

Annual Spring Meeting of the Shepherd Assembly MINUTES
Monday, September 8, 2008
4:10 p.m.
Emma Ora Byrd Auditorium

**I. Call to Order/ Approval of Minutes of the Spring 2008 Assembly Meeting -
Dr. John E. Adams**

Minutes approved.

II. "Building Shepherd University's Future" - President Suzanne Shipley

Dr. Shipley provided an overview of a presentation provided to the West Virginia Higher Education Policy Commission in the summer of 2008.

- New Adopted Mission Statement: Reflects the values and the distinctive nature of Shepherd:
 - We value diversity and learning. We see ourselves as a gateway not only to educational opportunities, but also cultural and economic opportunities.
 - We continue to strive for accessibility for our students by means of low student to faculty ratios (currently 19:1) and affordable tuition and fees supported by financial aid packages.
- Quick Facts
 - Growth in Master Degree programs will need to be a part of our vision for the future
 - Focus on continuing education to meet the needs of working adults
- Strengths and Challenges
 - Academically challenging; historically strong enrollment growth; competitive housing and tuition rates; steady increase of donor support; several older buildings that are debt free.
 - Facing a market with increasing competition for students seeking a residential liberal arts environment; our delayed entry into growing market of continuing education; changes in state appropriations have not been commensurate with enrollment growth; increasing costs of faculty and staff; continued growth in capital projects while lacking any reliable mechanism of state support for capital projects (buildings are being funded mostly by federal funds or student fees) has resulted in a fairly high level of debt.
- Students
 - Enrollment growth from 1994 to fall 2007 increased 25 percent (approximately 2 percent per year). Projecting continued 2 percent per annum growth over the next several years.
 - Student population of over 4000 students in fall 2007 was comprised mostly of full time students (76 percent). One third of students live on campus. We hope to maintain or increase residential students.
 - In-state to out-of-state student balance shows that Shepherd is a university of choice. Primary service areas of Jefferson, Berkeley

and Morgan counties account for 2,000 of 4000 students. Approximately 1300 out of state students come for Maryland and Virginia.

- Need maintain curriculum and programs that encourage balance in male and female population.
- In 2003, retention rate for in-state first time incoming freshman was 88.5 percent. However, by fall 2006 the retention rate had dropped to 83.4 percent. By focusing on issue of retention, we have brought the rate back to 85.5, which shows that increased information about retaining students and specific steps to increase retention can be effective. We will be focusing more and more on the importance of retention this year.
- Since the 1994/5 school year, the total number of degrees awarded by Shepherd has increased by 25 percent (on average, 2.6 per annum). Thus, our graduation rate is growing faster than our enrollment rate, which is promising.
- Our tuition for in-state students is competitive with Fairmont, West Virginia Tech, WVU and Marshall. However, we have the highest tuition for out of state students second only to WVU. We may be approaching our price point limit, so we'll also have to consider facilities, programs, and faculty and staff to maintain attractiveness to students.
- Resources and Staffing
 - Last year out of state students comprised of 44 percent of student population, but 65 percent of tuition and fee revenues were generated by out of state students. 56 percent students from WV, but only 35 percent of tuition and fee revenues. Recruitment of out of state students is critical to overall revenue.
 - In the past five years our student growth has been coupled with an decreasing state appropriation, making Shepherd the second lowest (second only to WVU). Shepherd has lowest state appropriation ratio to operating expenses.
- University Foundation is significant contributor to our financial capacity
 - At the end of fiscal year 2007, the Foundation posted net assets in excess of \$20 million.
 - Board of directors consist of Shepherd Alumni, members of the community, faculty and staff.
 - Last year the Foundation awarded over \$80,000 in scholarship and program awards for direct student support
 - Has portfolio of 250 government initiated scholarships
- Faculty and Staff
 - Faculty
 - Fall 2007: 115 full time primarily instructional faculty; 57 percent tenured; 74 percent hold a doctoral degree; 94 percent have a terminal degree.

- Concerns over percentage of part time faculty continue to be raised and are a high priority
 - In Fall 2001, the student to faculty ratio was 21:1; Today it is 19:1. However, when only full time faculty are counted, the ratio is 30:1, placing us among the lowest of our Higher Education Policy Commission peers.
 - Staff
 - There are both state supported and tuition supported lines. Half of staff draws pays raises from tuition support
 - High salary dollars are on the state line so that they continue increase when they get raises; a lot of lower salaries are on tuition lines.
 - Retention
 - Approximately 16 percent of faculty in any given year is replaced; staff turnover is closer to 20 percent.
 - A high percentage are leaving to take higher salaries and in many searches, offers are being turned down. Future institutionally quality could be jeopardized without increased salaries.
 - We've made some progress in increasing salaries for faculty and staff Last year we were one of the first WV institutions to fully fund the classified employee salary schedule.
 - From 2003 to 2007, the average faculty salary increased by more than \$11,000 and the faculty starting salary has increased by more than \$7,000. Over the past five years, total payroll has increased by more than \$3.7 million.
 - Other employee benefits considered, such as tuition waivers for employee spouses and dependents.
 - Tuition Raises
 - During the 2008 legislative session, public universities were authorized for the first time to grant tuitions waivers to employee spouse and dependents, however no additional funding was provided for such benefits. Both the Faculty Senate and Classified Employees Council have indicated their support of exploring the cost of such benefits.
 - The budget planning cycle for fiscal year 2010 will weigh tuition waiver benefits against other competing benefits.
 - President Shipley will send an email survey on September 9, 2008 to gauge level of interest in tuition waivers.
- Master Plan
 - Approved by Board of Governors and the Higher Education Policy Commission
 - Building is predominantly instructional and residential, with less than 20% used for support and maintenance

- Center for Contemporary Arts (Stage II) has been the top priority – hopefully to be covered by state bonds
- A new Student Center by 2012 is one of our top needs and the Higher Education Policy Commission would most likely issue bonds for its construction
- New Parking Facility
- Comprehensive Campaign
 - \$20 million
 - \$10 million for Academic opportunities for faculty and students
 - \$3 million toward cultural contributions to the area
 - \$4 million toward economic development
 - \$3 million toward promoting Shepherd as a premier liberal arts institution
 - 323 acre campus to grow into
- What can we do?
 - Enrollment is not growing as quickly as it should grow, but will focus on marketing will enhance attractiveness of Shepherd
 - We need to focus on retention, resources and reputation
 - Retention: much more costly to retain students than to recruit them. However, retention is an indicator of Academic excellence. We need to think about how to retain students.
 - Reputation: Maintaining Academic quality, identifying goals for facilities and fundraising, positioning ourselves as a competitive public liberal arts institution.
 - Resources: increase diversity of students (residential, nontraditional, graduate) and diversify revenue (fundraising from new donors, new federal funds, new state funds).

III. Introduction to New Non-Classified Employees - President Suzanne Shipley

- Christopher Cyhanick – Facilities, Electrician
- Brad Ring – Facilities, Electrician
- Phillip Larrick – Facilities, Plumber
- Shelli Dronsfield - Assistant to the President
- Rebecca Fishack - Administrative Assistant to the President
- Richard Brandfass – IT Services, Programmer/Analyst
- Helena Cole – Enrollment, Retention Specialist
- Donald DeChalus - IT Services, Programmer/Analyst
- Ann Legreid - Dean, School of Business and Social Sciences
- Diane Melby - Vice President for Advancement
- Russell Porter - Dean, Grad Studies & Cont. Education
- Rober Spiker - Director of IT Services

- John Turner - IT Services, Network Administrator

IV. Introduction of New Faculty - Dr. Mark Stern

- Gale Ayanru - Assistant Professor Education
- Maxwell Banor - Clinical Faculty Member-Stretch Model Mathematics
- James Bechtel, Jr. - Assistant Men's Basketball Coach/Lecturer
- Kathleen Corpus - Visiting Assistant Professor Business Admin/Family Consumer Sciences
- Amy DeWitt - Assistant Professor, Sociology
- Sharon Drummeter - Visiting Assistant Professor, Nursing Education
- Christopher Elmer – Visiting Assistant Professor, Mathematics and Engineering
- Joseph Green – Director, Academic Student Support/Clinical Faculty
- Mengyang Li – Assistant Professor, Chemistry
- Sharon Mailey – Professor/Department Chair, Nursing
- Rebecca Mercado – Assistant Professor, Education
- Anne Murtagh – Assistant Professor, Psychology
- Jeremy Overfelt – Lecturer/Assistant FB Coach, Health/Physical Education/Recreation
- Carol Plautz – Assistant Professor, Biology
- Malinda Quinlan – Visiting Assistant, Professor Health/Physical Education/Recreation
- Melissa Scotton – Assistant Professor, Graphic Design Art
- Tamara Spence – Assistant Women's BB Coach/Lecturer, Health/Physical Education/Recreation
- Richard Stevens – Assistant Professor, Psychology & Coordinator of College Student Development Program
- Yuying Xie – Assistant Professor Economics

V. Introduction of New Classified Employees – Mr. Brian Hammond

- **Facilities Management**
 - Giffin, David
 - Oliver, Neil
 - McIntyre, Ricci
 - Hernandez, Vicente
 - Reynolds, Darren
 - Bush, David
 - DeLaCruz Correa, Elisa
 - Mattern, Tracy
 - Kowalski, Philip
- **Financial Aid**
 - Berg, Staci
 - Ayre, Nathaniel
 - Barber, Amelia
- **Library**
 - Toms, Christine

- McClung, Heather
- Crea, Richard
- **Advancement Office**
 - Reed, Alexis
 - Texie Wendricks
- **Wellness Center**
 - Seeley, Jennifer
 - Twine, Molly
- **Admissions**
 - Moore, Rebecca
- **Bookstore**
 - Valentine, Shara
- **Dining Services**
 - Moler, Carolyn
- **Education**
 - Taylor, Twanda
- **External Affairs**
 - Young, Kathryn
- **Intramural Coordinator Student Affairs**
 - Worrell, Keith Sports
- **Nursery School**
 - Cifala, Dana
- **Procurement Services**
 - Skidmore, Matthew

VII. Reports to the Assembly

*** Advisory Council of Faculty - Dr. Jason Best**

- Among the ACF legislative issues accomplished in 2007-8: Increase in higher education budget to National Average. Two legislative pieces passed: one allowing the Board of Governance to increase **retirement contributions**; the other to increase qualification codes for tuition waivers.
- Great teachers seminar was reported most participation ever with two Shepherd faculty members attending
- Higher education initiative coming from the Higher Education Policy Commission calls for budget request increase of 3.7 percent
- K-20 Initiative to better align public and higher education curricula to better prepare students for university level work.
- Shift of capital project expenses from student fees to the state
- Global emphasis in higher education curriculum.
- “One stop shop” application process, in which student can apply online to several institutions with one application.
- Marketing campaign to improve the quality of the workforce
- BOG Professional development programs for local boards of governors.
 - See: <http://www.shepherd.edu/university/assembly/acf9-08.pdf>

Faculty Senate - Dr. Jason Best

- Professional development programs for local boards of governors.
- Committee with faculty representatives are reviewing adjunct policies.
- Committee made up of member of the faculty senate along with the Classified Employees Council have been working on mechanisms to maintain faculty and staff, e.g. greater inclusion.
- Since the state legislative change for tuition waiver caps, we are working to the Administration to look at how funding will be impacted in other areas.

*** Advisory Council of Classified Employees - Mr. Ken Harbaugh**

- Welcome to new faculty. Shepherd is garnering much respect for its level of teaching.
- Meeting at Fairmont on Wednesday September 8, 2008 to set legislative agenda
 - Better funding for higher education = better pay and retirement benefits
- Conducting three year personnel study to be completed in February 2009
 - Highlights the need for better funding of classified employees.
 - Raises performance management and professional development issues

*** Classified Employees Council - Mr. Hammond**

- In the past year the Classified Employees Council has worked on three major objectives
 - Worked with University Administration and Board of Governors on salaries for Classified Employees.
 - What is the livable wage for this area?
 - Worked with Faculty Committee to improve employee benefits
 - Statewide marketing study to be conducted in July and August 2008, but it has yet not been funded.

***Student Life Council - Dr. Heidi Dobish**

- No update – has not met yet.

***Calendar Committee - Ms. Tracy Seffers**

- 14 + 1 Calendar proposal has been approved by the Student Government Association, (very narrowly) by the Faculty Senate, but Classified Employees Council did not approve.
- Monday the Faculty Senate will be revisiting the proposal at its September 15, 2008 meeting.
- In the meantime, the calendar committee has met and cannot hold off generating a calendar for 09-10 and beyond. Has approved Fall 2009 calendar.
 - Request of whether or not the Assembly can vote on the calendar
 - Can be placed on the agenda for the Spring

VIII. University-Wide Faculty Committee Proposal -- Dr. Stern

*** General Studies Changes Proposal**

- Through conversation between Dr. Stern and President Shipley have identified a significant knowledge of the university wide handling as the most important component of General Studies
- Dr. Scott Beard notes significant development of undergraduate curriculum since 2002.
 - While there has been a repackaging of General Studies, more essential changes may be needed in order to meet standards of institutional accreditation and Higher Learning Commission.
 - We need to show evidence of self-evaluation and decision making that is data driven in relation to the university mission.
 - Most importantly the higher learning accreditation paradigm has shifted from teaching to learning, from research and scholarship to the acquisition of knowledge, from service to engagement, from input to output, from compliance to goals, from past success to future goals.
 - Although the General Studies is a subcommittee of the Curriculum and Instruction Committee, there is no particular process in place for curriculum revision
- Dr. Alan Tinkler notes the importance of continuing a campus wide conversation concerning the importance of the General Studies in our curriculum
 - Board of Governors has just recently confirmed the importance of General Studies as it relates to the core mission of the university.
 - We have a lot of opportunity to evaluate information and allow the curriculum to grow and develop based on the particular needs that we have at Shepherd University.
 - General studies committees should strike the balance among oversight, assessment of effectiveness and guidance for change.
- Dr. Stern mentions that the reason the General Studies Changes Proposal is brought before the Assembly is that the Assembly has to vote to make changes in the constitution for the university; the constitution has the current charge that puts the process in place that places it under the senate.
 - Thus, Dr. Stern asks that we convene a special committee to bring forward a proposal for a University-Wide Faculty Committee charged with oversight of General Studies curriculum including programmatic assessment.
 - Dr. Stern requests that in the September meetings of the schools each school put forward two members for this committee and that if deemed appropriate the two members currently serve on the General Studies curriculum committee

and be reelected to serve on the University-Wide Faculty Committee.

- The committee will put forward the proposal for constitutional revision consistent with the best practices endorsed by the Association of American Colleges and Universities, and specifically, consistent with paradigm of the LEAP learning outcomes and vertical integration
- Consider the priorities of retention , adjunct staffing, and COPLAC
- Maintain openness throughout deliberations and provide a preliminary report by the end of the academic year
- Provide programmatic option(s) with parity of cost to the current program. No current faculty member teaching in the existing General Studies program will lose his or her position due to changes in the program.
- Details are available at:
<http://www.shepherd.edu/university/assembly/agenda.html>

*General Studies Essential Learning Outcomes Chart:

- <http://www.shepherd.edu/university/assembly/outcomes.pdf>
 - Dr. Jason Best requested further as to why the current General Studies committee is not being considered a “university wide” committee, based on the definition in the University-Wide Faculty Committee proposal.
 - Dr. Stern responded that because committee decisions have to work through divisions, university-wide perspective seems to disappear, because a particular school essentially becomes a blocking force in response to changes in General Studies.
 - No significant revision in General Studies has occurred in over 20 years.
 - Dr. Jason Best supported the general aims of the proposal, but questioned the creation of a new oversight committee when the current General Studies Committee serves this purpose. Why cannot the present committee fulfill the proposed role? Why create a second group instead of simply charging the present with oversight? Why create a duplicate process?
 - Dr. Beard replied that the General Studies Committee as its formulated now is a subcommittee of C&I and it can only make recommendations; it has no real power to change the curriculum.
 - Dr. Tinkler suggest that that proposal actually charges the Assembly to consider whether or not the paradigm has shifted to the degree where we need to have a University-

Wide Assembly conversation about the General Studies Committee because 40 percent of coursework comes from the General Studies curriculum.

- Because General Studies Committee is a subcommittee of C&I – by rule it follows a process established by C&I that in fact may not be the process that works best when considering a university-wide General Studies curriculum.

The Assembly adjourned at approximately 5:40pm.

Respectfully submitted,
Jason Grant McKahan
Secretary to the Shepherd Assembly