

## **Minutes**

February 25, 2019

4:00 PM

University Faculty Senate  
Shawnee State University

### **1. Call to Order**

UFS President Marc Scott called the meeting to order at 4:05 p.m.

### **2. Roll Call:**

Secretary Jennifer Napper recorded the attendance (as follows):

Cathy Bailey, Sarah Minter, Mich Nyawalo, Phil Blau, Tom Piontek, Adam Miller, Dan Johnson, Amy Grau, Georgeann Kamer, Tony Ward, Cynthia Hermanson, Isabel Graziani, Kejing Liu, Eugene Burns, Mikel Stone, Virginia Pinson, Linda Hunt and all officers (Marc Scott, Kyle Vick, Jim Reneau, and Jennifer Napper). There were no SGA representatives in attendance.

### **3. Minutes:** Motion to approve January minutes was seconded by Phil Blau.

Approved by acclamation.

### **4. Agenda:** Motion to approve agenda was seconded by Tom Piontek. Approved by acclamation.

### **5. Remarks from the UFS President:**

The Faculty Festival of Achievement (FFA) took place last week, and I just want thank the faculty for their excellent presentations. According to Pat Spradlin, we had 13 presenters and 188 attendees. Along with commencement and Celebration of Scholarship, FFA is one of my favorite events here at the institution. There was one session specifically that I wanted to mention to the Senate, and that was the session in which the Technical Services and Collection Management Librarian, Suzanne Johnson-Varney, demonstrated the features of Shawnee State's Digital Commons. The Digital Commons is a part of a network of digital archives used by universities around the world, and they allow institutions to upload their faculty's scholarly and creative works as well as other materials. Suzanne and the Dean of Library Services, Janet Stewart, are working with faculty and community groups to add material to the archive. In the near future, we can expect to find materials from the *Portsmouth Daily Times*, supplemental materials from the Scioto Historical app, and images from the "You Know You're From Portsmouth If..." Facebook group. The archive will also include UFS minutes, FFA materials, works from Celebration of Scholarship, and with permission from publishers,

faculty publications. The next couple Senate meetings will be quite busy, but I'll ask the Dean and/or Suzanne to address the Senate at an upcoming meeting to demonstrate briefly the features of the Digital Commons.

Shawnee State was mentioned briefly in a *Chronicle of Higher Education* piece about Wright State University (WSU). I'll email the article to the Senate and will read it into today's minutes. WSU's faculty recently agreed to end its strike and the *Chronicle* piece detailed the number of issues confronting the institution and the impact those issues will have on the institution for years to come. A report published prior to the strike stated that "It will take WSU more than 20 years to get back to the financial position it was in just six years ago." I can also report that last week, the Faculty Senate at WSU petitioned for a vote of confidence/no confidence of its administration.

Shawnee State was referenced briefly as a point of comparison. Both institutions have a similar bond rating and the article noted the amount of cash on hand at both institutions. While Shawnee State confronts significant issues, we appear to have responded more successfully to changing enrollments. The article mentions briefly an issue that I believe to be of utmost importance, and that's what the author described as, "declining or stagnant state support." We have a ways to go in reducing cost and increasing enrollments, but if the state wishes to increase the number of Ohioans with a postsecondary education, they must make strides in parts of Ohio with less education achievement than others—and that's right here.

### **Board of Trustees Update**

The Board of Trustees met earlier this month on Friday, February the 8<sup>th</sup>. At the meeting, the following was discussed or approved:

- During the Finance and Administration Committee meeting, we learned that our SB6 ratio, a metric comprised of a number of financial statistics that measures the overall financial health of the institution, is currently 2.1. The cutoff at which the State becomes involved is 1.7. We learned that the institution is making strides to cut costs, but it appears we are falling short of meeting the \$3.0M budget deficit authorized by the Board earlier this academic year. We also learned that the roughly \$300,000 state share of instruction supplement we expected to receive based on the state's funding formula ended up being a \$200,000 reduction in state share of instruction. Ohio University reported an increase of at-risk students which resulted in a \$4,000,000 boost in their state share of instruction. And because the state-wide pool of money remained the same size, Ohio University's increase resulted in less funds available for other institutions like Shawnee State.

Based on what I observed at the meeting, our budget deficit is shaping up to look more like \$4,000,000 to \$4,500,000, and I'll ask the President or Provost to correct those figures.

- At the Board meeting we learned that Governor DeWine and Vice Chancellor for Higher Education Duffey would visit on Tuesday, February 12<sup>th</sup>. Though I didn't attend any of the events, it appears that the event was positive and our students and faculty made a strong, favorable impression on the Governor and Vice Chancellor.
- A resolution passed clarifying the on-campus education benefits for adjunct faculty. The language specifies that adjunct faculty have access to education benefits on campus and not online programs, and the approved resolution also clarified that CCP adjunct faculty have access to on-campus education benefits.
- On February 28<sup>th</sup>, there will be a dinner for high school College Credit Plus instructors and guidance counselors.
- The nursing program was re-accredited.
- John Whitaker was added to the SSU Development Foundation Board.
- At the Academic and Student Affairs Committee, the President conferred the title of Professor Emeritus status on Thomas Stead who served the institution for over thirty years.

### **Enrollment and Recruitment Update**

Vice President for Advancement and External Affairs, Eric Braun, emailed me earlier today with an update on where we stand in terms of recruitment and enrollment:

- We are 64% to the goal of 1000 first-time freshman for Fall 2019.
- We've received 2765 applications (a 15% increase over last fall) and admitted 2110 students (a 19% increase over last fall).
- 46% of admitted students are University College eligible students.
- Orientation registrations are down 40% from last year, but is likely due to changes in how we deliver orientations.
- We had a record number of students (205) sign up for Showcase Day on Saturday, February 23<sup>rd</sup>. The Vice President wanted me to pass along the

following note: “Thank you to all of the faculty members who shared their time and talent to participate in Friday’s Open House and Saturday’s Showcase.”

### **Information Items**

Below are some information items I’d like to share with the Senate:

- **Textbook Selection Process Policy.** I’ve worked with the Dean of Library Services over the last couple weeks to develop a policy for textbook selection that is required by the Ohio Revised Code. We’re in preliminary stages at this point, but the document notes the importance of academic freedom and the faculty right to select textbooks that he or she deems to be in the best interest of student learning. I’ve reached out to the SEA President regarding the policy and will share drafts as the policy takes shape. We can expect the policy to make its way through the governance process later this semester.
- **Online Bookstore.** As the Provost noted earlier this academic year, the university is seeking bids for an online and/or hybrid bookstore. Last week, the Senate Secretary and I attended presentations by the four finalists: eCampus, Follet, Akedemos, and Barnes and Noble. Other faculty members, such as Cindy Hermanson and Linda Hunt, also attended some of the presentations. The Secretary and I put student cost high on our list of priorities, followed closely by the financial impact on the institution and features that make the textbook adoption process simpler for faculty. A decision will be made by the end of this week or early next week.
- **Course Evaluations.** A few weeks ago the SEA President and I spoke about the possibility of revising the course evaluation instrument. Apparently, we’ve used the same instrument for a number of years and there have been a few efforts to revisit the course evaluation questions. The SEA Executive Committee agreed to take up this issue and form a committee to explore revising the instrument.
- **GEP Assessment Plan.** The GEAC chair, Mike Barnhart, has made significant progress drafting a GEP assessment plan. GEAC will consider the plan by the end of this semester and forward their proposal to EPCC and UFS. The GEP Director has asked departments with courses in the GEP to begin collecting data which puts us a little ahead of the timeline required by our accreditors. The assessment plan isolates one essential

learning outcome in each category, and the departments are identifying student work that can provide evidence of satisfying that learning outcome. The plan is to provide incentives to faculty with expertise teaching in each GEP category for norming and assessing student work. I want to extend a note of appreciation to Mike for his hard work in that endeavor as it demonstrates that faculty are taking seriously the Higher Learning Commission's feedback.

**Program Warehousing.** Under the current guidelines, program warehousing conversations take place in the Program and Curriculum Working Group, which consists of faculty representatives, the academic deans, and the Provost. This academic year, the committee met to discuss warehousing programs, and the discussion resulted in Provost proposing five programs for warehousing. We'll discuss four of those programs today. The Provost has also supported a revisit of the program warehousing process, and I have reached out to a number of people about changes that might be made. One change to the process will be explained by the Provost later in our meeting. The warehousing process, whether it be largely the process currently in place with the modification the Provost will describe or a significantly different process, will be shared with faculty and brought before EPCC and the Senate by the end of this semester. I want faculty to be aware of the changes to the process prior to the beginning of the fall term.

I'll have more to say later in the meeting when we discuss our new business. If there are any questions or comments, please share them with the Senate.

- 6. Treasurer's Report:** Treasurer Jim Reneau reported on the expenditures to date. After auditing last year's financial statement, Jim found a \$450 mis-post by the administration into one of our accounts and restated our end of year report for last year. There appears to be a mistake in a P-card reconciliation in which an expense was posted into one of our accounts that wasn't ours. This doesn't really change anything, but Jim clarified last year's end of year financial report to correct this mistake. Instead of being \$6 over budget last year, we were \$443 under budget last year.

Currently, we've had no expenditures this academic year. We have about \$500 of outstanding travel and \$400 for the faculty party, which leaves \$681 unencumbered. We will be discussing how we want to spend this later in the meeting.

Motion to approve report was seconded by Dan Johnson. No discussion.  
Approved by acclamation. Report is attached to the minutes.

## **7. Administrative Reports**

### **Interim President Jeff Bauer's report:**

#### **Governor's Visit**

Governor Mike DeWine and Senior Vice Chancellor Mike Duffey (ODHE) visited campus on February 12. Governor asked for a very short meeting with senior leadership, BOT, and wanted to meet with our students and learn about our institution's impact on southern Ohio, especially economic impact. The Governor's focus is on early childhood education/preparation, access to education, job preparation, addressing the opioid epidemic. Visit went well. SSU effectively introduced the Governor and, especially, the Senior Vice Chancellor to the positive impact SSU has on southern Ohio and the need for the State to support our mission.

#### **Other Visits**

Brian Baldrige (District 90 State Representative) visited campus on February 7. He has replaced Terry Johnson as this area's representative to the Ohio House. Bryn Stepp, Assistant to Lt Governor Husted, visited campus last Thursday. The Lt. Governor heads up Innovate Ohio and would like for job placement to be included as a performance measure in higher education. John Carey, new Director of Governor's Office of Appalachia, visits on Wednesday.

#### **Autism Center**

Marcie Sims, Linda Koenig, and Jeff Bauer visited the Autism Center at Marshall University last Wednesday. Center is remarkably successful (94% completion rate). SSU has a relatively high number of students on the Autism Spectrum; consequently, the institution may consider establishing an autism center in the future.

#### **Food Service Contract**

Three finalists. New contract begins June 1.

#### **Bookstore Contract.**

Four finalists. Three fully virtual. B&N offers current bookstore selections.

#### **Thank yous**

Thanks to Professor Al Azm for organizing the Model Arab League Conference and Pat Spradlin for organizing the Faculty Festival of Achievement

#### **Strategic Enrollment Plan**

Will begin the final development of the strategic enrollment plan in March. Action projects from five committees due by the end of next week. Draft of plan will be delivered to constituent groups for feedback.

### **Budget Update/Enrollment Update**

Development of FY 20 budget will begin shortly. Will have to project revenue for next year. Not easy. Current FY... we are falling short of projected savings in the most recent analysis. We have a positive outlook for next fall's freshman cohort but our projections at this point are far too speculative. The numbers will begin to take shape once we have several orientations (April) under our belt. I appreciate the faculty help for Showcase Day. It helps a great deal.

### **Discussion**

There was a question from Marc Scott regarding the deficit. Dr. Bauer indicated that he thinks we'll do a little better than the projected \$4-4.5 million deficit because we will get a little more in revenue. We most likely won't be able to hit the \$3 million, but it will be close.

### **Interim Provost Becky Thiel's report:**

**Governor's Visit:** He met with the senior leadership teams and the Board of Trustees but there were two members, Provost Thiel included, that were sent to Southern State and were unable to meet with the Governor.

**Warehousing Procedure:** We are currently reworking the warehousing procedure and the committee structure. There is only a difference of one member between the Academic Resource Management Committee (ARMC) and the Program and Curriculum Working Group. They are considering combining the two committees since resource management is an important consideration for both approving new programs as well as warehousing old ones.

They are also in the process of revising the proposal application. The questions on the application do not fully cover all of the information that is needed to evaluate new proposals. They are also working on clearly defining terms. Such as the difference between a track and a concentration. Hopefully with the new website, ARMC will have its own page which will contain all of the relevant information.

**Trip to Texas:** Dean Madden, Dean Kacir, and Dr. Tim Angel visited the air force base in San Antonio. The air force is interested in SSU providing them with coursework and degrees for their recruits. This would enable them to earn a degree while still in the air force. There're five programs they are going to try and

target for this program. Once they've ironed out the details, the programs will be notified. This has the potential to have a lot of transfer students come to Shawnee State. There're already 65 universities participating in this program, we'd be the 66<sup>th</sup> with 16,000 students total a year. There's one program that no other university offers, so they are going to focus on that one, which currently has 4,100 students. They are hoping to maybe develop this partnership starting as early as next fall.

**Learning House:** Applications are increasing.

**Credit Hour Policy:** This is on the agenda today. That will be the first things we can tick off of the list for HLC.

### **Discussion**

The program no other institution offers is the Corpman Program. They are basically first responders on the battlefield and they need simulation technology for this program.

Marc Scott also mentioned that any feedback from faculty regarding the revision of the ARMC proposal documents would be much appreciated. He also stated that it is a positive development to move the warehousing conversation to the ARMC. There's probably not any scenario we can have around program warehousing that would make everyone happy. At least with ARMC, the group is tasked with thinking about cost, resources, and strategy and connections to the institution's mission. This gives us a thoughtful heuristic to talk about program warehousing. The working group lacks that direction. There might be additional changes to that process. Dr. Scott would like these changes to go before the senate by the end of the semester so that we have a clear sense of the process in the beginning of the next academic year.

### **8. Announcements from Senate floor:**

Amy Grau: If an exam is being administered through Accessibility Services, you must inform them if the exam is to be proctored, otherwise it is not. That is their policy.

Sarah Minter: The student art show for the semester starts next Wednesday. There will be refreshments from 5-7pm if anyone would like to see the students' work.

Marc Scott: I don't have the final score, but I'm happy to report that the faculty and staff basketball team has retained its crown and narrowly defeated the student team by three points during the Hall of Fame Weekend activities.



Update from Pat Spradlin regarding Teaching and Learning Center events:

Upcoming TLC professional improvement sessions include Tuesday, March 5, 3 PM in UC 214 Cheryl Irish will give us five ways faculty can create community in f2f and online classrooms. After break, Melissa Rucker and Janet Stewart will be doing two sessions (March 28, 5 pm & March 29, 9:30 am) about open education resources for the classroom. Michelle Moore will be offering a session April 1, 1 pm about making sure syllabi and assignments are accessible to all students. Everyone is encouraged to participate in faculty development about teaching and learning.

## **9. Committee and Director Reports**

### **a. Executive Committee Reports:**

UFS President Marc Scott: Later this week, the UFS Executive Committee will issue calls for nominations for next year's shared governance and the Senate's standing committees. We'll accept nominations through the week we return from Spring break and then the Executive Committee will make its selection by the end of the month. Our goal is to have our selections made by the end of March so the committees can begin their work at the beginning of the Fall term. The call will ask faculty to tell us what committee they'd like to serve on and a little about their background or interests relevant to that committee.

Also, later this week, I'll issue a call for service on the Senate Election Committee. This year we'll have our routine elections for senators and officers whose terms are ending. We'll also vote on amendments to the UFS Constitution that I'll describe later and that we'll discuss and vote on here in the Senate in March. I'd like to make it possible for faculty to vote for both senate elections and constitutional amendments at the same time, and based on the requirements of the UFS Constitution, that means Senate elections will take place between April 9<sup>th</sup> and 11<sup>th</sup>.

Because I attended the February Board of Trustees meeting which coincided with the most recent Ohio Faculty Council meeting, I'll briefly turn the report over to Kyle for an update from the Ohio Faculty Council.

Kyle Vick reported on the February Ohio Faculty Council (OFC) meeting: The biggest news from OFC is that the Chancellor and Senior Vice Chancellor were in attendance and it seems that this is going to become a fairly regular occurrence because the Chancellor has named the OFC as an official advisory body to the Chancellor's office. That is a big step forward for the OFC and faculty in general since they represent us. This means we'll have the ear of Chancellor Gardner in a way that we've not had previously.

Dr. Vick also reported on his conversation with senior Vice Chancellor Duffey about the Ohio College Opportunity Grant (OCOG). The Vice Chancellor would like to see the grant amount raised for public institutions so it is the same as private institutions. Dr. Vick mentioned to the Vice Chancellor that this wouldn't really help Shawnee State since our tuition is not expensive enough to use the grant that is already awarded to students at public institutions. Dr. Vick asked him if it would be possible to make those funds available for things other than tuition (housing, books, etc.) so that our students could take advantage of the grant money. The Vice Chancellor responded that the problem is auditing non-tuition expenses to prevent the students from ending up with cash in hand. If anyone has any ideas about how to audit these funds please let Dr. Vick know. It would be very beneficial for our students to have an increased access to these funds.

Back to Marc Scott: Finally, it came to the attention of the Executive Committee late last week that the members of the CWA were going to be laid off from March 11<sup>th</sup> to the 15<sup>th</sup> to coincide with the university's closure during spring break. It appears that CWA members were made aware of this on February 15<sup>th</sup>, less than a month before this action would take place. We don't have all of the facts at this point, but on behalf of the UFS Executive Committee we are unanimous in our desire to express the following sentiments:

1. CWA members have a vital role in the academic mission of the institution.
2. We are alarmed by these developments. We recognize that we have more to learn and we appreciate the university's financial situation, but the timing, the tactics, and the communication greatly concern us.

We'll seek out additional information and will reserve the right to issue another statement at a later point.

## **10. Unfinished Business**

**a. UFS/SEA Party.** The UFS/SEA party will take place this Friday, March 1<sup>st</sup> from 6:30 to 9:00. Senator Mikel Stone has led the group preparing the event and I'll ask her to give us a brief update on the event preparations.

Update from Mikel Stone: The party will be catered by Sonara Grill with a variety of food and drinks, including adult beverages. Party starts at 6:30.

## **11. New Business**

**a. Senate Awards.** The Treasurer and I chatted last week about funds that might be available for faculty awards. Last year we funded the Shannon Lawson Service Award, a teaching award for early career faculty, and an award for faculty

research. The UFS Executive Committee is interested to continue funding those awards this year, and according to the treasurer, we can expect to have roughly \$600 available funds to cover those awards. As we did last year, I'd like to ask a senator to approve a motion allocating Senate funds not to exceed \$600 for the purpose of funding the three faculty awards I mentioned. Tom Piontek made a motion to allocate senate funds (\$600) for faculty awards and was seconded by Phil Blau.

**Discussion:** Last year the award money was divided up equally among the three awards and there was no discussion to change that. One concern that was voiced was to make sure the selection committee has representation from all of the areas that conduct research on campus. The awards are selected by the Scholarly Affairs Committee, which does have a diverse group of faculty serving on it.

The motion passed unanimously.

**b. Constitution Revision Committee.** The UFS Constitution is due for an update. We use Curriculog rather than the forms referenced in the Constitution, and there are a number of other minor updates needed to the document. I've reached out to the committee chairs to receive their and their committees' feedback regarding the changes they'd like to see to their committees' constitutional language. There are also more significant changes the Senate should consider. We've discussed the changes to the Distance Learning Committee and the distance learning course approval process. The faculty serving on the First-Year Experience Committee have also expressed interest in eliminating that committee and making the Senate and/or GEAC a place for reporting on issues related to the First-Year Experience program.

A more significant change I'd like the Senate to consider is creating a set of bylaws that would include the UFS Committee information that is currently housed in the Constitution. Having a set of bylaws permits us to be more flexible in altering details about the committees that report to the Senate. Such changes would receive a hearing before faculty and a vote in the Senate. Currently, such changes are constitutional amendments requiring Senate approval and a faculty vote. If we were to create bylaws, the Constitution would retain important information about the relationship between the Senate and the administration as well as information about UFS officers and elections. That information should be more difficult to change, so it would remain in the Constitution. I've spoken with the past two Senate presidents and both have expressed support for those changes.

The Constitution allows for the possibility—but does not require—a Constitution Revision Committee. We have two options: form a Constitution Revision Committee of Senators and Senate officers *or* task the UFS Executive Committee with revising the constitution. The changes will be made available to the Senate in time for the March Senate meeting and ratification by faculty in April.

Cathy Bailey made a motion to task the Executive Committee with revising the UFS constitution. Georgeanne Kamer seconded this motion. Motion approved by acclamation.

**c. Resolution Affirming Free Speech on Campus.** Motion to take up this issue was seconded by Dan Johnson.

Two weeks ago and again last week when I distributed the agenda, I sent the Resolution Affirming Free Speech on Campus to the faculty. I received one suggestion to reference the CBA language on academic freedom and we'll consider making a minor change to the resolution based on that feedback.

To provide a little bit of context, the resolution comes about as part of an Ohio Faculty Council effort to demonstrate to the state legislature that faculty members in the State of Ohio take free speech seriously. In our January meeting, Kyle described previous efforts by the state legislature to weigh in on free speech on college campuses. If those efforts were followed to their logical conclusion, they would have permitted someone to stop the Ohio State University and Michigan football game and deliver a speech at the 50-yard line. We'd be joining faculty Senates across the state in making a clear message that faculty support free speech on our campuses. The UFS Executive Committee supports passage of the resolution.

There was a recommendation to add reference to the CBA, in the second whereas statement. It would read "Whereas Article 7 of the Shawnee State University Shawnee Education Association Collective Bargaining Agreement affirms the university and faculty support for academic freedom and the faculty's right to engage in extramural speech free from censorship or discipline."

Jim Reneau made a motion to add this language to the resolution which was seconded by Mich Nyawalo. There was no more discussion. The motion passed unanimously.

**d. Credit Hour Assignment Policy.** Tony Ward seconded the motion to take this up. The Provost mentioned that part of the Higher Learning Commission's report included a suggestion that Shawnee State have a policy defining how we calculate or define a credit hour, particularly how we calculate a credit hour for

online courses. The policy distributed last week and earlier today was reviewed by the chairs of the Distance Learning Committee, the Graduate Council, and EPCC and there have been no objections to the policy's adoption.

**Discussion:** There was a clarification that the 1500 minutes of homework was per credit hour and not per course. There was also some discussion on how this would be monitored or enforced. The general consensus was that it would be monitored same as face-to-face classes, by reviewing syllabi, promotion, oversight of adjuncts, etc. There's nothing in this policy that would change the credit hours going from face-to-face to online.

Motion passed unanimously.

**e. curricular items:**

**1. BFA SA Photography.** Georgeanne Kamer seconded the motion to take up this agenda item. The administration is seeking closure of this program due to a faculty member's departure from the institution. The Fine, Digital, and Performing Arts Department have agreed to the program's warehousing, and will seek to revive the program once the department is able to replace this position.

During a short discussion, the Provost clarified that there were less than ten students in all of the programs on the agenda to be warehoused and maybe even closer to zero for some of them.

Motion passed unanimously.

**2. BFA Art Studio Concentration.** Motion to take up this agenda item was seconded by Mikel Stone. The Fine, Digital, and Performing Arts Department has another program with identical curriculum, and according to the department chair, there is frequent misunderstanding and confusion about the two degrees, and the program has mutually agreed with the Provost to warehouse this program.

Discussion centered around the fact that there are two programs: Art Studio and Studio Arts. They both have the same classes, which makes them duplicate programs.

Motion passed unanimously.

**3-4. BS-NS Chemistry and Early Childhood Intervention Specialist.** The two remaining program warehousing proposals are programs in which the faculty have created replacement programs, thus making these programs obsolete.

Motion to take up agenda item 11e3 was seconded by Sarah Minter. There are no students currently enrolled in BS-NS in Chemistry and there is still a BS in Chemistry offered. Motion passed unanimously.

Motion to take up agenda item 11e4 was seconded by Cathy Bailey. The program that was put in place of this program was a dual licensure in special education. No discussion. Motion passed unanimously.

**5-35.** Dan Johnson made a motion to bundle these items. Motion was seconded by Tony Ward. Motion passed unanimously. No discussion.

Dan Johnson made a motion to accept these curricular items. Phil Blau seconded the motion. Motion passed unanimously.

**12. Adjournment:** Motion to adjourn the meeting was seconded by Eugene Burns at 5:10 p.m.

**Shawnee State University  
University Faculty Senate  
Treasurer's Report**

**As Of:** 2019-02-25  
**Budget Period:** 2017-2018 EOY  
**Budget Accounts:** 10-1010-30-10042-\*

Object	Description	FY Budget	Committed	Obligated	Other Consumption	Expenditures	Consumption	Budget Balance	Expended %
66199	Miscellaneous	787.50						787.50	
64104	Rental					350.00	350.00	-350.00	
56101	Other Professional Svc				150.00	300.00	450.00	-450.00	
62101	Travel	900.00				194.74	194.74	705.26	21.6%
61007	Misc Supplies					152.09	152.09	-152.09	
62110	Mileage					97.37	97.37	-97.37	
<b>Total</b>		<b>1,687.50</b>				<b>650.00</b>	<b>1,244.20</b>	<b>443.30</b>	<b>73.7%</b>

**Notes:** An additional \$150 should have been posted to 56101 for a Shannon Lawson Award for 2017-2018. It is being shown in "Other" while the university reverses the charge to 2018-19 and returns it back to 2017-18

When this report was originally given in the October meeting A miscellaneous charge of 450.00 was included in the report. Upon subsequent audit this was found to be posted in error to the UFS. The ending balance for 2017-18 is restated as above.

**Respectfully Submitted**  
**James M. Reneau – Treasurer UFS**

**Shawnee State University  
University Faculty Senate  
Treasurer's Report**

**As Of: 2019-02-25**  
**Budget Per 2018-2019**  
**Budget Acct 10-1010-30-10042-\***

Object	Description	FY Budget	Committed	Obligated	Other Consumption	Expenditures	Consumption	Budget Balance	Expended %
66199	Miscellaneous	881.83						881.83	
64104	Rental	350.00						350.00	
56101	Other Professional Svc				-150.00	150.00			
62101	Travel	300.00						300.00	
61007	Misc Supplies	50.00						50.00	
62110	Mileage								
<b>Total</b>		<b>1,581.83</b>			<b>-150.00</b>	<b>150.00</b>		<b>1,581.83</b>	

**Notes:** The \$150.00 charge should not have been posted to 56101 in 2018-19. A previous year charge (Shannon Lawson Award) for 2017-2018 was posted after the cutoff. It is being corrected with a -150.00 in "Other" while the university reverses the charge from 2018-19 and returns it back to 2017-18. Once it is corrected it will be removed from this report.

\$450,00 has been budgeted to the UFS/SEA joint party as approved.

**Respectfully Submitted**  
**James M. Reneau – Treasurer UFS**



THE CHRONICLE  
of Higher Education

## FINANCE

# Inside Wright State's 6-Year Journey Into Financial Trouble

By *Dan Bauman* | FEBRUARY 13, 2019

✓ PREMIUM

Wright State University has seen more than its share of controversy in the last 10 years. There was the work-visa scandal that led to a federal investigation and a reprimand. The botched attempt to hold a presidential debate between Hillary Clinton and Donald J. Trump. The faculty strike, resolved just days ago, that paralyzed the Ohio campus for nearly three weeks.

The strike is over. But now the university faces its biggest challenge yet: a fight for its long-term solvency.

At the start of the decade, Wright State was a healthy, financially stable public regional university. Just a small number of years later, it has hit rock bottom — or so its leaders hope. The university has posted daunting deficits for several years running, and at the close of the 2016 fiscal year, Moody's Investors Service concluded that if Wright State were to liquidate all available assets within a month, the funds would allow it to operate for only 42 days. (By comparison, Shawnee State University, also in Ohio and with the same credit rating as Wright State, reported to Moody's last year that it would have enough cash on hand to cover 114 days.)



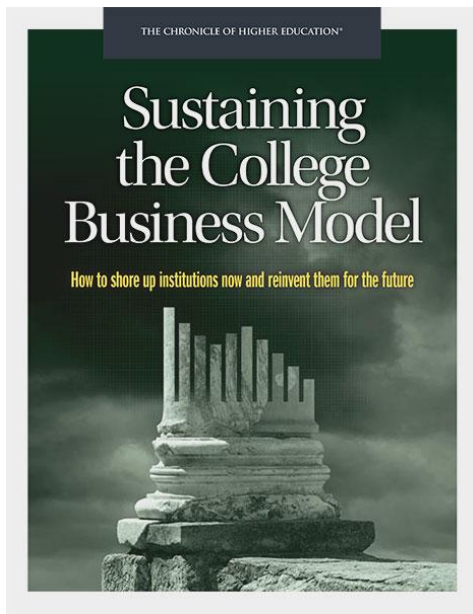
Wright State U.

It will take Wright State U. 20 years to return to the fiscal strength it held earlier in the decade. What went wrong? The answer is a mix of spending and scandal.

What is needed for Wright State to recover? Among other things, plenty of time. “It will take WSU more than 20 years to get back to the financial position it was in just six years ago,” stated a report drafted in the lead-up to negotiations with the faculty union.

Scandals alone can't explain the deterioration in Wright State's finances. Several challenges prevalent in public higher education played a role: declining or stagnant state support, dwindling enrollment of international students, greater competition for a smaller pool of domestic students, and a work force larger than the university's actual needs.

## Sustaining the College Business Model



### Sustaining the College Business Model: How to Shore Up Institutions Now and Reinvent Them for the Future

\$179.00

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But the simplest explanation of what went wrong at Wright State is this: Revenues declined, but spending did not. From 2012 to 2017, the university repeatedly ended its fiscal years in the red. Over that time, total revenues fell by \$43.5 million. Despite the declines, administrators failed again and again to bring spending in line with reduced revenues. For instance, though the university cut funding for academic support by \$36 million over six years, it increased spending on instruction, institutional support, and research.

“They had some revenue stress over the years, and they hadn’t done a very good job of effectively managing to that revenue stress,” said Christopher Collins, an assistant vice president and an analyst at Moody's. “They hadn’t adjusted their cost structure to align with lower revenue amounts, and I think that’s really the big thing.”

What started out as a pair of \$9-million deficits in the 2012 and 2013 fiscal years quickly escalated. At the conclusion of 2016-17, Wright State had posted year-end deficits of \$22 million, \$37 million, and \$47 million in the three preceding fiscal years.

The deficits depleted Wright State’s once-muscular reserves — a \$130-million drop in just five years — and contributed to multiple credit-rating downgrades. Moody’s issued two rating downgrades on debt issued by Wright State from 2015 to 2017, determining that the risk associated with the debt had increased from low to moderate. The agency affirmed its findings in July 2018. Despite the ratings decline, according to Moody’s, Wright State’s debt remains investment grade.

In its 2017 opinion on Wright State’s “rapid credit deterioration,” the rating agency cited the unexpected severity of the operating deficits in the 2016 and 2017 fiscal years. Moody’s also said its new rating highlighted the “significant management failure to adjust to an evolving environment.”

## **Alarm Bells**

If Wright State officials felt good about their financial outlook at the beginning of the decade, they also saw reason for concern. The university had been drawing revenue from the federal stimulus program, designed to help pull the country out of recession, and that money was about to run out. In financial statements, the university acknowledged that it

would need to curtail spending that had been made more palatable by stimulus revenue. But the university seemed to ignore its own guidance, and expenditures continued to rise.

Moody's first sounded the alarm about Wright State's problematic spending in October 2015. That month, the agency downgraded its rating on bonds issued by Wright State, though it considered the university's overall outlook at the time to be stable. Sections of the agency's report now seem prescient. Among other factors, the analyst for Moody's wrote that its newly downgraded rating for Wright State reflected "the absence of concrete plans for materially reducing expenses."

The annual presentations to Wright State's board on the institution's anticipated budgets for the 2012 to the 2016 fiscal years never provided such negative analysis. The institution's financial outlook was always described as "strong" by various units and officials in charge of financial management at Wright State. Mark M. Polatajko, the vice president for business and finance from 2012 to 2016, declined to comment for this story. P. Jeff Ulliman, who followed him, also declined to comment.

David R. Hopkins, Wright State's president at the time, said in an interview that the Board of Trustees had been consulted on and had approved spending decisions made by the administration. Hopkins also said the administration had supported initiatives that the board had sought.

It wasn't until the end of the 2015-16 academic year that Wright State's board members realized the university might be in trouble, said Michael Bridges, then chairman of the board, in an interview with the *Dayton Daily News*. Bridges did not respond to a request for comment from *The Chronicle*.

Plans were devised to tamp down spending, but they faltered. For years the institution had reported on its financial statements that job vacancies had gone unfilled in order to reduce costs. But spending on employee compensation and benefits grew by 25 percent from the 2012 to the 2017 fiscal years. The university also used its reserves to support various capital projects.

“I think the former administration had some ideas of really growing and building the university in many ways, and they kind of got out there a little too far,” said the current president, Cheryl B. Schrader, who took office in 2017.

Anticipating another deficit in the 2016 fiscal year, Wright State officials outlined a plan to Moody’s analysts on how the institution would reduce expenses. “Instead,” a Moody’s analyst reported to bondholders, “expense growth exceeded revenue growth.”

Cost controls did not target every unit equally. From November 2015 to November 2016, the number of nonfaculty instructional staff members increased by 264, according to data reported to the U.S. Department of Education. In the same year, Wright State eliminated 23 jobs, including six faculty layoffs. By November 2017, the university had laid off 57 more employees, and the number of faculty positions had shrunk by just over 100, according to data reported to the Education Department.

Slow-growing tuition and fee revenues, as well as muted state support, motivated the university to seek greater revenue from nontraditional sources. Attempts to jump-start revenue growth through the university’s research arm were stymied, though, by controversies including the work-visa scandal, questionable payments to a lobbyist, and allegations of kickbacks to the companies of WSU board members.

Even worse, the visa scandal appeared to scare away some international students, William A. Holmes III, vice president for international affairs, told the *Dayton Daily News*. The decision by Saudi Arabia to curtail its generous scholarships for Saudi students in the United States also reduced revenues for Wright State.

And when a cost-cutting program did work, the effects lagged. In the 2017 fiscal year, the university bought out 153 employees, potentially resulting in \$14.4 million in annual savings. But varied retirement schedules diluted immediate returns, and the program actually increased expenses by \$10 million in 2017 because of payouts for accrued sick time and vacation.

## **Decimated Reserves**

Since 2018, however, there has been cautious optimism on the campus. In June, Schrader said Wright State was on track to post a \$7.2-million budget surplus for the 2018 fiscal year, the first since 2011. Schrader and her team informed the trustees that the university projected a \$3-million surplus for the 2019 fiscal year, despite expected declines in revenue from Ohio as well as tuition and fees. At the time, the university said the anticipated surpluses would be used to shore up its decimated reserves.

The controversies of the last decade, as well as leadership changes, have exposed Wright State to both financial and reputational risk, Moody's found. While it's impossible to pinpoint the exact causes of the decline, the proportion of Wright State alumni giving to the university has dropped from 4.5 percent to 1.4 percent since the 2010 fiscal year, according to data reported to the Council for Advancement and Support of Education. And contributions to the university foundation's endowment fell from \$4.7 million in 2013-14 to \$525,000 in 2016-17.

Moody's analysts were monitoring the university's bargaining with the faculty union. The agency had repeatedly noted that Wright State's highly unionized work force "limits expense flexibility."

"This is a university that has turned the corner based on their financial performance in 2018, but their ability to sustain that over a longer period of time is going to be dependent upon, to some degree, the resolution of the faculty strike," Collins said. In July 2018, Moody's said one factor that could lead to another downgrade for Wright State was the disruption of university operations as a result of bargaining with the faculty union.

In general, Collins said spending on new programs and capital projects is important to a university's future, but administrators must always be realistic about their institution's financial health. "There needs to be a balance," he said, between new initiatives and existing programs and facilities.

To what extent the new faculty contract will affect Wright State's long-term financial performance remains to be seen. A university spokesman said bringing the faculty union into the institution's unified health-care plan would help support long-term financial

sustainability. But the spokesman said the negative attention arising from the strike may dissuade students from enrolling at Wright State this fall.

One focal point of the contract negotiations was the union's view that faculty members should not pay the price of the university's yearslong fiscal mismanagement. Faculty members also expressed skepticism at certain forecasts, provided by the university, of its short-term and long-term financial health. Faculty leaders questioned if certain elements were being exaggerated to gain advantage in contract negotiations.

Martin Kich, a professor of English and president of the American Association of University Professors' chapter at Wright State, said he hopes enrollments can grow and the university's reserves can be rebuilt. But he said it will take longer for the faculty to recover trust in the administration and the board. Professors can easily recall anecdotes of mismanagement that led to university's current plight, Kich said. And the bruises from negotiations with the university are still fresh.

"Almost by necessity," Kich said, "there's going to have to be a rebuilding of some mutual respect here, in order to make sure it is not repeated."

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1255 23<sup>rd</sup> Street, N.W.  
Washington, D.C. 20037

## University Faculty Senate Shawnee State University

### Resolution Affirming Free Speech on Campus

**Whereas**, Shawnee State University firmly supports academic freedom and free speech on campus; and

**Whereas**, Article 7 of the Shawnee State University and Shawnee Education Association collective bargaining agreement affirms the university's and faculty's support for academic freedom and faculty's right to engage in extramural speech free from censorship or discipline; and

**Whereas**, multiple events on university campuses, especially political speakers and demonstrators who have made visits to such campuses over the past several years, have raised questions about the status of free speech on American university campuses; and

**Whereas**, the free speech policy statement produced by the Committee for Freedom of Expression at the University of Chicago has become a model for many universities' affirmation of free speech and academic freedom across the country since its publication in 2015; and

**Whereas**, the Chicago Statement<sup>1</sup> has been adopted or endorsed by a large number of faculty bodies and institutions across the United States; therefore

**Be it resolved** that the Shawnee State University Faculty Senate endorses the following statement on freedom of expression, adapted from the University of Chicago statement:

*Because Shawnee State University is committed to free and open inquiry in all matters, it guarantees all members of the University community the broadest possible latitude to speak, write, listen, challenge, and learn. Except insofar as limitations on that freedom are necessary to the functioning of the University, Shawnee State University fully respects and supports the freedom of all members of the University community to discuss any problem that presents itself.*

*Of course, the ideas of different members of the collegiate community will often and quite naturally conflict. But it is not the proper role of the University to attempt to shield individuals from ideas and opinions they find unwelcome, disagreeable, or even deeply offensive. Although the University greatly values civility, and although all members of the University community share in the responsibility for maintaining a climate of mutual respect, concerns about civility and mutual respect can never be used as a justification for closing off discussion of ideas, however offensive or disagreeable those ideas may be to some members of our community.*

*Shawnee State University may restrict expression that violates the law, that falsely defames a specific individual, that constitutes a genuine threat or harassment, that unjustifiably invades substantial privacy or confidentiality interests, or that is otherwise directly incompatible with the University's functioning and policies. Shawnee State University retains the commensurate right to regulate reasonably the time, place, and manner of expression to ensure that it does not disrupt any ordinary University activities. But these regulations and exceptions cannot ever compromise the University's commitment to a completely free and open discussion of ideas.*



*As a corollary to Shawnee State University's commitment to protect and promote free expression, members of the University community must also act in conformity with the principle of free expression. Although members of the University community are free to criticize and contest the views expressed on campus, and to criticize and contest speakers who are invited to express their views on campus, they may not obstruct or otherwise interfere with the freedom of others to express views they reject or even loathe. To this end, the University has a solemn responsibility not only to promote a lively and fearless freedom of debate and deliberation, but also to protect that freedom when others attempt to restrict it.*

The First Amendment to the Constitution protects controversial, offensive, and radical speech, and no one has a Constitutional right to protection from offensive expression. Free speech protections and regulations cannot compromise the University's commitment to an open discussion of ideas, even when the underlying sentiments are ones with which the university leadership may disagree. While civility, respect for dissent, and tolerance are important democratic virtues that are essential to civic participation, these values must go hand in hand with guaranteed freedom of expression.

Shawnee State University will make every effort to ensure the safety and security of the university community, including invited guest speakers, who have the right to express their views without obstruction or threats of vandalism or violence. Freedom of expression is at the heart of education and democracy, and Shawnee State University will protect this right in accordance with Constitutional law and its commitment to provide a high-quality education.

<sup>1</sup> For the full text of the Chicago Principles, please see the following:  
respectively: <https://provost.uchicago.edu/sites/default/files/documents/reports/FOECommitteeReport.pdf>

# Shawnee State University

POLICY TITLE:	CREDIT HOUR ASSIGNMENT
POLICY NO. :	9.99REV [assigned by President's Office if policy is new]
ADMIN CODE:	9999-9-99 [assigned by President's Office if policy is new]
PAGE NO.:	1 OF 3
EFFECTIVE DATE:	02/08/19 [date of BOT meeting]
NEXT REVIEW DATE:	04/2022 [three years from effective date]
RESPONSIBLE OFFICER(S):	PROVOST
APPROVED BY:	BOARD OF TRUSTEES

## 1.0 INTRODUCTION

Shawnee State University's (SSU) credit hour definitions constitute a formalization of policy in order to 1) ensure compliance with federal and accreditation expectations; 2) ensure compliance also with Ohio Department of Higher Education's credit hour definition; and 3) to provide consistency throughout the University. Courses may be comprised of any combination of elements described, such as a lecture course which also has required laboratory periods or a lecture course having an additional requirement for supervised practice time.

Shawnee State requires this policy to be practiced by all full-time and part-time faculty. All definitions and standards apply equally to courses offered both on and off campus.

## 2.0 CREDIT HOUR DEFINITIONS AND EQUIVALENCE

The requirements that follow represent minimums for average students; however, deviation in excess of these requirements may occur, particularly at the graduate level. In the interest of accurate academic measurement, cross-campus comparability, and clarifying the relationship between contact hours, work outside of class, and credit hours, the following policies and practices apply.

### 2.1 Formalized Instruction Requirement.

Consistent with the Ohio Department of Higher Education's definition, a semester credit hour is earned for a minimum of 750 total instructional minutes of classroom instruction, with a normal expectation of at least 1500 minutes of outside study (homework, reading assignments, preparation for class) for each credit hour.

Credit hours may be calculated differently for other types of instruction (e.g. laboratory experience, directed practice experience, practicum experience, fieldwork experience, and studio experience) as long as the credit hour calculations align with commonly accepted practices in higher education and with the regulations of regional accreditors and the federal financial aid program.

## 2.2 Shortened Sessions and/or Flexibly Scheduled Courses

Credit hours may be earned in shortened session. Courses offered over a period of time other than a standard Shawnee State University full-semester will require the same amount of classroom and out-of-class work per credit hour as is required of SSU semester-long courses. The same amount of work will be distributed over a shorter period of time and may be allocated in various ways. Shortened session and flexibly scheduled classroom courses will adjust the per-class meeting instructional minutes as appropriate, given the number of class meetings, so as to meet the total instructional minutes requirement.

## 2.3 Distance Education, Online and Hybrid (Blended) Courses

SSU's credit hour policy and credit award practice for distance education, e.g. online and hybrid courses, will be consistent and equivalent with the standards for courses offered through face-to-face instruction, although some or all of course content and faculty-student interaction occurs through one or more forms of distance education.

### 2.3.1 Fully Online

For courses in which 100% of the instruction is delivered in an online mode, each credit hour consists of 750 minutes of instructor-led, computer-assisted modules, multimedia interaction, discussions, and/or assessment activities as documented in the course syllabus, and 1,500 minutes of supporting "homework" consisting of independent preparatory work, such as readings, viewing of instructional materials, or writing. Online courses which have traditional lecture course equivalents are expected to achieve equivalent student learning outcomes for the equivalent number of credit hours.

### 2.3.2 Hybrid (Blended) Courses

This modality uses the same requirements as Fully Online courses with the exception that each credit hour or portions thereof may include on-campus scheduled direct/in-person faculty directed instruction or assessment.

### 2.4 Courses Involving Travel

Transportation time does not count towards student work effort unless time is simultaneously used for a designated learning activity.

### 2.5 Other Courses

Student teaching, clinical experience, cooperative education, study abroad, internship, field placement, experiential learning activity, independent study, thesis, dissertation, or other academic work that fit no other classification may receive credit if the work is performed under the supervision of and with the approval of a member of the faculty and with a formal written agreement noting the nature of the academic work that is approved also by the appropriate academic program leader/coordinator, chair, or similar overseeing authority at a program-wide level. In this modality, each credit hour consists of no less than 2,250 minutes spent on approved work during the term of instruction. Specific curricula/programs may require more minutes in order to award one credit hour. Credit for these experiences may be determined in accordance with the recommendations of a program's specific accreditor or other applicable regulations.

Ohio Department of Higher Education: "Definition of Semester Credit Hour and Length of Semester Term; March 2010; Page 2. <https://www.ohiohighered.org/node/359>

[Insert any informational links above history trail]

#### History

Effective: April, 2019

Revised: