Fall Assembly
September 29, 2014
Meeting of the Shepherd University Assembly Minutes
Spring 2014

Monday, April 14, 2014
4:10 p.m.
Erma Ora Byrd Hall Auditorium

I. Call to Order — Dr. Mark Cantrell

II. Approval of Minutes of the Fall 2013 Assembly Meeting — Dr. Mark Cantrell
Dr. Cantrell proposed a fix to an error in which “Fall 2012” should read “Spring 2013” under “Approval of Minutes…”
After discussion, with the proposed changes, minutes of the Fall Assembly were unanimously approved as distributed.

III. President’s Report — Dr. Christopher Ames
A handout of the President’s Report was given out.
- President sends her regrets for not being able to be here.
- Thanks all or how hard all have worked to make this a successful year for our students, despite numerous disruptions and challenges.
- We are at an 8-year low in funding from the State.
  - State budget cuts are illustrated on the report.
- Decline in enrollment
- Results include:
  - Significant cuts to all operational budgets
  - Freezing of many vacant positions.
- Accomplishments:
  - Are delivering a first rate education in light of those challenges.
- Strategies:
  - Moving forward with recommended budget
  - Tuition increase of 4.96%
- In June 1, will have a sense if will meet projected enrollment.
  - Anticipated 1.5% increase July 1st, and about 3% upon finalization of enrollment.
- President is working with other higher education institutions to urge Legislature to understand needs of higher education.
- Working to increase enrollment in traditional markets, including:
  - Working with Royal and Company and hosting new events for accepted students
  - Managing new administration needs.
- Seeking to strengthen new markets:
- Adult education
- International students

- Retention
  - Early Alert System
  - Streamlining services to avoid the “Shepherd shuffle”
  - Reducing number of courses taught by adjuncts.

IV. **Approval of Candidates for Graduation** – Ms. Tracy Seffers
*With no amendments, candidates for graduation were unanimously approved as distributed.*

V. **Elections** - Dr. Mark Cantrell
  A. Moderator – (Dr. Mark Cantrell is incumbent)
     M/S/P to elect Christian Benefiel as moderator by acclamation.
  B. Secretary – (Dr. Matthew Kushin is incumbent)
     M/S/P to elect Matthew Kushin as secretary by acclamation.
  C. Parliamentarian – (Dr. Anders Henriksson is incumbent)
     M/S/P to elect Dr. Anders Henriksson as parliamentarian by acclamation.
  D. Student Life Council – (one position open)
     M/S/P to elect Dr. Nicolas Pologeorgis as student life council by acclamation

VI. **Reports to the Assembly**
  A. Advisory Council of Faculty – Dr. Sylvia Shurburt
     - HEPC has a new website
     - Re-authorization for each institution is underway.
     - West Virginia Student Texting project
     - Research grants are up about $30 million of funding brought into the state
     - State seeing large growth in adult education
     - West Virginia tuition rate is by and large lowest in the region
     - Faculty salaries continue to stagnate, ranking 14th among the 16 SREB states.
     - Program review process from HEPC will be streamlined.
     - The legislative process and related bills:
       - SB409 – Did not pass - Alternative teacher certification; degree compatibility requirements
       - HB4513 – Did not pass - Mandating credit hours for students to hold 15 hours, rather than the current 12; Standardization of degrees which could impact accreditation; blanket transfer and degree mandates which could impact accreditation.
       - Legislature picked up Advisory Council of Faculty’s slogan, “creating a continuum of learning.”
       - Seeking to ensure higher education is protected from budget cuts when public school is as well.
       - Providing interim reports from ACF to HEPC and community college council.
       - The report from a handout titled “ACF Interim Report to HEPC; April 25, 2014,” which was given to the assembly members, was read.
B. President of Faculty Senate – Dr. J. B. Tuttle
- Departments are electing senators, which will be seated at the April 21 meeting.
- Key and ongoing issues were discussed:
  - In regard to budget, Senate has represented funding faculty raises and the accelerated content management system roll out to help manage university communication.
  - Great Colleges to Work For survey – stressed via Senate to encourage faculty to be as precise in filling out the survey.
  - Hiring – involved in a number of new positions, much of which will be done over the summer.
- Participated in 2 task forces put together by the VPAA
  - Administration Evaluation task force
  - Salary Compression task force
- Working with multiple units on campus, in regard to faculty advising and retention.
- Thanked the Budget Advisory Committee and Sylvia Shurbutt
- The proposed C&I flow chart will be voted upon.

C. Advisory Council of Classified Employees – Mr. Ken Harbaugh
- Working to develop higher quality Staff Councils and better leaders in the staff rankings.
- SB 3300 legislative procedural rules
  - Common Grounds committee – working with the VCHR and others at the Policy Commission to write the required rules for the legislation – Faculty, classified, CHROs.
  - Compensation Planning and Review Committee – adding details to the rules on compensation
  - Employee leave
  - Classified Employee pay structure
  - Reduction-in-Force
  - Personnel Administration – upgrade, downgrade, promotions, and demotions.
- Market Studies
  - $130,000 was spent on Fox Lawson but their request for proposal was not accepted.
  - New request for proposals are being written.
- HEPC HR division has to mend relationships with Chief Human Resource officers within the system.
- System-wide training is needed in compensation and classification.

D. Chair of Classified Employees Council – Mr. Brian Hammond
- Praised facilities for their hard work in cleaning up campus during this terribly snowy winter.
- Provided feedback and input for:
o Budget Advisory Committee work
o Strategic Planning committee
o Search committees

E. Student Life Council – Mr. Christian Benefiel
- Took on new faculty and graduate students to ensure accurate representation
- Approved interfaith club
- Approved active gaming club
- Approved B.A.S.S. club
- Approved an online gaming club
- Subcommittee has been formed for policies and risks associated with hazing and related issues.

VII. Proposed Amendment to Article II, Section 3 of the Constitution of Shepherd University – Mr. Alan Perdue
- Proposed Amendment was distributed and read
- Discussion

VIII. Proposed Amendment to Article IV, Section 7 of the Constitution of Shepherd University – Dr. Larry Daily
- Proposed Amendment was distributed and read
- Discussion

IX. Adjournment – Dr. Mark Cantrell

Respectfully Submitted,
Dr. Matthew J. Kushin
Secretary to the Shepherd Assembly
Fall Assembly
September 29, 2014
President’s Report
Fall Assembly
September 29, 2014
Strategic Pathways

- Crossroads Strategic Plan, 2009
- 120 Credit Curriculum, 2011
- HLC Reaccreditation, 2012
- Council of Public Liberal Arts Colleges, 2009
- Center for Contemporary Arts II, 2012
- Business Program Review, 2014
- Application for Doctor of Nursing Practice, 2014
- Martinsburg Center, 2013
- Move from WVIAC to MEC, 2013
- Five-year annual grant average exceeds $1.3M, 2013
- Martinsburg Center, 2013
- Center for Contemporary Arts I, 2008
- Erma Ora Byrd Hall, 2007
- 120 Credit Curriculum, 2011
The destination lies ahead, not behind.
Travel with Today’s Resources in Mind
What Lies Ahead?

Negative Pressures Include:

- Continued competition for students
- Lagging state support
- Increasing federal oversight
- Public scrutiny and disapproval
- Pressure on pricing
- Increasing student debt
What Lies Ahead?

Positive Factors include:

• Increasing independence financially from state
• Greater deliberation and commitment by families and students attending
• Excellent faculty and staff
• Successful external and donor funding
• Increasing reputation as a COPLAC leader
What Lies Ahead?

• Attention to professional preparation
• Senior and capstone experiences
• Approval of DNP
• Business Program review
• Academic structure review
• Next steps with master plan
What Lies Ahead?

As momentum is regained, what are our priorities for ourselves? Survey coming via email!

• Salaries
• Merit
• Compression
• Classification
What Lies Ahead?

• Priorities for Benefits
  – Retirement?
  – Parking?
  – Wellness Center membership?
  – Full tuition remission for dependents?

• Other?
Important Changes:
Enrollment, 2008-2013

- 2008-2009: 3,000
- 2009-2010: 3,200
- 2010-2011: 3,400
- 2011-2012: 3,600
- 2012-2013: 3,800
- 2013-2014: 4,000
Important Changes:
Degrees Awarded 2008-2013

120-Credit Curriculum Implementation
Important Changes:
First-to-Second Year FTIC Retention

- Fall 2007: 65.4%
- Fall 2008: 66.3%
- Fall 2009: 70.5%
- Fall 2010: 67.6%
- Fall 2011: 63.3%
- Fall 2012: 68.4%
**Important Changes:**
Martinsburg Center Revenue and Expense

2014 Budget

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>$633,081</td>
</tr>
<tr>
<td>Expenses</td>
<td>($1,029,549)</td>
</tr>
<tr>
<td>Net Revenue</td>
<td>($396,468)</td>
</tr>
</tbody>
</table>

2014 Actual

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>$597,374</td>
</tr>
<tr>
<td>Expenses</td>
<td>($887,969)</td>
</tr>
<tr>
<td>Net Revenue</td>
<td>($290,595)</td>
</tr>
</tbody>
</table>
Important Changes:
State Support through Appropriations, 2007-2015

<table>
<thead>
<tr>
<th>Year</th>
<th>Appropriations</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY'07</td>
<td>$8,000,000</td>
</tr>
<tr>
<td>FY'08</td>
<td>$8,000,000</td>
</tr>
<tr>
<td>FY'09</td>
<td>$8,500,000</td>
</tr>
<tr>
<td>FY'10</td>
<td>$9,000,000</td>
</tr>
<tr>
<td>FY'11</td>
<td>$9,500,000</td>
</tr>
<tr>
<td>FY'12</td>
<td>$10,000,000</td>
</tr>
<tr>
<td>FY'13</td>
<td>$10,500,000</td>
</tr>
<tr>
<td>FY'14</td>
<td>$11,000,000</td>
</tr>
<tr>
<td>FY'15</td>
<td>$11,500,000</td>
</tr>
</tbody>
</table>
National Trends:
Per Student Funding, 2013-2014

1. Wyoming, -7.2 percent
2. West Virginia, -4.7 percent
3. Louisiana, -3.7 percent
4. Wisconsin, -3.3 percent
5. North Carolina, -2.3 percent
6. Kansas, -2.1 percent
7. Arkansas, -0.7 percent
8. Pennsylvania, -0.2 percent

*University Business, July 2014*
National Trends:
Salary Increases as Compared to Annual Inflation Rate

The Chronicle of Higher Education, August 2014
National Trends:
Faculty-Administrators Ratio

Full-Time Instructional Faculty
Per Full-Time Executive/ Professional
Staff for Public Master’s Institutions

1990: 2.3
2000: 1.8
2010: 1.85
2012: 1.4

Shepherd
2010: 1.85
2012: 1.6

The Chronicle of Higher Education, August 2014
### Salary Expense and Workforce Size by Employee Classification

<table>
<thead>
<tr>
<th>Employee Classification</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-Classified</td>
<td>71</td>
<td>75</td>
<td>75</td>
<td>66</td>
</tr>
<tr>
<td>Classified</td>
<td>205</td>
<td>206</td>
<td>206</td>
<td>219</td>
</tr>
<tr>
<td>Faculty</td>
<td>149</td>
<td>161</td>
<td>172</td>
<td>177</td>
</tr>
</tbody>
</table>
Revenue Source Allocation

Major Revenue Types

<table>
<thead>
<tr>
<th>% of Total Revenue</th>
<th>2010</th>
<th>2014</th>
<th>% of Total Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$16,665,777</td>
<td>$18,852,000</td>
<td>35.12%</td>
</tr>
<tr>
<td>Tuition and Fees</td>
<td>$16,312,817</td>
<td>$18,957,000</td>
<td>35.32%</td>
</tr>
<tr>
<td>Auxiliaries</td>
<td>$6,005,279</td>
<td>$5,751,000</td>
<td>10.71%</td>
</tr>
<tr>
<td>Grants and Contracts</td>
<td>$10,296,444</td>
<td>$10,113,000</td>
<td>18.84%</td>
</tr>
<tr>
<td>State Appropriation</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Operating Expense Allocation

2010 Expenses - $56,800,573
- Financial Aid: 5%
- Utilities: 5%
- Supplies and Services: 23%
- Benefits: 14%
- Depreciation: 10%
- HEPC Fees: 1%
- Salaries and Wages: 42%

2014 Expenses – $59,217,713
- Financial Aid: 5%
- Utilities: 5%
- Supplies and Services: 22%
- Benefits: 9%
- Depreciation: 11%
- HEPC Fees: 1%
- Salaries and Wages: 47%
Fall Assembly
September 29, 2014