

## **SHEPHERD UNIVERSITY BOARD OF GOVERNORS**

### **MINUTES OF THE MEETING OF NOVEMBER 9, 2023**

The Shepherd University Board of Governors met on November 9, 2023, in a regular meeting. Members participating were: David Avella (audio feed), Gat Caperton, Dr. Jim Cherry, Henry Kayes, Jr., Eric Lewis, Jonathan Mason (audio feed), Susan Mentzer-Blair (audio feed), Kevin Murphy, Austin Slater, Jr., Dr. Stephanie Slocum-Schaffer, Paul Teter, and Karl Wolf. Also present were Shepherd University President Mary J.C. Hendrix, members of the executive leadership team, and others.

1. **PUBLIC COMMENTS**

Public comments were made by 11 individuals, speaking to concerns as to the Academic Program Prioritization materials previously distributed by the Office of the Provost.

2. **ADMINISTRATION OF OATH OF OFFICE FOR NEW BOARD MEMBER**

The oath of office was administered by Chair Caperton to Dr. Stephanie Slocum-Schaffer.

3. **CONSENT AGENDA ITEMS**

**M (Cherry), S (Wolf), PASSED**, all members participating by audio feed were polled, that the following resolution be adopted by the Board:

**RESOLVED**, That the Shepherd University Board of Governors approves:

- 1) The Minutes of the Meeting of September 14, 2023; and
  - 2) The Minutes of the Meeting of October 10, 2023;
- each as presented in the Agenda materials of November 9, 2023.

4. **ANNUAL AUDIT REPORT AND FINANCIAL STATEMENTS**

Dr. Scott Barton, Vice President for Finance and Administration, introduced Mr. Daniel Persaud of CliftonLarsonAllen, LLP (CLA). Mr. Persaud summarized the auditors' responsibilities and the risk-based approach to the audit process. Mr. Persaud reported that the University received an unqualified opinion letter – the highest level of assurance. He said they encountered no difficulties and found no material audit adjustments. Mr. Persaud noted there were no material weaknesses and no significant deficiencies identified, stating it was a clean audit overall. Mr. Persaud thanked management for being proactive in looking at the budget and reviewed current events occurring in higher education and the economy, which create fiscal challenges for universities.

Chair Caperton thanked Mr. Persaud for the audit and report. Mr. Lewis thanked Dr. Barton and his team for getting us a clean and timely report when they were short-handed due to position vacancies.

5. **PRESIDENT'S REPORT**  
President Hendrix asked Chair Caperton to share information regarding the painting his father donated to the University which is now hanging in the Ram's Den. President Hendrix then acknowledged the hard work and strategic analysis focused on Academic Prioritization throughout the past few months. She shared a photo of the University's first bus shelter, located just outside the Student Center, which was requested by the Student Government Association and funded by the President's Club. President Hendrix then reviewed highlights of the ongoing initiatives for advancing Shepherd from among the comprehensive list provided in the President's Report.
6. **ACADEMIC AFFAIRS UPDATE**  
Dr. Robert Tudor, Interim Provost and Vice President for Academic Affairs, provided the Board with the Academic Affairs Update.
7. **ENROLLMENT MANAGEMENT ANNUAL REPORT**  
Dr. Kelly Hart, Vice President for Enrollment Management, provided the Board with the Enrollment Management Division Annual Report. This reflected strongly encouraging data as to enrollment growth, with increased new student enrollment and improved retention rates for continuing students.
8. **QUARTERLY FINANCIAL REPORT: 1<sup>ST</sup> QUARTER FY2024**  
Dr. Barton provided the Board with the Quarterly Financial Report: 1<sup>st</sup> Quarter FY2024.
9. **STUDENT AFFAIRS DIVISION UPDATE**  
Ms. Holly Morgan-Frye, Vice President for Student Affairs and Director of Community Relations, provided the Board with the Student Affairs Division Update. Dr. Cherry asked also for an update on athletics which Ms. Frye addressed.
10. **UNIVERSITY FOUNDATION UPDATE**  
Ms. Sherri Janelle, Interim Executive Vice President for Shepherd University Foundation, provided the Board with the University Foundation Update.
11. **TUITION AND FEE WAIVER REPORT: FY2023**  
Drs. Barton and Hart led a discussion with the Board on the Tuition and Fee Waiver Report: FY2023. Mr. Lewis noted that while we cannot do anything for FY2025, he would like to see the Board give focused attention to how the University allocates waivers among academic departments. Dr. Slocum-Schaffer pointed out the magnitude of athletic waivers. Chair Caperton noted he would follow up with staff to ensure a continuing discussion.
12. **2024-2025 ENROLLMENT, HOUSING, DINING, OTHER FEES, AND WAIVERS GENERAL DISCUSSION**  
These topics were deferred to the December 14, 2023, meeting.
13. **RECOMMENDATIONS FOR ACADEMIC PRIORITIZATION**  
Dr. Tudor offered a review of the materials presented, including further updates to his recommendations following the meeting of the Academic and Development Committee. Mr. Teter addressed students' concerns noting it was recognized that some cost reductions be achieved but students urged the University not to sacrifice its identity and mission as a part of that process.

Members discussed the components of the recommendations with Dr. Tudor, including considerations of increasing or decreasing various aspects of the specific program actions. The discussions included the important point that the Board retains a continuing authority as to academic program prioritization, as assessments of enrollment and fiscal conditions change over time.

**M (Cherry), S (Mentzer-Blair), PASSED**, all members participating by audio feed were polled, that the following resolution be adopted by the Board:

**RESOLVED**, That the Shepherd University Board of Governors makes the following determinations as to Academic Programs:

<p><b>Appalachian Studies, B.A./B.S., and M.A.</b></p>	<p>Continue but with specific actions.</p> <p>The program is recommended to continue with the following milestones:</p> <p>Increase undergraduate majors to twenty (20) by Fall 2027.</p> <p>The APST program must revisit the workload of the Appalachian Studies Director to create more student credit hour (SCH) production.</p>
<p><b>Communication and New Media, B.A. / B.S.</b></p>	<p>Examine curricular redundancies with Art programs. Adjust programs as necessary to create a more efficient model.</p>
<p><b>Computer and Information Sciences, B.S.</b></p>	<p>Continue to offer the B.S. in Computer and Information Sciences with two concentrations: (1) Cybersecurity and Network Security, and (2) Information Science.</p>
<p><b>Computer and Information Technology, B.S.</b></p>	<p>Discontinue (with teach-out plan).</p> <p>Eliminate the B.S. in Computer and Information Technology degree.</p> <p>Consolidate to the B.S. in Computer and Information Sciences with two concentrations: (1) Cybersecurity and Network Security, and (2) Information Science.</p>
<p><b>Computer Engineering, B.S.</b></p>	<p>Discontinue (with teach-out plan).</p> <p>Eliminate the B.S. in Computer Engineering degree.</p> <p>Consolidate all the degree programs in this area to the B.S. in Computer and Information Sciences with two concentrations: (1) Cybersecurity and Network Security, and (2) Information Science.</p>
<p><b>Data Analytics, B.S.</b></p>	<p>Discontinue (with teach-out plan).</p> <p>Reassign tenured faculty teaching in this program to Mathematics.</p> <p>Eliminate the B.S. in Data Analytics degree.</p> <p>Consolidate all the degree programs in this area to the B.S. in Computer and Information Sciences with two concentrations: (1) Cybersecurity and Network Security, and (2) Information Science.</p>
<p><b>Data Analytics and Information Systems M.S.</b></p>	<p>Discontinue (with teach-out plan).</p> <p>Reassign tenured faculty teaching in this program to Mathematics.</p> <p>Eliminate M.S. in Data Analytics and Information Systems degree.</p>
<p><b>Art, B.F.A.</b></p>	<p>Eliminate the concentration in Sculpture. Teach out any students in this major. Use current full-time faculty resources or adjunct faculty to teach any courses critical to required learning objectives and skills associated with all art majors.</p>

<p>Contemporary Theater Studies, B.A.</p>	<p>Continue at a reduced level. (Stated previously in the A.A. Prioritization document)</p> <p>Reduce by one full-time faculty member in the BA in Theater program. (Stated previously in the A.A. Prioritization document)</p> <p>A <u>comprehensive restructuring</u> of the degree. Combine selective survey and topics courses. Reduce the number of Theater History Courses from four to no more than two, and the total number of individual classes within the Restricted Elective Courses to create fewer options. Streamline the curriculum to better utilize the one, full-time faculty member remaining until the number of majors grows to justify the addition of another faculty member. (Stated previously in the A.A. Prioritization document)</p> <p>Increase SCH production of faculty teaching in this program.</p> <p>The University does not have the resources to continue to carry this program as it is structured now. A comprehensive restructuring of the degree is recommended. The Office of the Provost recommends stronger financial support from the Contemporary American Theater Festival (CATF) in the forms of:</p> <p>50% salary support for the remaining full-time professor.</p> <p>Recruiting and marketing support.</p>
<p>Secondary Education, B.A.</p>	<p>Eliminate the science areas within the education degree. Instead, encourage majors to pursue an MAT for those areas.</p>
<p>Curriculum and Instruction, M.A.</p>	<p>Consolidate this degree with the CSDA degree and work to plan and adopt the M.Ed. (see Opportunity).</p>
<p>Environmental Studies, B.S.</p>	<p>Recommend elimination of under-subscribed tracks in Resource Management, Food Sustainability, Geomatics, and Sustainable Resource Management into ONE Environmental concentration with fewer unique course offerings. Some of the consolidated course offerings can then be co-listed with the Ecological Concentration in Biology.</p>
<p>Applied Mathematics, B.S.</p>	<p>Discontinue (with teach-out plan).</p> <p>The Department focus should be to increase in the application yield and elimination of the BA in Math Education. Encourage larger first year Math cohorts to focus on an enhanced 4+1 program.</p>

Engineering Science, B.S.	<p>Reduce the concentrations and offer the B.S. in Engineering Science with one concentration only in Environmental Engineering</p> <p>Eliminate the concentration in Systems Engineering. These competencies should be covered in specific elective courses in the Computer Science area.</p>
Spanish, B.A.	<p>Remove the Modern Languages Minor from the catalog.</p> <p>Restrict foreign language offerings to Spanish only.</p> <p>Eliminate French and German instruction as it cannot be offered in a four-semester sequence and is not in demand.</p> <p>Explore other micro-credentials for Spanish with other disciplines.</p>
Music, B.A.	<p>Develop a concentration in the B.A. in Music focusing on Music Production, Technology, and/or Entrepreneurship.</p>
Music in Performance, B.M.P.	<p>Examine and modify the B.M. Performance degrees for more efficient delivery and attractiveness to potential students. Suggest eliminating the jazz and voice concentrations and/or all concentrations per the unit's suggestions. Potential to remove the B.M. in Performance completely.</p> <p>Examine a potential collaborative curricular offering with music and business (MBA 4+1 or music industry/administration) that can be taught with existing faculty and resources. Promote that on the website and in printed media for recruiting, Open House, Visitation Day, etcetera.</p> <p>Pursue certificate program in music technology using existing faculty resources and external partners.</p> <p>The School of Music needs to develop more sources of revenue to offset the expenses related to the operations of the school.</p>
Doctor of Nursing Practice	<p>Continue with teach-out of the Psychiatric Mental Health Nurse Practitioner Program.</p>
Global Studies, B.A.	<p>There are many concentrations. Consider consolidating into fewer options or converting into a concentration within the Political Science degree with a more specific path to graduation.</p>
Political Science, B.S.	<p>Remove the Geography, Anthropology/Geography, and Political Communications minors. Retain the Political Science and Global Studies minors.</p>

College Student Development and Administration, M.A.	Consolidate this degree with the M.A. in Curriculum and Instruction degree and work to plan and adopt the M.Ed. (see Opportunity).
Health Promotion and Exercise Science, B.S.	Examine all degrees, concentrations, course rotations, and enrollments in the courses to mitigate loss in overload compensations.  Reduce the summer compensation to the unit to no more than \$20,000. Inefficient use of the University's resources can be mitigated.
Nutrition, B.S.	Discontinue (with teach-out plan).  Continue with a Nutrition minor in the Recreation, Sport, and Exercise Science program.
Recreation and Sport Studies, B.S.	Examine all degrees, concentrations, course rotations, and enrollments in the courses to mitigate loss in overload compensations.  Reduce the summer compensation to the unit to no more than \$20,000. Inefficient use of the University's resources can be mitigated.  RSS should review its curriculum particularly to remove redundancy in content between business courses if possible. There could be the opportunity for faculty in RSS to cross teach classes between programs or even build out graduate courses in the MBA Sport Management and Health Administration concentrations.
Social Work, B.S.W.	Explore creating a Masters in Social Work (MSW) with a possible 4+1 pathway for Shepherd students.
Criminal Justice B.A.	Consider reductions or modifications to the Sociology program. It has shown a decline since the introduction of the criminal justice degree.  Explore the addition of a forensics component to the Criminal Justice degree.

**RESOLVED FURTHER**, That the Board of Governors directs that as to each program designated for discontinuance, the Provost shall establish the timelines and related requirements for the appropriate teach-out of each program and shall update the Board at least once per semester as to all program teach-out and terminations.

**RESOLVED FURTHER**, That the Board of Governors endorses the determinations of the Provost to reduce faculty position lines consistent with the University's determinations of Prioritization, and authorizes the Provost to continue to exercise judgment and discretion in adjusting position prioritizations, providing that this discretion shall be exercised within the benchmark of maintaining the targeted personnel expense savings of not less than \$1.17 million.

14. **REVIEW AND APPROVAL OF INFORMATION TECHNOLOGY INFRASTRUCTURE PROJECT PROSPECTUS**

M (Lewis), S (Slater), PASSED, all members participating by audio feed were polled, that the following resolution be adopted by the Board:

**RESOLVED**, That the Shepherd University Board of Governors approves the *Information Technology Infrastructure* prospectus and project budget of \$3,100,000, inclusive of lease financing costs, and authorizes the University President to proceed with the project, all as described in the November 9, 2023, Agenda Item.

15. **NEW BUSINESS**

None.

Following this discussion, the Board adjourned.

  
Gat Caperton  
Chair

  
Karl Wolf  
Secretary