open work orders are being conducted with responsible managers, with priority placed on aging requests, life-safety concerns, high-impact building issues, grounds/custodial deficiencies, and event readiness.

**Bruce Dyjack – Post Office**

- This Fall the NSU Post Office has made the switch from assigning mailboxes to notifying students via email whenever any item arrives.
- This has led to a significant increase in the number of students coming in to pick up their items and also places us in the same spot as other University Post Offices which made this switch some time ago.
- This step also reinforces the need for additional electronic lockers to allow for more items to be delivered remotely and more expediently. More lockers would also allow additional students to pick up their items on a 24/7 basis.
- In addition, NSU Postal Services continues to constantly adapt to the ever-changing leadership at the USPS by adapting our procedures to best conform with the needs of the NSU community and the demands of the USPS.

**Wesley Harrell – University Police**

- Residential Community Engagement:
    - University Police continue to participate in and coordinate residential community meetings with students and housing staff to address safety concerns, strengthen communication, and identify issues before they escalate.
- Athletics & Special Event Planning:
    - University Police is actively preparing for upcoming athletic events, including football game-day operations, traffic and parking control, stadium security, escorts, and coordination with university event personnel and other public-safety partners.
- Community & Campus Situational Awareness:
    - Officers and supervisors continue to monitor areas of concern across campus and maintain communication with students, faculty, staff, and university departments regarding suspicious activity, after-hours facility use, and other issues affecting campus safety.
- Student Parking Permit Distribution:
    - University Police is working to ensure parking permits/stickers are distributed to students in a timely manner and that students have the appropriate



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parking credentials as they begin the academic year. Continued communication with students is being used to address parking questions and reduce confusion regarding campus parking requirements.

- University Police are preparing the Annual Security Report for all campuses to be released by Mid-September.

**Stephanie Dyjack – University Housing**

- Fall Housing Update
  - University Columns: 98.83% with 500 students in rooms
  - University Place: 98.22% with 766 students in rooms
  - Varnado Hall: 98.45% with 185 students in rooms
- Action Plan sent in and updated with the University

**Kassidi Monica – Sodexo**

- Student satisfaction has increased over the last year from a 4.1 to a 4.4
- Hours of operation are in question for a few areas, but we are waiting on the fall semester to finish looking at numbers to see if we need to increase or decrease certain areas.
- We have had an increase in traffic flow in Iberville, Alost and Vics from last year
- Our first football sales increased for concessions and catering
- Food waivers need to be a last resort not the first thing sent to me. Please get with organizations and inform them to send bayli.stoker@sodexo.com what they are wanting, and we will let you know if we are unable to complete the order and then a food waiver will be issued.

Faculty Senate Report - August 2026

- Academic leadership meeting – presentation of the Faculty Senate and its functions – 08/05
- Faculty Senate: Understanding its Role and Impact at NSU – 08/10 (part of On-Call week)
- Faculty Senate August meeting (08/25)
    - NSU website updates – Adding information (minors and concentrations) / updating directory information.
    - Faculty Recognition Council is looking for ways to recognize faculty selected by their peers – a formal reception at the end of the Spring semester with prizes (swag, gift cards, etc…)
    - Faculty Senate created a new committee – The IT committee (will work with the CIO, deputy CIO and CMO to coordinate and discuss implementation of new technology, to serve as a Beta team to give feedback on behalf of the Faculty before it is released).
    - Request a name change for the Parking and Appeals committee and the Parking and Traffic Committee – New suggested name: Parking Appeals Committee and the Traffic Committee.
    - We are currently working to update all standing and Ad Hoc committees – make sure they are staffed and meeting on a regular basis.

**Leadership Team Meeting**
**September 9, 2026**

Executive Director, Institutional Effectiveness & Human Resources

SACSCOC Decennial Report Update:

The Abbreviated Decennial Report was submitted August 2026.

The University has been assigned a new SACSCOC Vice President. Dr. Matthew Melton has been replaced by Dr. Eurmon Hervey. He will be an asset for the University for both the off- and on-site visits.

Dr. Amy Craig (College of Education), as of July 1, 2026, is the Director of Institutional Effectiveness.

Plans on being made to attend the 2026 SACSCOC Annual Meeting in Houston in December.

ADA Compliance Update:

Please continue to be reminded that the require for ADA compliance remains in place for the revised deadline of April 24, 2026. Please contact Joe Parrie or Emily Perritt for assistance.

Annual State Training Requirements

Ensure employees new to the University participate in the 2026 Mandatory State Training. This training is based on a **calendar year**. Recall Moodle shells were created for this process. There is a shell for Faculty & Staff, one for Adjuncts, and one for Students (including graduate assistants). Everyone is directed to use these shells, so the University can better address who has complied with the annual training requirements. Please do NOT wait until the end of calendar year to participate.

Human Resources

*Dates to remember*:
Ochsner Health Clinic on Wednesday, September 16, 2026, from 8:30 am - 11:30 am
Annual Benefits Fair on Wednesday, October 14, 2026, from 9:00 am - 3:00 pm

Institutional Research:

Economic Impact Survey data collection is underway. Lightcast will publish analysis report in the Spring. The institutional report will be funded by the System Office.

The Noel Levitz Student Satisfaction Inventory is scheduled for Spring 2027. The UL System will pay for the survey administration and results.

# Leadership Team Meeting September 9, 2026

**Director of Institutional Effectiveness Update:**

- Thank you to everyone who is contributing to the **Presidents Key Findings Brief Presentation.** Everyone, including SFA's owners, received their templates for updating from me via email on August 11, 2026. Please note AC 2025-2026 –*Leading the Way* is our third full quantitative assessment of Strategic Plan 2023-2028 *Providing Education of Enduring Value*. **Turn in your slide to the Amy Craig no later than September 11, 2026.**

- **Please check your IE Planning Calendars.** You should have a new IE Model Planning Calendar dated 16 July 2026.

    - The next **Strategic Planning Team Meeting** (**SPTM**) in the Pierce Conference Room is on **September 23, 2026**, from 3:00 to 4:30 where the team will present the **President's brief** formally closing out Assessment Cycle 2025-2026 *Leading the Way*.
        - Pre-Brief is at 1:30 on September 22, 2026.

    - The Next **University Assessment Committee and Core Competency Committee** meeting is on November 12, 2026, from 3:00 to 4:30 via Teams.

- Collaboration meetings are currently being scheduled with Strategic Focus Area owners, the DIE, and respective parties to begin reflection and refinement of current goals, objectives, and metrics as we begin the new assessment cycle. Target timeline for these meetings to occur is between September 28th and October 7th, 2026.

- The **Institutional Effectiveness website is currently being updated with this year's assessments**. Thank you to everyone who contributed to a successful assessment cycle.

**Reminders:**

- The Institutional Effectiveness website is updated weekly and provides many archived documents such as meeting minutes from the Strategic Planning Team and the University Assessment Committee meetings, Strategic Messaging such as the President's Weekly Message, and various other reports and data points.

NORTHWESTERN STATE
Information Technology Services

Information Technology Services Leadership Team Report
Ron L. Williams, Chief Information Officer
September 9, 2026

**Infrastructure and Network**

- Data Center Modernization: Phase 1 of the Data Center Update Project is substantially complete. Planning and budgeting for Phase 2 are underway, with a focus on power, cooling, and other infrastructure improvements that support reliability, resiliency, and business continuity.
- Campus Network Enhancements: Network upgrades supporting athletics facilities are largely complete, and the university's core network modernization was successfully concluded this summer. These improvements increase performance, capacity, and reliability across campus operations.
- Internet and Strategic Planning: ITS is planning an upgrade to a 100 Gbps Internet connection to support continued growth in cloud services, instructional technology, research, and administrative systems. Technology planning also continues for Innovation Park and the Siemens energy management upgrade project.
- Wireless Services: ITS is evaluating our wireless network model. Discussions are ongoing about how to increase security, improve management of wireless networks and best practices related to our guest wireless network (NSU Open.)

**Technology Support and Lifecycle Management**

- PC Replacement Program: Planning for the next phase of the PC Replacement Project is underway. ITS is reviewing departmental needs, replacement priorities, and available funding to ensure technology investments align with institutional priorities.
- Technology Cost Management: Continued increases in the cost of computers, network equipment, and related technologies are affecting replacement schedules and long-term budgeting. ITS is evaluating strategies to maximize available resources while supporting critical university operations.
- Classrooms and Labs: ITS is assessing technology needs across classrooms and computer labs and adjusting replacement cycles to better support instructional requirements campus-wide.

**Enterprise Applications and Student Services**

- Ellucian Experience (VIC): The migration from MyNSU to the Ellucian Experience Portal has been completed. ITS continues to support adoption efforts and expand access to university services through the new platform.

- Student Data Integrity: ITS is collaborating with Recruiting, Financial Aid, the Registrar's Office, and Business Affairs to identify potential ghost student activity and strengthen institutional controls related to enrollment, identity verification, and financial aid processes.
- Housing Application Solution: ITS is assisting with the evaluation and planning of an updated online housing application process involving Campus Living Villages and StarRez. The goal is to provide a sustainable application process and improve integration with university systems.

**Cybersecurity, Compliance, and Emerging Technology**

- AI Task Force: The university's AI Task Force continues to evaluate opportunities, risks, governance considerations, and best practices for the responsible use of artificial intelligence across campus.
- Microsoft Multifactor Authentication Changes: Microsoft will discontinue support for SMS-based (text message) multifactor authentication in February 2027. ITS is developing a transition strategy that will move users to more secure authentication methods, including Microsoft Authenticator and security keys where appropriate.
- Digital Accessibility: While federal accessibility requirements applicable to the university have been extended to 2027, ITS continues to work with campus partners on accessibility training, compliance efforts, and website accessibility improvements.

**Strategic Focus**

ITS remains focused on modernizing infrastructure, strengthening cybersecurity, improving the digital experience for students and employees, and ensuring technology investments support the university's strategic and operational priorities.