

Pathway to Becoming a Premier Liberal Arts University

Pathways and Priorities

2009-2010

Pathway 1: To Inspire Student Learning and Development \$418,861.40 FY '10

Priority 1: Improve the quality of learning across the curriculum.

Goal: Re-design General Studies into a Core Curriculum and re-design majors into degree programs not to exceed 120 credits.

ASSESSMENT:

- The General Studies Committee met throughout the school year to develop a new Core Curriculum framework.

Accomplishments:

- **The Online Catalog featured the new Core Curriculum.**
- **Four year coursework plans included course rotations and Core Curriculum for all majors.**

Priority 2: Inspire student learning and development through the incorporation of technology in teaching.

Goal: Update and increase the number of classrooms equipped with a common set of contemporary technologies and develop a cadre of student employees to serve as the classroom support staff.

ASSESSMENT:

- Expanded bandwidth implemented as of August 2011 (See Table 1)
- Sakai (online classroom platform) usage: 100% of students are using Sakai for assignments
- Number of IT student workers:

IT Student Workers: 2009-2010	
Help Desk: 4	White Hall: 7

Accomplishments:

- **Data results showed more faculty use technology in teaching, with 100% of students using SAKAI for assignments.**
- **A full-time Instructional Technologist was hired through the Center for Teaching and Learning.**

- Bi-workshops (“Techshops”) were offered to the campus community that resulted in dialogue and increased usage.
- Curriculum design encouraged increased use of technology.
- Two interdisciplinary courses offered in the RBA Today program included a technology component.
- A policy on common technology standards for all classrooms was established.
- Budget request was submitted for \$20,000 for classroom equipment over the next five years.
- New technologies were installed in classrooms across campus to bring the rooms to an acceptable standard (i.e. projector, computer, podia, and whiteboard).
- Wireless initiatives were implemented in academic buildings on the East Campus.

Priority 4: Renovate and expand the Student Center into a Center for Civic Engagement and Student Leadership.

Goal: Plan, renovate and expand the Student Center

ASSESSMENT: Due to financial constraints, no movement was made on the Student Center.

- Although movement did not occur, consultations and the design were completed for the expansion of the dining hall.

Priority 8: Ensure a high degree of professional preparation for students.

Goal: Increase internships, co-ops, employment opportunities, incorporate technologies in professional preparation

ASSESSMENT:

- Credit Hours Earned Through Co-ops and Internships

Accomplishments:

	Co-ops		Internships	
	Classes	Credits	Classes	Credits
2009-10	35	471	52	963

Accomplishments:

- Tk20 was purchased and piloted to evaluate the performance of all Teacher Education majors on course key assessments.
- The Graduate Assistantships increased

- Several new workshops, in addition to the annual six workshops sponsored by Career Services, include the following:
 1. Professional Connections Day
 2. Career Connections Day
 3. Career Fair
 4. Social Work Field Fair in conjunction with CareerFest
 5. Career Exploration and Admission Day Program for Loudoun County Schools
 6. Walk-In Clinic; Ram-Up your Resume
 7. Resume/Interview Rubrics for In-Class Grading (course collaborations)
 8. Career Exploration for Shepherdstown Girl Scouts (Presentation)

Priority 12: Improve our commitment to students with disabilities.

Goal: Provide direct services to students to enhance success at the university and enhance support, training, education and assistance for faculty and staff regarding ADA issues.

Accomplishments:

Services Provided by the Office of Disabilities Support	
Parent Orientation	Four presentations during First Year Advisement and Registration Sessions
Services to Individual Students	148 student meetings for services and consultation
Distribution of Accommodation Packages	292 (2009-2010)
Testing Services	165 tests for 33 students (2009-2010)
Faculty Presentations	New Faculty and Adjunct Meetings
Staff Presentations	Civility Response Team Retreats RA and A-Team Member Training Sessions Consultations with Academic Support staff

Pathway 2: To Optimize the Potential of Faculty and Staff \$721,269.81 FY '10

Priority 3: Increase full-time faculty to 75 % of instruction.

Goal: Obtain 75% of the percentage of credit-hours taught by full time faculty to the total instructional hours taught by faculty.

ASSESSMENT:

- Percentage of faculty with terminal degrees: 81% -> 81.45%

- Percentage of courses taught by Full-time Faculty 55% -> 60.3%

Accomplishments:

- **Four new faculty lines were filled per Strategic Plan, effective Fall 2010; one search failed.**
- **A new faculty line resulted from the external hiring of a new Dean of Graduate Studies**
- **A new faculty/coach position was created with addition of new varsity sport team.**

Priority 6: Ensure competitive salaries for faculty and staff.

Goal: Salaries should be established at a leadership level among West Virginia institution, increasing by 5% the level at which we compare to our peers.

ASSESSMENT:

- See Table Two

Accomplishments:

- **No salary increases were allowed for state employees other than classified staff.**
- **The classified Staff Statutory salary schedule was maintained.**
- **Raises for faculty promotions in rank were funded.**
- **Market-competitive salaries for new faculty hires were established and maintained.**

11: Enhance professional development programs for faculty and staff.

Goal: Supplement professional travel, bank overload hours toward release time.

ASSESSMENT:

- Average faculty travel award rose from \$625 to \$750
- HR implemented on-line training program, BLR, available to all employees and covering a vast array of topics.
- HR provided communication training to supervisors and classified employees.

Accomplishments:

- An additional \$20,000 was allocated for faculty travel.
- HR Office completed update of Staff Handbook.
- HR developed a new Supervisors Edition Staff Handbook to enhance understanding of rules and policies.
- HR implemented on-line training program, BLR, available to all employees and covers a vast array of topics.
- Increased staff training funds by an additional \$5K.
- New staff orientation program implemented.

Priority 15: Strengthen the diversity of faculty and staff.

Goal: Diversity at Shepherd will compare at 95% of West Virginia peers

ASSESSMENT:

- Diversity of Full Time Instructional Faculty by Race (See Table 3)
- Diversity of Full Time Staff by Gender (See Table 4)

Accomplishments:

- Academic Affairs administrators and the HR Director supported efforts to expand applicant pools as means of enhancing diversity.
- HR Director conducted mandatory EEO/AA compliance training with all search committees.

Priority 16: Develop and expand faculty office space.

Goal: Convert space to faculty offices that are accessible to all users.

Accomplishments:

- Space in Knutti was converted to 15 faculty offices.
- Twelve faculty offices were created in White Hall.
- Eight offices were eliminated to create two conference/seminar rooms in White Hall.
- Three faculty offices were created in Stutzman-Slonaker.

Priority 20: Enhance retirees' connection to the University.

Goal: Increase retirees' connection to the University

ASSESSMENT:

- Four retired faculty members were recognized and supported as emeriti

Accomplishments:

- **HR web-site added internet pages dedicated to retirees, including "Staying Connected" section.**
- **Retiree-recognition included in newly implemented employee recognition program.**
- **Employee discounts were expanded to all retirees.**

Pathway 3: To Create a Beautiful and Welcoming Campus: \$2,176,511.15 FY '10**Priority 5: Enhance campus border definition and focal points**

Goal: Completion of associated projects.

ASSESSMENT:

- Wellness and Facilities Management Survey

Accomplishments:

- **The campus signage plan was developed and a portion of the plan was implemented on the West Campus.**
- **The campus contracted with an architectural firm to design plans for the improvement of the campus entrance at Route 45.**
- **A landscaping plan for the area between Route 480 and Kenamond Hall was developed and implemented.**

Priority 7: Enhance buildings and grounds by increasing maintenance staff.

Goal: Increased Facilities Management and Wellness Center survey scores

ASSESSMENT:

- Wellness and Facility Management Survey satisfied respondents increased from 84% to 90%

Accomplishments:

- **Two additional grounds employees were hired.**

- A third shift was initiated to cover campus weekend activities.
- A new work order system was implemented.
- The percentage of survey respondents who were satisfied with Facilities Management Services increased from 84% to 90%.

Priority 9: Develop a pedestrian-centric campus.

Goal: Completion of associated projects.

ASSESSMENT:

- Capital projects list

Accomplishments:

- Contracted with an architectural firm to design plans for the pedestrian use of King Street and the improvement of the campus entrance at Route 45.
- Developed a conceptual plan for the construction of a bridge or tunnel at Route 480 and a parking deck. Installed bike racks. - Rt. 480 Bridge
- Bike racks were installed across campus with multiple sources of funding for project dependent upon location.

Priority 18: Bring HVAC across all buildings up to standard.

Goal: Completion of associated projects.

ASSESSMENT:

- Two of five HVAC projects completed: White Hall and the first floor of Knutti Hall.
- Improvement of learning and working spaces reported by end users

Accomplishments:

- The HVAC installation in Knutti Hall was completed.
- The HVAC system was upgraded in the Frank Center.

Pathway 4: **To Stimulate the Cultural and Economic Development of the Region; \$351,152.72 FY '10**

Priority 10: Develop partnerships to stimulate economic development.

Goal: Enhanced graduate recruitment, advertising/marketing graduate studies, and graduate research assistantships

ASSESSMENT:

- Percentage of grant funding increased from 55% to 70%

Accomplishments:

- Development of a certificate program in Financial Planning began. Work on curriculum changes and developing support from within the financial planning community was initiated.
- Sixty senior business majors contributed extensive “professional” support to 12 not-for-profit agencies
- A faculty member with expertise in small business development has been hired.
- Dr. Gordon DeMeritt began work with the US Association for Small Business and Entrepreneurship to develop a case study.
- The Gateway New Economy Council sponsored annual dinner for graduating seniors.
- SURC and Government Relations personnel have received \$1,281,165 through 14 funded proposals. In addition, 15 proposals totaling \$15,326,661 have been submitted and are awaiting actions.
- Marketing brochures were created for all graduate programs.
- A Graduate webpage was created.
- Individual interviews were held with leaders of economic development at the local, regional and state levels to assess emerging trends.
- Results of interviews were incorporated into federal appropriation requests to obtain funds to support economic development in key areas.
- Alumni Affairs collaborated with the faculty of business programs to connect graduating students in an initial full day event, Professional Connections Day.

Priority 13: Fund athletic programs to the level of regional parity.

Goal: 60% annual retention rate for students and coaches; 50% of teams win WVIAC conference championships by 2014; 50% postseason play

ASSESSMENT:

- Athletics Annual Data: Of 11 teams 9 met or exceeded the 60% retention rate over 6 years
- Ten of twelve head coaches retained

Accomplishments:

- \$20,000 added for athletic waivers
- \$1.2 million fund for football scholarships endowed
- An athletic director was hired following a successful search
- External audit of athletics completed \$10,000. Consultant performed program review.
- 60% annual retention rate for students from FY 09 to FY10
- Of 11 teams, nine met or exceeded the 60% retention rate over 6 years
- 60% annual retention rate for coaches from FY 09 to FY10

2 of 12 Coaches Changed
16.67% Change 83.3% Retained

- 50% teams won WVIAC championship

FY10 WVIAC Championships None = 0%

- 50% teams participated in post season play

FY10 NCAA Play-off Appearances 8.3% (1 out of 12) 1

Priority 14: Develop an integrated marketing program.

Goal: Analysis of a portfolio of publication and other media reveals consistent messages and visuals being utilized in all communications to the internal and external community. Content analysis of the web site and other media where information

presented to internal and external constituencies is complete, error free and current. Solicited or unsolicited evaluations of external communications reports 100% satisfaction with presented information; 50% web pages managed in content management system; 70% internally-oriented resources are contained within a portal

ASSESSMENT:

- The Vice President for Enrollment Management reviews, approves, and monitors all visual imagery produced by the University for external and internal usage.
- Goals are not being met as planned due to resource constraints. The content management system was not funded in FY11. Funding was requested for FY12 and designated as a 2nd tier priority, funding pending spring revenues. Stop gap measures were implemented: Templates and site design features are in process.
- Findings from a 2011 survey conducted by an external communications consultant for the Shepherd University Alumni Association suggest that alumni are satisfied with the external communications program and that the vehicles utilized are diverse. 82% rely on Shepherd magazine, 73% on email and 24% on the university website for their information about the university.
- Goals are not being met as planned due to resource constraints. The content management system was not funded in FY11. Funding was requested for FY12 and designated as a 2nd tier priority, funding pending spring revenues.
- The timeframe for meeting this goal has been postponed. The university has determined development of a new website as a top priority and funding for a content management system may be made available in spring 2012. Development of the website will take a minimum of 18 to 24 months beyond that. The development of an internal portal is not currently included in the resource allocation for the content management system.

Accomplishments:

- **All visuals in use consist of the four university approved images; Athletic SU logo, University Seal, University Ram Mascot, Shepherd University logo text. Other designs approved for usage are; Nursing imagery, Education**

imagery, Alumni logo, SURC logo, and Wellness Center imagery.

- The web manager updated the site; and as of March, had redesigned 9 program sites, created 5 special sites, and added 29 features.
- Shepherd Ram graphic finalized and integrated.
- Messaging platform created and orientation begun.
- Advancement visuals aligned with Enrollment Management Family Cost.
- Planning for integrated communication plan begun.
- Social media usage survey conducted.
- Research of content management systems begun.

Priority 17: Develop capacity to attract and secure cultural programming funds.

Goal: Develop community partnerships to increase funding for cultural events

Assessment: In progress

Priority 19: Create Founder's Day to symbolize our academic stance.

Goal: 75% of faculty and 75% of undergraduate, degree seeking students participate in Founder's Day.

ASSESSMENT:

- Committee formed and met to plan Founder's Day events.

Accomplishments:

- Research was conducted on the founding of Shepherd College.
- Executive staff discussions regarding the vision focused on excellence.
- Integration of academic programming around traditional homecoming activities was tested.
- Recommendation to celebrate founding with homecoming was assessed.
- University-wide committee was formed and planning began for fall 2010 event.
- University-wide committee planned founding celebration to be held in spring

Table 1

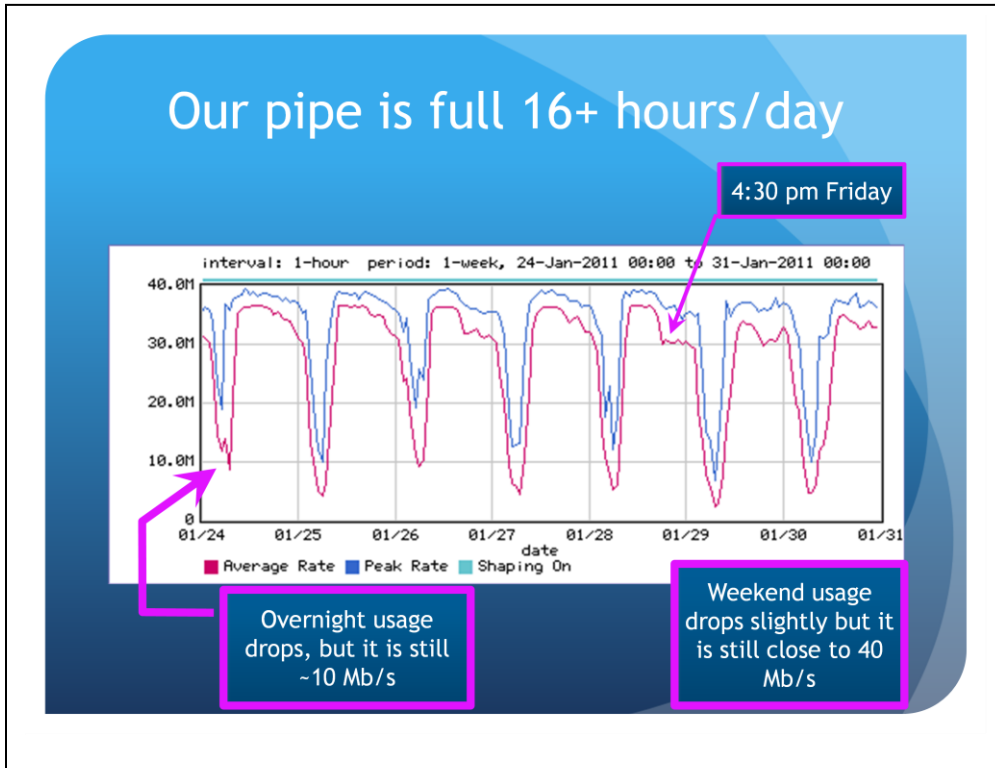


Table Two

Faculty Salary Trend

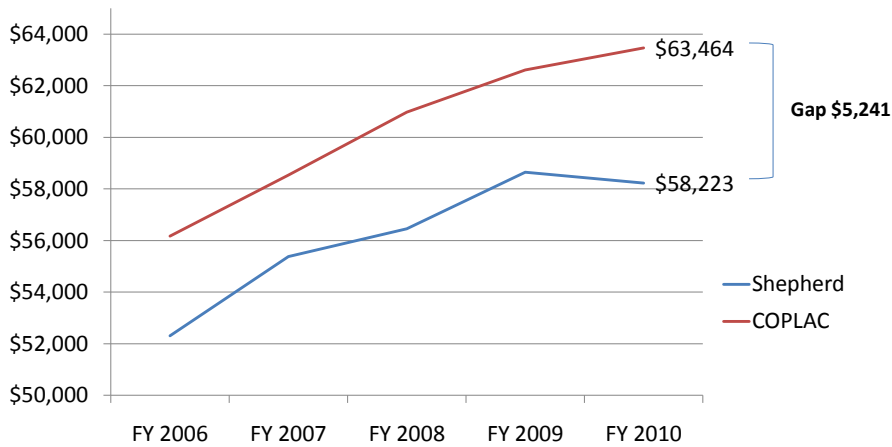


Table Three

Minority Faculty as a Percentage of Total Faculty

