

Faculty Senate Minutes

Monday, November 6, 2023, 3:10 p.m., Zoom

Senate Roster for 2023-2024:

Austin Showen (MUSC), Haley Albright (CHEM), Robert Anthony (SCCJ), James Broomall (HIST), Court Company (BIOL), Larry Daily (PSYC), Rhonda Donaldson (LIB), Tuncer Gocmen (ECON), Karen Green (SOWK), Max Guirguis (PSCI), Osman Guzide (CME), Melissa Hall (RSES), Brenda Johnston (NURS), Heidi Hanrahan (ENGL/LANG), Belinda Mitchell (EDUC), David Modler (ART), Sytil Murphy (DEPS), Robert Richardson (BADM), Cindy Vance (ACCT), Kevin Williams (COMM), Max Guirguis (ACF).

Officers: Heidi Hanrahan (President), Belinda Mitchell (Secretary), Larry Daily (Parliamentarian)

Meeting Schedule (2023-2024): 8/28/23, 9/18/23, 10/2/23, 10/16/23, **11/6/23**, 12/4/23, 2/5/24, 2/19/24, 3/4/24, 3/18/23, 4/1/24, 4/15/24

Called to order 3:10pm

Austin Showen	MUSC	Present
Haley Albright	CHEM	Present
Robert Anthony	SCCJ	Present
James Broomall	HIST	Present
Courtney Company	BIOL	Present
Larry Daily	PSYC	Present
Rhonda Donaldson	LIB	Present
Tuncer Gocmen	ECON	Present
Karen Green	SOWK	Present
Max Guirguis	PSCI	Present
Osman Guzide	CME	Present
Melissa Hall	RSES	Present
Brenda Johnston	NURS	Present
Heidi Hanrahan	ENGL/LANG	Present
Belinda Mitchell	EDUC	Present
David Modler	ART	Present
Sytil Murphy	DEPS	Present
Robert Richardson	BADM	Absent
Cindy Vance	ACCT	Present
Kevin Williams	COMM	Absent

I. Approval of October 16, 2023 Minutes /Approved M/S/U**II. Guest: Dr. Amy DeWitt, Associate Dean of Student Academic Enrichment: Proposed Revision of Withdrawal Form**

Dr. Amy DeWitt, Associate Dean of Student Academic Enrichment, presented a proposed revision of the course withdrawal form. Among other smaller revisions, this new version would eliminate the need for an instructor signature. Senators will share it with their schools/departments. At the next Senate meeting (12/4), we will vote on endorsing this revision.

III. Guest: Dr. Robert Tudor, Interim Provost and VP for Academic Affairs: Class Size Policy

Dr. Rob Tudor, Interim Provost and VP for Academic Affairs, visited the Senate to talk about the class size policy. Dr. Tudor shared two documents that help explain the decisions that he and the Deans Council made. He also promised to follow up with answers to additional questions the senate posed, particularly about summer classes. Senators were asked to share documents with their departments/schools.

III. Committee Reports

Assembly Committees and Representatives

- A. Admissions & Credits (Senator Green) **NR**
- B. Curriculum & Instruction (Senator Daily) **NR**
- C. Core Curriculum (Tim Nixon) **See Appendix**
- D. Advisory Council of Faculty (Senator Guirguis) **NR**

Faculty Senate Committees and Representatives

- E. Library Liaison (Senator Donaldson) **NR**
- F. Professional Development, Faculty Salary, and Welfare (Senator Anthony) **See Appendix**
- G. Scholarship & Awards (Senators Vance and Murphy) **See Appendix**
- H. Senate Bylaws (Senators Anthony, Guirguis, and Mitchell) **NR**
- I. Washington Gateway (Senator Modler) **NR**

External Committee Representatives

- J. Calendar Committee (Senator Gocmen) **NR**
- K. Diversity & Equity Committee (Senator Hall) **NR**
- L. Enrollment Management Committee (Senator Broomall) **NR**
- M. Graduate Council (Senator Williams) **See Appendix**
- N. Student Success Committee (Senator Campany) **NR**
- O. Technology Oversight Committee (Senator Guzide) **NR**

Other Committees

- P. Budget Advisory Council (Senator Campany, Senator Williams, Senator Modler) **NR**
- Q. Internationalization Advisory Council (Senator Modler) **NR**
- R. Threat Assessment Task Force (Senator Albright and Senator Murphy) **NR**

V. Composition/Structure of Senate, C&I, A&C, and Core Curriculum committees beginning Fall 2024

The Senate made some good progress on deciding recommended structures/membership for Senate and the A&C, C&I, and Core Curriculum Committees beginning at the end of this academic year.

Below are the four proposals, senators were asked to present these to their departments/schools and bring back feedback for a vote on 12/4 meeting.

1. **Admissions and Credits:** Senators from CSTEM and Nursing: please consult with your departments/schools to see whether they support the following proposal: Beginning Fall 2024, each college will send three members to the Admissions and Credits committee. The Senate will elect a committee chair. This will bring the number of voting members to 10. (CAHSS and College of Business, Rec, and Education already endorsed this model at their meetings; Current committee has 11 voting members.)
2. **Curriculum and Instruction:** Senators from CSTEM and Nursing: please consult with your departments/schools to see whether they support the following proposal: Beginning Fall 2024, each department or school will send one member to the Curriculum and Instruction Committee, as will the Library. The Senate will elect a committee chair. This

will bring the number of voting members to 12. (CAHSS and College of Business, Rec, and Education already endorsed this model at their meetings; Current committee has 12 voting members.)

3. **Core Curriculum:** Senators from CSTEM and Nursing and College of Business, Rec, and Education: please consult with your departments/schools to see whether they support the following proposal: Beginning Fall 2024, each department or school will send one member to the Core Curriculum Committee. Each college will also elect an equal number of “at large” members. The Library will also elect a representative, for a total of 21 members. (CAHSS already endorsed this model at their meeting; Current committee has 20 voting members.)
4. **Faculty Senate:** All of us: please consult with your departments/schools to see whether they support the following proposal: Beginning Fall 2024, each department or school will send one member to the Faculty Senate. Each college will also elect an equal number of “at large” members, for a total of 20 members, plus the ACF representative, for a total of 21 members. (Current Senate has 20 members, but Max Guirguis is both a department representative and the ACF representative.)

VI. Discussion of and Preparation for November 9, 2023 BOG meeting

Senator discussed what they would like for the new BOG faculty representative to bring to the next BOG meeting.

VII. Announcements

A. Board of Governors Meetings Schedule (4:15 p.m., Storer Ballroom of Student Center)

- 11/9/23
- 12/14/23
- 2/15/24
- 4/18/24
- 6/6/24

B. President’s Lecture Series Schedule (6:30 p.m., Byrd CHE)

- 11/27/23: Christian Jorgensen, Legal Counsel at the American Red Cross-National Headquarters, “The Crucible of Law and War: International Humanitarian Law and the Preservation of Humanity during Armed Conflict”

Adjournment: 6:00pm

Appendix 1: Committee Reports

Core Curriculum:

The Core Curriculum Committee held its first meeting of the academic year on Wednesday, October 18th. After introductions and preliminary business, members heard from Provost Tudor. Dr. Tudor talked about the need for Shepherd to make it easier for students transferring in with an Associate's degree from an accredited institution to finish in two years. Core Curriculum Committee members were charged with discussing this issue with their respective departments and programs. A collection of proposals from the School of Education for the student teaching classes underwent their first reading. And it appears that the Assistant Vice President for Strategic Planning, Dr. Jason Best, and the Vice President for Finance and Administration, Dr. Scott Barton, will be attending November's meeting to discuss the Core Curriculum Committee's assistance with the 2023 - 2028 strategic plan.

Submitted by Tim Nixon

Professional Development, Faculty Salary and Welfare:

See email sent to campus regarding reductions to sabbaticals etc

Scholarship & Awards:

Scholarship and Awards Committee Report- November 6, 2023

1) The Committee held its initial meeting for the academic year on October 27, 2023 via Zoom. The following members (including ex-officio) were present: Dr. Cindy Vance (co-chair), Dr. Sytil Murphy (co-chair), Dr. Craig Cline, Dr. Zahra Pourabedin, Dr. Zachary Musselman, and Dr. Brooke Comer. The following members (including ex-officio) were absent: Dr. Yu-Hsuan Liao, Dr. Melissa Hall, and Ms. Katie Swayne, Rob Tudor, and Valerie Wright(guest).

2) Cindy welcomed everyone and reviewed the committee charge as outlined in the Bylaws of the Senate. The committee discussed changes to the committee charge statement. The changes include: use College instead of School, make the voting chair plural due to the co-chairs structure of the committee, and evaluate eliminating the Foundation Executive Vice-President member. Cindy will send an email to Sherri Janelle (Foundation Executive Vice-President) and Rob Tudor to obtain their opinion on the elimination of the position from the committee. Cindy will communicate their opinions with the committee. The committee will submit the recommended changes to the Senate for review and approval.

3) Cindy reviewed the list of names and titles of the committee members with the committee. This will be what is printed in the McMurren Convocation program so each member is encouraged to review their name and title for accuracy. Cindy will email it again to the members that were not present at the meeting.

4) Cindy stated Brightspace is used for the McMurren Convocation materials. She stated that all members of the committee have access to the site. Cindy shared her screen to demo the documents in the Content module of Brightspace. Cindy stated that the “Tasks with Due Dates” module contains an Excel spreadsheet that is used to assign duties to committee members with due dates. Committee members volunteered for tasks during the meeting, and Cindy updated the spreadsheet. Cindy will email the spreadsheet to all committee to review again, and if anyone wants to help with tasks, please let Cindy know. Cindy stated that a McMurren TEAMS site is used to house the scholars’ citations and photos for the program and McMurren Scholars website photo gallery. Cindy shared her screen to demo the TEAMS site and the McMurren Scholars webpage for current year recipient photos, past recipients, and the scholar criteria (<https://www.shepherd.edu/mcmurren>). Cindy stated that all members of the committee have access to the TEAMS site.

5) The committee revisited the hood/stole discussion from last year. The committee would like to replace the hood either a customized McMurren Scholar stole or pendant/medallion next year. Cindy and Sybil will work with the bookstore on pricing and designs. They will bring the information back to the next committee meeting.

6) The committee discussed planning for the in-person for April 19, 2024. The committee agreed that last year’s requirement for brief faculty remarks for the scholars worked out to shorten the ceremony time. The committee would like to have a reception like last year for the attendees. The committee agreed that the first preference for the reception was outside of the Butcher Center, like last year, with the Wellness Center arena as the rain location. Brooke volunteered to check on reserving the Wellness Center arena. As the Provost’s budget only has \$500 available for food, Cindy agreed to talk with the McMurren Scholars Advisory Board to see if more funds can be allocated for a nice reception with heavy hors d’oeuvres. The McMurren Scholars Advisory Board gave \$1,000 last year for the reception. Cindy stated that Advisory Board meets on December 4; therefore, she will get back with the committee after that meeting.

7) Craig recommended that the students continue to be lined up by major. All committee members agreed.

8) Sybil completed and sent the Presidential Participation Request Form for Dr. Hendrix to participate in the McMurren Convocation. The McMurren Convocation is on Dr. Hendrix’s calendar.

9) Sytil will email faculty the solicitation email for contributions to the Faculty Scholarship Fund and update the scholarship application form to email to faculty.

10) The committee discussed the Last Lecturer candidates as provided by Valerie. Cindy will create a Brightspace poll for voting committee members to vote on a faculty member to give the Last Lecture. Voting will be completed by November 10.

11) The committee agreed to have another meeting in the fall to discuss the McMurrin hood/stole/pendant idea, Last Lecture, and set spring meeting dates. The group agreed to continue with Zoom for the February and March meetings and to hold an in-person meeting at the Frank Center for the April meeting to make sure everyone is prepared for the duties assigned at the Frank Center on Convocation day. Sytil will find a room for us to meet.

Report Submitted by: Dr. Cindy Vance

Graduate Council meeting, March 23

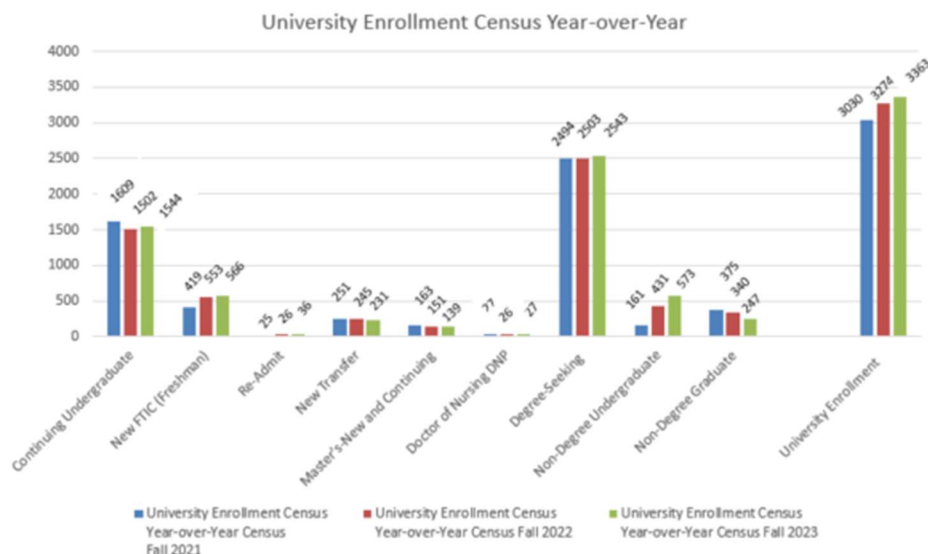
Curriculum action item: MAT – PE curricular changes: Updates have been made to the prerequisite undergraduate coursework used to develop competence in the Art specialization.

Strategic Plan - Tactics for Graduate Studies. Dr. Stevens identified 5 goals and 10 strategies for developing a strategic plan. These are under review and being prepared of submission. The council is considering various tactics.

Enrollment Management

1. Kelly reviewed the Fall 2023 Census Headcount data with the committee. Overall, Shepherd University enrollment has increased again, year-over-year. There were increases in freshmen, readmits, dual enrollment students, degree and non-degree seeking students. Transfer and graduate students decreased.

Shepherd University Enrollment: Fall 2023 Census Year-Over-Year



University Enrollment Census, Year-over-Year							
Headcount by Student Segment	Census Fall 2017	Census Fall 2018	Census Fall 2019	Census Fall 2020	Census Fall 2021	Census Fall 2022	Census Fall 2023
Continuing Undergraduate	1975	1902	1886	1753	1609	1502	1544
New FTIC (Freshman)	598	593	483	515	419	553	566
Re-Admit	25	38	27	33	25	26	35
New Transfer	360	286	237	178	251	245	231
Master's-New and Continuing	157	129	141	152	163	151	139
Doctor of Nursing Practice (DNP)	25	18	24	27	27	26	27
Degree-Seeking	3140	2966	2798	2658	2494	2503	2542
Non-Degree Undergraduate	516	633	640	237	161	431	573
Non-Degree Graduate	133	122	190	264	375	340	247
University Enrollment	3789	3721	3628	3159	3030	3274	3362
<i>Sources: Student Enrollment Census, Office of the Registrar and Institutional Research</i>							

- Kelly shared that National Clearinghouse preliminary data is now available and shared comparisons between Shepherd and what the Clearinghouse has shared. No data was available regarding transfer student numbers from the Clearinghouse report but she will share that information if/when it becomes available.

Shepherd University Enrollment vs. National Trends

(National Clearinghouse, October 26, 2023 – based on preliminary data as of September 28, 2023)

	<i>Nation-wide (Clearinghouse)</i>	<i>Shepherd</i>
<i>Overall Fall Enrollment</i>	<i>2.1% increase</i>	<i>2.68% increase (3362)</i>

vs. 2022		
Freshman	3.6% decrease (public four-year institutions was -6.9%)	2.3% increase
Transfers		-5.7% decrease
Dual Enrollment	Outpaced undergrads with an 8.8% increase.	60% increase
Graduate	.7% increase	-6 % decrease

3. Kelly shared with the committee an overview of our strategic planning. The Enrollment Management Committee will focus on Goal 1, Strategy 1 (recruiting and retention). Much of the planning in this area was done last year when the committee created the 3-year *Strategic Enrollment and Student Success Plan*. The committee was tasked with reviewing this plan and deciding on which initiatives will tie into the university plan – and focus on these for this academic year.

Kelly shared that the Alumni Association has begun creating its Strategic Plan that will tie into the Shepherd University Strategic Plan. This will be helpful as we later focus on GOAL #2, Strategy #2, Tactic 1.

Shepherd University Strategic Plan

Goal 1, Strategy 1

- **Tactic 1: Academic Affairs, Admissions, Financial Aid, Finance and Administration, Student Affairs, our colleges, and academic units will collaboratively establish and integrate prioritized recruitment and retention strategies, examining effectiveness and revising as appropriate.**
 - **Accountable: VPEM**
 - **Responsible: VPAA, VPEM, Director of Admissions, Director of Financial Aid, VP F&A, VP Student Affairs**
 - **Completion date: November 15, 2023**
 - **Product: For each area listed (Academic Affairs, Admissions, Financial Aid, Finance and Admin, Student Affairs) - Prioritized list of three strategies (maximum) for recruitment AND three strategies (maximum) for retention.**
 - **KPIs: Determined by the responsible parties – must be aligned to the selected strategies in recruitment AND the selected strategies in retention**

Goal 2, Strategy 2

- **Tactic 1: All offices will explore strategies to leverage connections with alumni to enhance career preparation for students while they matriculate.**
 - **Accountable: VPEM**
 - **Responsible: VPAA, VPEM, VP F&A, VP Student Affairs, VP Athletics**
 - **Completion date: November 14, 2023**
 - **Product: Codified prioritized strategies for leveraging alumni connections**
 - **KPIs: Determined by the responsible parties**

4. Next steps for the November 17 meeting:

Enrollment Management Committee members will review the *Strategic Enrollment and Student Success Plan*, cut and paste initiatives from this plan into the Shepherd University Strategic Plan located on the Enrollment Management Committee TEAMS account. Donna Miller has given the committee members access to this account.

Kelly will begin to include related information for the strategic plan to the TEAMS account, including weekly enrollment and admission updates shared with ELT.

5. Other committee announcements included:

- Provost Tudor shared that he met with the Core Curriculum Committee to ensure that transfer students coming in with an AA/AS will have their core curriculum requirements met automatically unless there is a prerequisite issue.
 - Shepherd's 2+2 agreements have been actively updated since summer, 2023.
- A concern about Shepherd's out-of-state tuition and competitiveness (and scholarships) with other out-of-state institutions was raised.
- Kelly suggested that we add 2+2 agreement updates to the TEAMS account so that the group is aware of these offerings. We will discuss these at a future meeting.

6. November and December Meetings:

- **November 17 @ 2-3 p.m. (TEAMS)**
- **December 15 @ 2-3 p.m. (TEAMS)**

Appendix 2: Dr. Tudor Document

Faculty Senate Questions on New Classroom Enrollment Policies

1. **Why, if the initial decision on the class size change was made in May, was it not conveyed to faculty until right before the spring schedule was due?**

In the Deans Retreat, we made an initial decision on a default class size of thirty (30). We had planned, after the retreat, a group from the Deans Council would finalize our suggestions into policies to bring to the faculty in the fall of 2023. We knew there would be exceptions. However, we needed to conduct more research on classroom capacity, which we did from June to August. Given the financial situation, we wanted to make the adjustment to be reflected in the Spring 2024 schedule, which is why it was rolled out in October.

2. **Why was this decision made with no consultation with faculty beforehand? Even more specifically, we are concerned about the caps on the writing in the major classes. The Core Curriculum framework lays out a cap for these courses: 20 students. This policy breaks the framework.**

Some consultation was done in advance of this, and it has appeared in task force discussions and group discussions officially for more than two years. We had input, but no consensus was reached.

The Core Curriculum Framework (Updated February 6, 2023) was written in December of 2011. The framework suggests under “Characteristics” that ideal enrollment for “writing in the major courses” is 18 – 20. This is an expressed ideal. This is not a policy.

3. **We are also very interested in the reason for the adjusted magic numbers for summer classes. This is the one that might require the most preparation beforehand, and you can anticipate these questions:**

- What was the reason for this change for summer classes? What were the mechanics behind the decision? Was it a question of profit? Were summer classes *costing* us revenue?
- Can we show that summer classes are **not** profitable when they run with five students?
- If summer classes with a cap of five are generating any revenue for the University—and the University needs revenue—how can we justify increasing the cap when it means many faculty simply won’t teach with the new number?
- I have a sense those questions about revenue/costs will require specific, clear data/evidence.

The purpose of the lowering the minimum enrollment from ten to a minimum of 5 *and* increasing the pay to faculty was to incentivize more classes to be offered in the summer. The idea was to help students progress quickly through their degree programs. Circumstances have changed. We are not running with the same numbers we had in 2017. We also had a history of cancelling summer classes and that was our piloted solution to solve this problem.

What do we pay in the fall/spring semesters versus the summer semesters?

Fall and Spring Overload and Adjunct Compensation

Doctoral- \$837 per credit

Masters- \$681 per credit

Bachelors/Associate- \$458 per credit

Summer Overload and Adjunct Compensation

Full-time faculty

Doctoral- \$1102 per credit

Masters- \$979 per credit

Bachelors- \$857 per credit

Part-time faculty

Doctoral- \$847 per credit

Masters- \$724 per credit

Bachelors- \$602 per credit

Problems:

- We are paying faculty to teach a minimum of ten students, but they are only teaching five at full pay in many cases.
- We had several occurrences where people offered multiple online sections with caps at fifteen (15).
- We have seen cases where multiple sections are offered of enrollment less than ten.
- Single-digit enrollments for **Summer 2022 = (151 courses out of 195, or 77%)**
- Single-digit enrollments for **Summer 2023 = (176 of 208, or 85%)**
- Single-digit enrollments for **Fall 2023 = (324 of 908, or 36%)**
- **Forty-six (46)** classes have **30+** enrolled for **Fall 2023**, or **.05%**
- Average enrollment for **Fall 2023** classes is **14**.

Considerations:

- Up until now, all we've ever had was a minimum enrollment target, and no upper target. So, everyone aimed for that minimum.
- There needs to be strategic summer scheduling; courses compete.
- If a department offers three electives and there are 5 students in each, why not offer one elective?
- How is class engagement with fewer than five students the same experience as the same class offered with ten or more students?
- We must be more strategic about what courses we're offering. If you have over-enrolled in courses in the fall and spring, those courses should be the primary consideration for summer courses.
- We aren't strategically looking at what courses our students want in the summer.
- We need to look proactively at what courses our students want in the summer.