

**I. Call to Order – Mr. Christian Benefiel**

Meeting called to order at 4:10pm

**II. Approval of Minutes of the Fall 2017 Assembly Meeting – Mr. Christian Benefiel**

Dr. Daily made the motion to approve the minutes – M/S/P

**III. Approval of Candidates for Graduation – Ms. Tracy Seffers**

Tracy Seffers thanked everyone for the work you have done to help the students get to commencement. Ms. Seffers presented the list of candidates for graduation. It should be noted that this list includes students who have not fully completed their degree, but within 9 credits and in good academic standing.

Is it important to note that Latin honors will not be calculated for students walking prior to degree completion, but University honors will be noted in the program — M / S / P

**IV. Motion to strike Candidates approval from future assembly agenda — Ms. Tracy Seffers**

It is stated in Section 1, letter E of the constitution of Shepherd University that one of the purposes of the Assembly is to certify graduates. Ms. Seffers asked the Assembly if that procedure can that be lifted out of the spring agenda. As it stands now this task seems more ceremonial. Ms. Seffers plans to bring this amendment change to the Fall Assembly for a vote. It was suggested to change the wording to “notify or a “notification” to keep faculty abreast of the list of graduates.

**V. Elections**

- a) Shepherd University Assembly Moderator (one-year renewable term) — Mr. Benefiel is incumbent Professor David Modler nominates Christian Benefiel • Nominations closed. — M / S / P  
Mr. Benefiel is re-elected
- b) Shepherd University Assembly Secretary (one-year renewable term) — Kristin Kaineg is incumbent Dr. Shurbutt nominates Kristin Kaineg / nominations to be closed — M / S / P  
Kristin Kaineg is re-elected
- c) Shepherd University Assembly Parliamentarian (one-year renewable term) — Dr. Christopher Lovelace is incumbent. Dr. Lovelace is nominated / nominations to be closed — M / S / P
- d) Student Life Council Faculty Representatives (two---year term, non---renewable)— 4 appointments, one of which must be Graduate Faculty (meets 5pm on every other Thursday)
  - Dr. Jonathan Gilkerson and Dr. Francoise Nelles term are expiring;
  - Dr. Barbara Spencer now ineligible---
  - Professor Erin Neve Resigned

**Rhonda Hovatter** (not Graduate Faculty) self-nominated for 1-year term in SLC

**Angie Fetty** (Graduate Faculty) nominated for 1-year term in SLC

Rhonda Smith moved to close 1-year nominations — M / S / P

**Laura Robertson** was nominated for 2-year term in SLC

**Bradford Hamann** was nominated for 2-year term in SLC

Rhonda Smith moved to close 2-year nominations — M / S / P

No more elections were needed for the positions below.

- e) Board of Governors (two-year term Renewable) — Dr. JB Tuttle Continues
- f) ACF Representative Election (two-year renewable term) Dr. Max Guirguis Continues
- g) ACF Representative Alternate Election (two-year renewable term) — Dr. Jason Best is incumbent

**VI. President’s Report – Dr. Mary J.C. Hendrix**

The President’s Report can be found at the following link:

<http://www.shepherd.edu/wordpress-1/wp-content/uploads/2018/04/spring18assembly.pdf>

**Below are some highlights of the presentation**

President Hendrix reviewed the primary goal of financial stability and the five priorities set at the start of the academic year. Three of the five priorities have been attained.

- *Priority 1 (completed)*: Invest in a Regionally recruiter. A regional recruiter was hired and this focus
- *Priority 2 (completed)*: Expand the office of Sponsored Programs to support writing and pre and post-award services. Jessica Kump is the Director of OSP and Dr. Jason Best is the Director of Strategic Initiatives.
- *Priority 3 (In Progress)*: Increase extramural funding by at least 10% over the next five years to achieve \$3M annually. To date FY 2018 = \$1,989,327. There is an additional \$1M pending.
- *Priority 4 (In Progress)*: To advance Private / Public Partnership through Shepherd’s Entrepreneurship and Research Corporation (SERC)
- *Priority 5 (completed)*: To create a user-friendly strategic plan to guide our efforts in transforming our future.

**Ongoing initiatives**

- Enhance students experience
- Advance Shepherd’s reputation
- Create new sources of revenue

**Strategic Plan**

President Hendrix thanked all those who worked on the strategic plan, Transforming our future. The Strategic Plan is available for download at: <http://www.shepherd.edu/wordpress-1/wp-content/uploads/2018/03/strategic-plan.pdf>. The 2018-2023 plan focuses on four goals:

1. The Shepherd Image — create a unified visual and communications identity
2. The Student Experience — empower diverse students as the take on experiences beyond the classroom
3. The Employee Experience — encourage, recognize, and reward faculty and staff for their contributions to the University’s Mission
4. The Campus Environment — establish a financially and environmentally sustainable campus environment.

How will the Strategic Plan be implemented? Steering committee comprised of ELT in collaboration with implementation team and continually revisit the progress. The Implementation Teams will responsible to implement operational plans over the life cycle of the Strategic Plan.

<p style="text-align: center;"><b>Goal 1: The Shepherd Image</b>                      Team Leaders - Valerie Owens and Tim Haines</p> <ol style="list-style-type: none"> <li>1. Kristen Lorenz, Director of Admissions</li> <li>2. Kim Hutto, Director of Alumni Engagement</li> <li>3. Bill Sommers, VP Enrollment Management</li> <li>4. Ann Wendle, Dean of Students</li> <li>5. Chauncey Winbush, VP for Athletics</li> </ol>	<p style="text-align: center;"><b>Goal 2: The Student Experience</b>                      Team Leader - Tom Segar</p> <ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> <li>4.</li> <li>5.</li> </ol>
<p style="text-align: center;"><b>Goal 3: The Employee Experience</b>                      Team Leaders - Alan Perdue and Marie DeWalt</p> <ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> <li>4.</li> <li>5.</li> </ol>	<p style="text-align: center;"><b>Goal 4: The Campus Experience</b>                      Team Leader - Scott Beard</p> <ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> <li>4.</li> <li>5.</li> </ol>

## **Bill Sommers — Update on the Strategic Plan Implementation**

### **Enrollment deposits**

Fall 2018 enrollment as of March 26, 2018

1852 = applied / 1174 = accepted / 403 = deposited

Enrollment deposits are running ahead of last year with out-of-state accounting for much of the increase. But there has been a recent lull and it is believed the WV strike had an impact on the slow-down of final acceptance. The next critical step in the enrollment process is Orientation Step 1 held in June.

### **Current students and retention**

- A proactive marketing campaign, *Stay Focused, Move Forward*, was put together to encourage students to meet with their advisor to discuss fall registration. There was an additional push to encourage students to use the summer term as a way to stay on track for degree completion. It is important for students to realize that Summer Courses are a good option, and not a term of last resort.
- Our goal is to achieve a minimum of 80% undergraduate student persistence from spring to fall 2018.

### **Regional Recruitment**

We are up considerably with out of state students and this is due to recruiters working to bring students in

### **Digital Marketing Campaign**

- Kicked off digital campaign and targeted out of state markets (Montgomery, Loudoun, and Fairfax) and over 2K click-throughs and 1.1 million impressions.
- Completed a lot of mini campaigns and looking at google ad words. Digital marketing has been very successful this past year and they will continue moving forward with these efforts.

### **Financial Aid**

FAFSA received 4,117

Students packaged 1,861 / Percent Packaged YTD 45%

### **2+2 Articulation**

2+2 Program articulations across campus have increased. Due to the demand there will be a dedicated web page and emphasis to open lines of communication with Community College advisors. In addition, a marketing campaign will supplement this increased effort.

### **Dual Enrollment**

24 of 64 students have been accepted as degree-seeking in the fall.

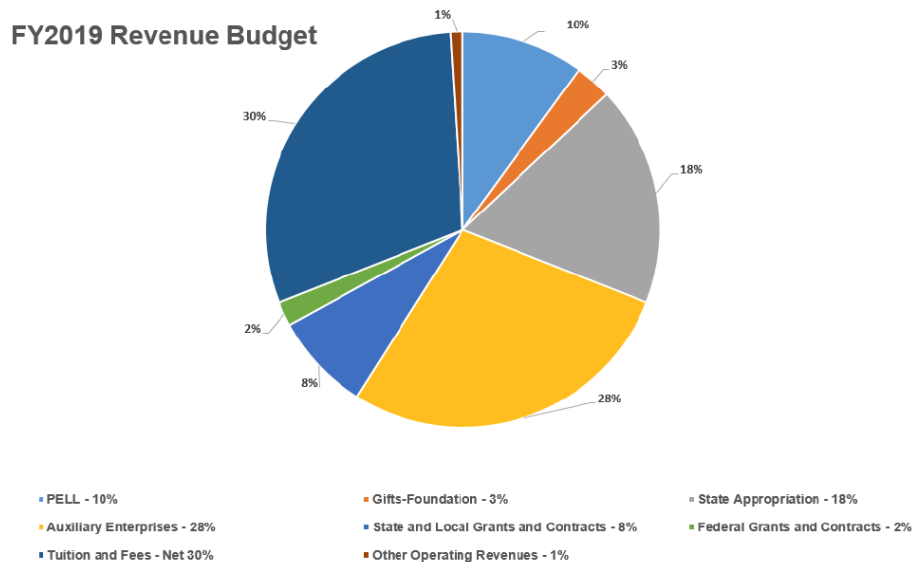
### **Shepherd Success Academy**

32 of the 36 students persisted from fall 17 to spring 18

82% persisted to spring 18 in good academic standing with half of the cohort at 2.75 or higher

President Hendrix shared an experience involving a Dual Enrollment student. During a walk in town, a student stopped President Hendrix and shared how much she appreciated the opportunity to come to Shepherd while in High School. The president thanked everyone for creating such a positive atmosphere for all the dual enrollment students.

**Pam Stevens — Update on Financial Overview**  
Review of the FY 2019 Revenue Budget



As presented, Tuition and fees still is the largest portion of our budget at 30%.

We know the rate of decline is slowing, but the graduating classes from 4 years ago was a larger group than the number of students coming in.

- Expenses = \$59,452
- Revenue = \$52, 842

As a result, the incoming total tuition amount will be less and the campus is planning to spend less for fiscal year 2019. Our cash is impacted by Potomac Place. Currently the Ground Lease Rent Paid by Shepherd University Foundation Supporting Organization= \$800K.

**FY19 Action Plan — Collaborative Effort**

- Recruit and retain Students
- Develop growth in graduation programs
- Reduce unnecessary expenditures
  - Campus wide opportunities
    - Finance – early intervention for student Account collections. Collect 51% of past due balance and this as a way to assist in reducing cash flow.
    - Bookstore outsourced to Follett bookstore. Most selected to be employees with Follett and are no longer state employees
    - Dining services to be outsourced in the summer. Dining Services Employees will be split of some remaining Shepherd employees and others shifting to the new vendor.

As we prepare for FY 19, we are looking for \$2.7 Million in Cost Reductions/Revenue Generation. We are looking at budget savings in the following areas:

- Employee positions will stay unfilled \$800K savings
- Energy reduction \$400K savings
- Additional Budget Savings = \$250K
  - Early intervention- student account collection
  - Retire unused phone lines (\$600 year for each line)
  - Define essential travel restrictions / state funds
  - budget line cuts as determined by Budget Managers

Some opportunities and solutions include:

- Rate of enrollment decline is slowing, retention is increasing
- Increase to tuition and fees
- Increase in room rates
- Board rates

Increase in state appropriation

- Accommodate state mandated pay increases
- State provides \$300K / Shepherd funds \$600K

Potomac Place = \$800K

**To date: \$2.5M identified to target**

**Please submit comments to HEPC proposed funding model**

This is so important to send a letter of support to the office of the chancellor. The comments are focused on bringing fairness back by student-focused funding. Shepherd will benefit the most from this new model. We ask you to review the emails and (faculty and students) Shepherd has not benefitted for the last 2 decades. It is our goal HEPC hears from supporting Shepherd voices. A couple questions about this process:

1. It was asked if we can send this more than once? They did not think so. Pick the button that applies to you most. Since the letters are tailored based on who you are.
2. It was asked if we can use our Shepherd email? Yes, please do use your shepherd.edu account. It reverberates louder if it comes from the school address.

**Dr. Scott Beard — Special Report on Academic Restructuring**

Dr. Beard presented the proposed Academic Structure. A full overview of the proposed model can be viewed at: <http://www.shepherd.edu/wordpress-1/wp-content/uploads/2018/04/Spring-2018-Assembly-Final.pdf>

Estimated cost savings of Proposed Model

Current structure cost = \$524,364

Proposed model = \$346,504

Savings = \$275

To sum up, this proposed model includes:

**College of Arts, Humanities, and Social Science** (Art and Theater, Communication, English and Modern Languages, Political Science and Global Studies, History, Music, Psychology, Sociology and Geography, Social Work, FACS line included but dept. home undetermined)

**College of Business** (Business Administration, Econ & Finance, Accounting, MBA, Center for Regional Innovation, PABC)

**College of Professional and Graduate studies** (School of Education, School of Nursing, School of Health, Exercise, and Sport Science, Division of Graduate Studies and Continuing Education, Graduate Programs Graduate Certificate programs, LL learning, Martinsburg)

**College of Science, Tech, Engineering, and Mathematics** (Biology and Ecological Sciences, Chemistry and physical sciences, and Dept. of Engineering, Mathematics, and Computer Science)

**Center for Teaching, Learning and Instructional Resources** (Library, Common Reading, Assessment, Academic Support, Advising, FYEX, TRiO, Faculty Support and Training, Instructional Technology)

Next steps in Academic Restructuring

- Gather feedback

- Vetting of model for a 30-day comment period
- Share the progress with the modeling and financial information at the June BOG meeting
- Begin work over the summer and through FY 19 to address the issues of implementations and the impact on the current policy, staffing, and expense of rebranding.

### What is new on the Horizon at Shepherd

#### SHEPHERD ENTREPRENEURSHIP RESEARCH CORPORATION (SERC)

Center for Regional Innovation      Applied Business Laboratory      Potomac Applied Business Company (PABC)

- Developing shepherd University Customized Gifts
- Offering specialized workshops
- Provisions of drone services
- Center for civil military innovation institute
- Institute of Higher Reliability

### VII. Reports to the Assembly

#### ***Advisory Council of Faculty—Dr. Guirguis***

- Since July 2017 the Advisory Council of Faculty has met 6 times.
- The state legislature has approved a replacement for the \$5.4 million a year “HERA funds.” The money will directly come from the Governor’s office. This was ACF’s main objective for this year.
- There is no update on the status of the sanctions that were imposed by the U.S. Department of Education on the state last year for noncompliance with federal reporting requirements and missing the filing deadline, but the audit report was submitted two weeks in advance this year.
- The HEPC has announced the development of new funding model. Shepherd University, which has been underfunded for many years, will benefit from the new model.
- The Go-365 wellness program has been cancelled, and if it comes back, it will be probably be voluntary.
- PEIA is still experiencing financial difficulties, but premiums will not go up for the next 18 months.
- The Governor has charged the HEPC to develop an “attainment goal” for the state, which is to increase the percent of working-age adults with postsecondary education in WV.
- HB 4298, the “Campus Carry” bill, did not pass. HB 4187, the “Parking Lot” bill, has passed into law.
- The Boards of Governors of Fairmont State University and Concord University have issued personnel policies that will essentially eliminate tenure. The new policies empower the president to terminate faculty appointments “on the basis of need.” The ACF has adopted a unanimous resolution against any BOG polices that infringe on tenure. Several faculty Senates, including Shepherd’s, will adopt a similar resolution.

#### ***Faculty Senate – Dr. Chris Lovelace***

Below is a selection of items that have passed through the Faculty Senate this academic year.

- At our first meeting last fall, the Senate endorsed the final plan to allow students who have six or fewer credits outstanding to participate in commencement. That will be in effect for the upcoming May commencement ceremony.
- At our Dec. 4th meeting, we unanimously adopted a resolution opposing House Bill 2559 that would have allowed concealed carry of firearms on campus.
- The Senate Professional Development Committee, Chaired by Kathy Reid, uses resources and funds from Academic Affairs and Shepherd donors to support our faculty. In addition to granting six semester-long sabbaticals, they awarded four Summer Stipends, 19 Professional Development mini-grants, and one Create the Future Award, all totaling \$17,200
- The Faculty Senate Scholarship and Awards Committee, chaired by Geri Crawley-Woods, is tasked with collecting and vetting the candidate McMurrin Scholars and also for putting on the McMurrin ceremony. At 3:30 on April 30th, we will induct 37 new McMurrin scholars. Dr. Kathy Corpus, who is retiring as chair of Family and Consumer Sciences, will deliver the traditional “last lecture”. That

committee is also tasked with awarding the Faculty Senate Scholarship to faculty dependents who attend Shepherd. This year, they will award one scholarship in the amount of \$1,000. If there are faculty who will have a dependent attending Shepherd next year, I encourage you to apply.

- The Senate has recently been discussing a couple of items related to the academic calendar. First, because of the way the calendar works out last year and this year, we only have three weeks for winter break. This is not much time to both spend time with family and prepare for spring classes. We've asked the Calendar Committee to ensure that winter break is at least four weeks in the future. Also, we've begun discussion whether it would be possible and advisable to implement a "J-term". This would constitute a short term that would run in between the fall and spring semesters and allow faculty to offer unique and creative experiences for students and also offer an opportunity for departments to help students who fell behind in the fall get caught up. We will continue discussions this fall.
- The Senators for the 2018-2020 Faculty Senate session will be seated at our April 16th meeting. I'd like to express my sincere thanks to the Senators who served in the session now concluding, in particular the 18 Senators who covered 25 different committee chair and representative positions for the Senate, especially to Mary Hancock from Nursing Education for serving as Senate Secretary and Georgiann Toole from Education for serving as Senate Parliamentarian.
- I'd also like to thank President Hendrix for her openness and transparency in involving faculty in the shared governance of Shepherd University.

***Advisory Council of Classified Employees—Cecilia Mason***

Last spring, E.G. Moreland was elected CEC chair. However, at the beginning of this year, E.G. stepped down because his job duties were changing. I was elected and started at the beginning of February. I currently also serve as the Advisory Council of Classified Employees representative.

The CEC has had monthly meetings that have been very well attended over the past year by council members, other classified employees, and former classified employees whose positions were made at-will, but they remain interested in participating. Speakers this past year have included Alan Perdue, Bill Sommers explaining the strategic plan, Dr. Elizabeth Rini from the Department of Nursing talking about the smoking cessation program, Jack Shaw on outsourcing at the bookstore and possibly food services, and Dr. Hendrix on a variety of topics.

The CEC sponsored a semiannual luncheon for all staff and faculty, which took place just after rather than before, the holiday break. Another luncheon is planned for later this month in the Smallwood and Small Pavilion.

The CEC also continues to award scholarships through its Classified Employee's Children's Scholarship Fund and money for staff training and education through the Classified Staff Development Fund.

Shepherd University has 233 full- and part-time classified staff and there are 72 fulltime non-classified staff according to recent numbers from the Human Resources department. Shepherd's staff, both classified and non-classified, help the university's customers—students and their families—in enrollment management, financial aid, student affairs, dining services, housekeeping, and the various academic departments across campus. They are often the first contact students have with the university and they play a vital role in the success of the institution and its students.

In order to maintain a highly qualified staff, the CEC believes it is important to continue efforts to increase salaries, especially for those at the low end of the pay scale, and to contain the cost of health insurance, which in the past was kept lower in lieu of raises. Lack of raises and increases in insurance premiums and copays has meant that many state employees are literally working for less than they were five years ago. I might add, with the budget cuts that have been enacted in recent years, these employees are now doing more work.

Outsourcing is always a concern to employees because many in those areas have worked at Shepherd for quite awhile and they want to be treated fairly when transitioning to a new employer. The hope is that

benefits are at least commensurate with what Shepherd offers, there is assurance of job security, and maybe pay could be even better. From what I've heard, the Bookstore transition went well. Questions have arisen about whether the employee discount at the Bookstore will still be given. I am told—and my experience shopping there—shows that it is.

Salary and benefits issues remain a high priority for the CEC. The staff at Shepherd looks forward to learning how the university will handle the pay raises that were approved by the legislature this year, and the CEC hopes the university can continue to improve pay for employees whose compensation is below market value.

***Classified Employees Council – Cecilia Mason***

I attended numerous ACCE meetings beginning last August and Jayne Angle has attended the meetings I could not go to as a proxy.

As the ACCE representative, I have been aware of how legislation passed in the 2017 session has impacted colleges and universities across the state. The bill in essence eliminated seniority and the reduction in force and bumping rights policies that had been in state code. Specifically, some institutions have reacted by declaring all employees essential and making them non-classified. Other institutions have kept some employees in the classified system and made others into non-classified based on whether they use a time clock or not. Some are converting classified positions to at-will when an employee resigns, and those positions need to be refilled. State code outlines how classified employees will be treated, but it does not include a mention of non-classified employees.

There was an effort by the Higher Education Policy Commission to get legislation introduced to address this issue, but ultimately nothing was introduced. At some point it might be worthwhile to explore whether Shepherd could create a council that represents all staff, which would give the 72 non-classified employees representation and the ability to participate. Whatever form the CEC takes in future years, it is vitally important that staff be part of the university's shared governance by filling a seat on the BOG as well as on committees such as strategic planning, budget advisory, and searches for key leadership positions, to name a few.

Thank you.

***Student Life Council – Dr. Jon Gilkerson***

SLC met weekly this academic year. It is important to note that this past academic year SLC formed a Professional Greeks Council. This council requires a combination of code of conduct of social over heading fraternities and code of conduct for clubs. In addition, the professional fraternities will be identified as a separate entity

**VIII. Adjournment – Mr. Benefiel**

Spring Assembly was adjourned at 5:38pm

Respectively Submitted,  
Kristin Kaineg