

M E M O R A N D U M

TO: All Faculty Members

FROM: Mark Stern, V.P.P.A.

RE: Addition of New Full-Time Faculty Positions

DATE: August 15, 2006

This past week, upon the recommendation of Academic Affairs, the Executive Staff and President Dunlop agreed that the following allocation process will be put into place for the addition of new full-time faculty lines at Shepherd University:*

1. Shepherd University should target a ratio of, on average, 20 FTE students per FTE equivalent faculty member. In addition, the University should strive to maintain, and possibly even decrease, the current proportion of credit hours taught by adjunct faculty members. However, financial or other conditions may not allow for this to occur in a given academic year, e.g., a state funding cut, student enrollment declines, etc.
2. The state definition of an FTE student (15 credit hours per semester), and Shepherd's goal to maintain a 20 FTE student to one FTE faculty ratio, requires the University to utilize adjuncts in the classroom. It is recommended that for every 25 to 29 FTE students added to the University rolls, the University should add one full-time faculty member and additional adjunct faculty members as needed to maintain the 20 to 1 FTE student-to-faculty ratio. The addition of one new full-time faculty member for every twenty-seven new FTE students would allow Shepherd to maintain the current overall student-to-faculty ratio without increasing the proportion of credit hours taught by adjunct faculty.
3. The Vice President for Academic Affairs, after consultation with the academic deans, will make recommendations to the President for the allocation of new faculty lines. This allocation will be based on such factors as enrollment growth, or decline, in programs, University programmatic needs, etc. The appropriate process for the allocation of positions shall be developed by the Vice President for Academic Affairs after consultation with the academic deans.
4. The first four faculty members brought into the University on the basis of this model will be put into three-year non-tenure earning positions. At least four such positions shall always be maintained so as to allow the University financial flexibility as needed.
5. This program will start in the fall, 2007 semester.

*This replaces the prior, department-based model, as it will be immediately implemented and uses all new FTE students as the pool on which the model is based.