

Monday, September 28, 2015  
4:10 P.M.

*MINUTES of the SHEPHERD ASSEMBLY*

Erma Ora Byrd Hall Auditorium

I. Call to Order—Christian Benefiel, promptly at 4:10pm.

II. Approval of Minutes of the Spring 2015 Assembly Meeting —Christian Benefiel

As distributed electronically. Moved and seconded to approve with no amendments. Motion passes.

III. President's Report – Dr. Sylvia Manning

New in her interim position, Dr. Manning expressed appreciation for the welcome she has received. She then provided the current enrollment picture to the Assembly. Enrollments are down, despite new admissions growth, primarily due to declining continuing student enrollment. Budget resources therefore continue to be insufficient, particularly given the state's level of funding. Budgets have been cut continuously over the last several years, and she knows that we cannot continue down the road of cutting expenses without cutting into essentials.

She is working with executive staff on four “bright points” of opportunity to drive enrollment and auxiliary revenue growth:

- Building the adult student population, primarily at the Martinsburg Center
- Improving East Campus residence halls to entice students to remain on-campus
- The likelihood that SU will become a “gateway” for international students coming to study in WV
- Intensifying retention initiatives across campus to provide for greater success for more students, including curing the “Shepherd Shuffle”, enabling the Retention Intervention Team (RIT) to act and advocate for students, and supporting our commuting population

In addition, she sees considerable opportunity to increase transfer recruitment through articulation agreements that build relationships with potential transfer students.

While the current situation does not give us the funds for the salary raises we had hoped for at the moment, Dr. Manning then presented a plan for mid-year raises in January 2016, predicated on successful efforts as outlined above, driving sufficient fall-to-spring enrollment ratios (this plan was disseminated by email from the President on 30-SEPT-2015).

She strongly encouraged the Assembly to consider a change in thought about recruitment. Long we have considered it a job left to the admissions counselors to find our new students. Instead, each of us should be doing the work of continual

recruitment: recruiting sophomores from the first-year class, recruiting juniors from the sophomore class, recruiting seniors from the junior class. Retention is all our work.

#### IV. HLC Update- Pathways Criteria and What to expect – Dr. Scott Beard

Dr. Beard gave an update to the assembly on the institutional “Pathways” accreditation process. Shepherd is in the final stages of completing a draft of its assurance argument as part of the Higher Learning Commission’s Pathways Criteria for accreditation. Following completion of the draft, evidence will be linked to the argument and added to our evidence file. In addition to the Assurance Argument, Shepherd will also be completing a separate document for the Federal Compliance portion of the re-accreditation process.

Using evidence-based data and data-driven results and continuous improvement outcomes from the Shepherd University Strategic Plan, Institutional Compact, Campus Master Plan and other planning documents, the University will demonstrate how it is in compliance with the criteria for accreditation, while at the same time, reflecting on future priorities, viability and sustainability in defining the liberal arts university in the 21st century.

While our last self-study was a completely electronic document designed by us, our current Assurance Argument will be uploaded, along with evidence files into the institutional portal on the HLC Assurance System. One major difference in presenting the evidence, is that there will be very few URLs used. Most of the evidence will be PDF files or screen shots of web pages used as evidence.

Currently, Drs. Beard and DeWitt are completing the argument, with input and review from various campus stakeholders. The completed Assurance Argument will be posted on our HLC accreditation page: <http://www.shepherd.edu/accreditation/>

Dr. Beard distributed a flyer with FAQs and gave information outlining how the campus stakeholders, both internal and external, can participate in the process of finalizing the assurance argument, and during the March 2016 site visit.

#### V. Reports to the Assembly

- Advisory Council of Faculty – Dr. Sylvia Shurbutt

Sylvia Shurbutt outlined the 2015-16 ACF Faculty Issues, as follows. These issues have received senate endorsements across the state:

For the West Virginia Legislature:

- Restore Higher Education state funding to a minimum of the 2009 level.

- Invest in West Virginia's future through Higher Education to yield a return that is tried and true: Twenty thousand additional degree holders by 2018 will mean \$54 million in additional state income tax revenue accrued.
- Address mandated PEIA cuts of \$30 million through investment in public insurance: insurance costs have risen for the past three years on average 6-10% each year for WV public employees, while the legislature has not added to PEIA funding for three years, thus negating any salary increases to public employees.

For the West Virginia HEPC and CCTCE:

- Support community and legislative understanding of West Virginia's Next Generation Standards, which provide a progression of common goals for public education so that teachers can enhance their curricula across the state: a commitment to Common Core Standards is a commitment to work force and college readiness.
- Develop a state-wide standard for professional behavior that addresses the issues of faculty rights and academic bullying; require all institutions to offer training to faculty, chairs and administrators, and develop a statewide forum on ethical and professional behavior.
- Coordinate a statewide initiative on Wellness to address West Virginia's serious health issues; encourage all institutions to enhance their wellness programs and wellness education.

For Our Institutions:

- Promote discussion forums to help the public understand West Virginia's Next Generation Standards, which provide a progression of common goals for public education.
- Promote faculty rights and ethical behavior through educating administrators and faculty about "academic bullying": create an independent ombudsman office that will mediate for faculty and staff prior to grievance processes, which are often flawed as they move through the administrative process.
- Promote university programs that encourage faculty, staff, and student wellness: initiate incentives for wellness and a climate of good health to address West Virginia's serious obesity problem.

Other issues that are on the HEPC agenda are Transfer and Articulation, developmental courses which are being phased out system-wide (see attached ACF September 25 Report), the appeal process for students denied a transfer or substitution, and reverse transfer.

**The Transfer and Articulation Taskforce met at the HEPC office September 25, 2015.**

Series 17, 60, and 21 can be found at <http://www.wvhepc.com/>. At this meeting, representatives from the private institutions were on hand as well. The following is Dr. Dennison's summary of the meeting, after which follows some observations from Sylvia. Both Deidre Morrison (Blue Ridge) and Sylvia Shurbutt (Shepherd) were present representing the 2-year and 4-year institutions.

From Vice-Chancellor of Academic Affairs Corley Dennison:

“Thanks to all of you for taking the time to come to today's meeting. We had a productive meeting and agreed to the following:

- Form a sub-committee (with institution registrars) to develop reverse transfer implementation guidelines and begin discussion on reverse transfer degrees for students who stop out.
- Organize a meeting of all the in-state private institutions to discuss integration into the transfer protocol
- Continue with faculty course alignment committees in math and science
- We agreed at a future date to discuss block transfer credits and once the process is further along, investigate some common course numbering (perhaps starting at the CTC level)

We agreed to meet toward the end of the current semester and I'll seek nominations to replace two seats on the committee (one two-year and a registrar). We'll add a four-year private liberal arts seat.”

From ACF Representative Dr. Sylvia Bailey Shurbutt:

After introductions, Dr. Dennison noted the plethora of comments concerning Series 17 after passage of HB2867. Tasks ahead include statewide articulation degrees and integration of “privates” into the articulation processes. The group reviewed HB2867 which enshrined the 70% mandate for course substitution and transfer; Series 17 which is the rule for Transferability of Credits among Schools in the System; Series 60 which articulates the Reverse Transfer rule; and Series 21 which deals with Freshman Assessment and Placement Standards (all are available upon request) were all reviewed.

Core Transfer Courses: 35 credit hours of articulation agreement exists for core courses across the state. The task is to connect content and learning objectives for these courses. The model that will influence WV higher education is Ohio's. The group reviewed HB 2867, focusing on several issues, though the key item to address is the 70% issue, and this is going to be a difficult task without having system-wide matrices. However, the

process we now have, with its appeals component will suffice for the time-being. The “appeal process” is now supposed to be denoted in all college catalogs at this time. Students looking to transfer credits need to take classes off the “core course work guaranteed list.” The paradigm we are working with now is that generally courses are transferable; if the course transfer is denied, then the student should receive “written rationale” as to why the course was denied. Comments were made as to whether students were aware of their rights and whether they would take advantage of them if a Department chair denied the transfer or substitution.

Reverse Transfer, Series 60: The system is currently now processing reverse transfer and some students have received their 2-year degrees from CTCs after having started into 4-year programs. Once a student has established residency at a 2-year institution and then moves on to a 4-year institution, the 4-year school must report back to the 2-year institution to begin the process to get the 2-year degree. The challenge will be to get a credential for a student who attended a 2-year institution and then a 4-year but dropped out of both with nothing to show for his work, though he may actually have credits for a two-year degree. To have a system where these records are located in a “cloud” where two-year institutions might upload and manage an evaluation would facilitate awarding more degrees. This is currently a goal for the HEPC. A subcommittee to work out details on these issues, including the “stop-out” students, would be useful. Implementation guidelines and addressing the issue of “stop-out” students will be the charge for this subcommittee. Awarding students with “certificates” will also be an option, particularly for students who are now quitting with no degree and deeply in debt.

Transfer Modules: Using course descriptions and key words can assist students in evaluating courses for transfer. An electronic system costs around \$300,000, and this Alusian Transfer model works well with systems we have already (Degree Works), though the state budget may not allow such a purchase.

Placement of Students in Non-Developmental Courses: Dr. Dennison noted that co-requisite courses (stretch courses) are a proven success story; Shepherd University was cited for long having utilized such courses. Dr. Dennison shared some figures that show the evolution and success of alternatives to Developmental courses. The state must move away from Developmental courses and to these alternatives.

For this past spring of the 11,000+ students who took the ACT, 40 % scored between 16-19 ACT for Math and 55% scored between a 13 and 19.

Core Coursework Transfer Agreement: The Taskforce reviewed this policy which is a 35-hour articulation policy dealing with core courses. Courses must be on the list to be transferable. At this point, our goal is to have a statewide meeting of “privates” to work out compatibility with the transfer policy.

Guaranteed Transfer Courses: Following the Ohio model, the HEPC will look at picking courses with a high likelihood of transferring, and turn over details for guaranteed transfer to science group and math group subcommittees working on this task. ACF Rep

Rich Ford (WV State) is a co-chair of the science subcommittee. The idea is to start small, look at syllabi, judge commonalities, and make determinations concerning assessment, time on task, learning objectives, and course content. Participating institutions will send in their syllabi and each STEM taskforce subcommittee will look at the syllabi to see if the course goes on the guaranteed course transfer list.

Integrating the Privates: Representatives from the private institutions were asked to weigh in on the significant issues from their point of view. Questions about “block” credit came up, equivalent classes, retraining of coalminers and ex-military who are part of military down-sizing. How will these individuals be treated in questions of transfer.

- President of Faculty Senate – Dr. J. B. Tuttle

Acknowledging the principle of faculty self-governance and recognizing the critical role that the faculty performs in the internal affairs of the institution, the Faculty Senate is established by the University Assembly under Article IV of the Constitution of SU.

Here is an update on issues carried over from or implemented in 2014-5 and issues currently under study.

1. FOIA: by majority vote, the faculty senate voted in emergency meeting May 6 not to pursue the formal FOIA request regarding ex-President Shipley’s discretionary fiduciary activity regarding use of consultants and Gateway funding. The faculty senate then immediately voted unanimously, with one abstention, to pursue with administration the less formal written request for documents “in keeping with the spirit of the FOIA request.” Accordingly, I wrote that request and sent it to VPAA Ames and UC Perdue, who responded within the 60 day period prescribed. At its meeting Monday, September 21, the faculty senate followed up on this issue by electing a subcommittee who will review documents provided by university counsel and report their findings periodically to the senate for dissemination to the faculty. This work pursues the goal of transparency in administrative, and especially presidential, discretionary spending.

2. Evaluation of Administrators: in keeping with the principle of universal evaluation and representing the culmination of work of the senate and VPAA Ames over the past few years, the pilot revised procedures for evaluation of administrators was implemented in Spring 2015. Initial results were dramatic: whereas about 3 such evaluations were submitted via prior protocols in Spring 2014, 48 evaluations were submitted in Spring 2015. It is hoped and expected that this process will become a routine dimension of evaluation and professional reflection at SU.

3. Presidential Search (website): the goal of the PSC is to identify a successor to ex-President Shipley who can begin in January 2016.

4. CMS/Wordpress: UC, in tandem with units across campus, continues to implement the content management system using Wordpress throughout campus. Many units have already assumed responsibility for their departments’/units’ web pages. It is

expected that as part of the CMS rollout, university representatives will soon convene to establish protocols and standard operating procedures for website maintenance. Particular thanks to Secretary of the senate Jeff Groff, who has assumed these responsibilities for senate, with the effect that senate pages are up-to-date, with processes now in place to help keep them updated and current as a matter of SOP.

5. By-laws update: Senate by-laws have been updated to reflect the change from “General Studies Committee” to “Core Curriculum Committee,” and the addition of the FA Director to the A&C Committee.

6. Spring 2016 represents the expiration of current senate terms and the election of senators for the 2016-18 academic years.

Many other topics are coming before the senate this year. I want to thank all senators for their committed work on senate, and I encourage all departments to network routinely with their department senators to stay informed of senate work and to optimize their use of the faculty senate in its critical role in shared governance for the university.

Senators, thank you again for all you do in service to the university.

- Advisory Council of Classified Employees – Mr. Ken Harbaugh

The Advisory Council of Classified Employees had a most successful Leadership Conference in June. Almost fifty classified leaders, representing twenty institutions, were present for two days of classes in such areas as; how to be advocates for higher education; resources and tools for classified staff; best practices for a successful BOG presentation; your responsibilities as classified staff leaders; WV higher education master plan; and other presentations to help develop the representatives to work with their college communities for the betterment of all higher education within West Virginia.

The classified market survey has "FINALLY" been awarded. Mercer Corp. was selected to complete the survey comparing each institution's classified titles to their proper market. Reports and communications from the policy commission and Mercer Corp. should be starting in October to all stakeholders which includes faculty. The lion share of the work should be completed within the next three to four months, so that the legislature will have the study for consideration this coming session.

It is the ACCE's and my continuing wish that our classified employees, faculty, and administrations will be able to work together to tackle the problem of funding for higher education in West Virginia. In the past, it has been my opinion that we have done an woefully lousy job of doing so. We need a strong unity agenda to stop the funding cuts and start restoring legislative respect towards the needs of all of higher education.

- Chair of Classified Employees Council – Mr. Brian Hammond

The new Classified Employee Council was seated on July 1, 2015. Elected to the Council this year as BOG rep was Ramona Kissel. Re-elected as ACCE rep was Ken Harbaugh. In the first meeting of the Council, Paula Wamsley was re-elected as the Vice-Chair. Nancy Cowherd was elected as the secretary.

The Council kept an eye on the movement of the market study. We heard a lot of good information about this study from Ken Harbaugh through his ACCE reports. We provided feedback and asked questions to clarify what was occurring with the market study. It is encouraging that it is finally progressing.

Various council members and classified employees sat on almost every committee at Shepherd, excluding those strictly made up of faculty members, in order to provide the classified employee perspective and to help guide decisions.

The Classified Employee Council web site, with the assistance of Tim Haines from the office of University Communications, was brought up. I want to thank Nancy Cowherd, our Council secretary, for all of her hard work in getting the contents ready. The approved minutes of past meetings, information about the Council and its representatives, details about the Classified Employees Children Scholarship Fund, our constitution and all other information pertaining to the Council will be kept on this web site. You can get to our web site by going to the Shepherd main page, clicking on Faculty & Staff, and then clicking on the Classified Employee Council link; or type in the URL of [www.shepherd.edu/cec](http://www.shepherd.edu/cec).

For this coming year, we will continue to watch the progress of the market study. We will also monitor the effects of the WVoasis system on Higher Education in the state of West Virginia, Shepherd University, and the Classified Employees of Shepherd.

With the changes coming in December to payroll and our pay checks, we are looking very closely at this aspect of WVoasis and how it will impact Classified Employees in terms of the amount of pay and the necessary budgeting changes for our households. I have to give Shepherd's Human Resources personnel credit for all of the extra work they have done and will do because of the movement to WVoasis.

- Student Life Council – Gregory Place

The Student Life Council has met 3 times this fall with the following results:

- Elected Jacqueline Kowalski as Chair and Caitlin O'Connor as Secretary
- Approved the Re-Formation of Shepherd Education Student Association and the Formation of the Pan-African Student Union
- Approved the first reading of the Black Student Union and are considering a Circle K International Club
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VI. Introduction of New Classified and Non-Classified Employees – Dr. Marie DeWalt

Dr. DeWalt introduced the following staff and administrators who have joined Shepherd since January 2015:

Michelle Bane	Front Manager for the Bookstore
Aida Blanco	Director of Dining Services
Chad Crouse	Campus Service Worker
Elizabeth Davis	Food Service Assistant II
Danielle Duvall	Financial Aid Counselor
David Gansz	Dean of the Library
Tammy Gill	Senior Human Resources Representative
Karen Lewis-Dryden	Admin Secretary Senior in the Department of Nursing Education
Niccole Rolls	Research and Operations Manager in University Advancement
Christopher Sedlock	Vice President for University Advancement
Jennifer Sirbaugh	Lab Technician for the School of Natural Sciences & Mathematics
Crystal Smiles-Tharp	Campus Police Investigator I
Katie Swayne	Fundraising Assistant in the University Advancement office
Konrad Turnbull	Admissions Counselor
Brianna Wilson	Campus Service Worker
Soney Wright	Program Assistant I in the Financial Aid Office

Those in attendance were warmly welcomed by the Assembly.

## VII. Introduction of New Faculty – Dr. Christopher Ames

Dr. Ames introduced the following new faculty members who have joined Shepherd Fall 2015:

Dr. Benjamin Bankhurst, Department of History  
Dr. James Broomall, Department of History/Civil War Center  
Dr. Doris Burkey, Department of Nursing Education  
Dr. Mary Coyle, Department of Nursing Education  
Mr. David Gansz, Dean of Library  
Dr. Mohammadreza Ghahremani, Department of CSME  
Dr. Jonathan Gilkerson, Department of Biology  
Ms. Melissa Hall, Department of HPERS  
Dr. Donna Hanlin, Department of Education  
Dr. Dori Hargrove, Department of Education  
Ms. Robin Hill, Department of Nursing Education  
Mr. Alexander Hoekstra, Department of Athletics  
Ms. Shatora Lane, Department of Athletics  
Ms. Paulette Lashley, Department of Education  
Dr. Mark Lesser, Department of Biology  
Dr. Barbara Mott, Department of Nursing Education  
Dr. James Pate III, Department of English and Modern Languages  
Dr. Brian Santana, Department of English and Modern Languages  
Ms. Carla Shepherd, Department of Athletics

Dr. Barbara Spencer, Department of Nursing Education  
Mr. Christopher Wilson, Department of English and Modern Languages

Detailed bios are available online: <http://www.shepherd.edu/new-faculty-fall-2015/>

Those in attendance were warmly welcomed by the Assembly.

VIII. Dismissal- Christian Benefiel, promptly at 5:30.

Respectfully submitted,

Tracy L Seffers  
Secretary to the Assembly  
Registrar