

# Minutes

March 26, 2018

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):

Linda Hunt, Cathy Bailey, Sarah Minter, Mich Nyawalo, Janet Snedegar, Phil Blau, Gene Burns, Cynthia Hermanson, Tom Piontek, Tony Ward, Adam Miller, Dan Johnson, Amy Grau, Georgeann Kamer, Virginia Pinson, Isabel Graziani, and all officers (Marc Scott, Kyle Vick, Jennifer Napper, Jim Reneau).

**3. Minutes:** Motion to approve minutes was seconded by Phil Blau. No discussion. Approved unanimously by acclamation.

**4. Agenda:** Motion to approve agenda was seconded by Linda Hunt. No questions or discussion. Approved by acclamation.

## 5. Remarks from the UFS President:

On Wednesday of last week several faculty members—many of whom are at the table—participated in a strategic planning forum focusing on the university's role in the community. Attendees provided excellent feedback on the university's strategic plan and suggested ways we might better engage and support our local community, help the state obtain its degree attainment goals, and assist in the battle against opioid addiction. One particular comment that I'd like to reiterate is what past-president Drew Feight said regarding the university's role in helping the state increase degree attainment. The state of Ohio would like 65% of Ohioans to have some sort of postsecondary education, but Dr. Feight rightly made the point that this part of the state is where we have the biggest gap between our current degree attainment numbers and where the state would like us to be. However, we lack a higher education funding formula that will allow us to mount any kind of serious effort to obtain that 65%. As I said, there was much good conversation at the forum. I believe there may be another opportunity to provide feedback on the strategic plan, and I encourage you and your constituents to add additional comments should that opportunity arise.

As you're aware, the Provost/administration has chosen to warehouse six academic programs affirmed by EPCC and by the senate last month. On our agenda today is an Executive Session, a period of time at the end of our meeting in which only Senators and officers are permitted, and we'll discuss if and how the Senate should respond to the administration's actions. The Executive Committee has discussed this issue extensively prior to and after the program closures were announced, and we've prepared a recommendation that we'll share during the Executive Session.

When I've talked with faculty members about warehousing, we discuss many of the arguments and counterarguments that have been shared in EPCC and in the Senate. I won't rehash those arguments now. However, I'll add to that many of the faculty members I speak to express concerns about future efforts to enact other significant changes at the institution. Taken as a whole, I don't believe faculty members are averse to change. But I think we care about process and thoughtfulness, and I think we're also conscious of what's happening at other institutions. We see parallels in what's happening at other institutions, and we wonder if we're next.

And while the relationship between faculty and administration might be tense, I want to extend an invitation to our senior administrative leaders to redouble their efforts to make changes with faculty buy-in and with faculty participation. At the strategic planning forum, there was much discussion about increasing collaboration and communication with the community, and I'd argue that those values are essential in the context of shared governance in the uncertain months and years to come.

- 6. Treasurer's Report:** Treasurer Jim Reneau reported on expenditures to date. The report is attached to the minutes. Motion to approve report was seconded by Sarah Minter. No discussion. Approved by acclamation.

## **7. Administrative Reports**

**President Kurtz's report:** Reports from Gallup and Lumina Foundation, etc. all show a common trend in disruption in higher education. There are dynamics that are driving this:

- Change in demographics – there is going to be a 17% in traditional age students in Ohio.
- Changes in state funding models. 2010 to today there has been a decrease in funding.

- Recent Gallup poll of 80,000 freshman in fall 2018 say they want a degree that makes them career ready.
- A recent article from the Atlantic mentions the “third wave of education” which involves training and education for lifelong learning. The average millennial is going to make 5 or 6 career shifts in their lifetime. Along the way they are going to need to retool. Getting an additional degree, certificate, badge, etc. training in a specific area to earn a credential. They’re going to be doing this while they are in a job, searching for a job, or between jobs, meaning they will be limited as far as time and location. Which means they will need these programs to be delivered to them at any time, place, or location. Lumina stated in this article that the public universities, such as Shawnee, should be best placed to deliver these kinds of programs. However, public universities are not stepping up. The gap is being filled by the for-profits and community colleges. Community colleges in Ohio have been approved to offer 9 out of 11 proposed Bachelor’s degrees. Western Governors University has also been approved to come into Ohio and begin delivering programs. The ball is in our court to take up this challenge.

The President’s Gala April 28<sup>th</sup> this year. The dinner fee in the past has gone towards student scholarships. This year the proceeds are going to go towards athletics. Venue is going to be moved to the gymnasium.

Question: will there be dancing.

Answer from President Kurtz: there will be dancing, yes.

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

Georgeanne Kamer shared with the senate the Allied Health Sciences had an interprofessional education day which included all of their programs. Students came together and collaborated with one another on treatment planning for a patient and afterwards shared what they learned from each other. It was a great day for their department.

### Announcements from Marc Scott:

- Linda Koenig’s presentation, “Handling Distressed Students” will take place on Tuesday, March 27<sup>th</sup> at 4:00pm in UC 215.
- Celebration of Scholarship will take place April 4<sup>th</sup> and 5<sup>th</sup>.
- UFS elections will take place April 9<sup>th</sup> through the 11<sup>th</sup>.
- The provost announced last week that Dr. Roberta Milliken has accepted the dean position in the College of Arts and Sciences.

## 9. Committee and Director Reports

### a. Executive Committee Reports:

**UFS President Marc Scott:** There are a few items from the Ohio Faculty Council that I'd like to share with everyone. For one, there's a statewide effort to standardize the transfer process from two to four year colleges. One effort underway is the Ohio Guaranteed Transfer Pathways which is more or less an agreement amongst the two and four year institutions in the state to accept sixty hour blocks from other community colleges as sixty hour blocks that will apply to a baccalaureate degree in the same area. In other words, if a student at Rio Grande takes sixty hours preparing them for a biology major, the thinking is that those sixty hours would be accepted as sixty hours toward the four-year degree. At our next meeting, we'll provide some details about this initiative. It's one that's moving quickly as there's legislation requiring that pathways be established by December of this year.

Western Governor's University has been recognized by the State of Ohio as a higher education provider and students at WGU will be eligible for OCOG (Ohio College Opportunity Grant) funding. This is a troubling development and means that we can likely expect competition from WGU and a push to increase our online offerings.

All universities in the state of Ohio are required to make commercialization an option in their tenure and promotion process, and there's a tentative agreement between SEA and the administration to create such a pathway. At the last Ohio Faculty Council meeting, we were reminded that the OFC will be awarding its Technology Commercialization Award and nominations will be due August 27<sup>th</sup>. I've contacted Deans Milliken and Madden about the award to see if there might be any faculty members working on projects that we might nominate.

There are a number of academic policies on which faculty are providing feedback. A revision to the Faculty Emeritus status and IRB policy will be before EPCC and the Senate in April. The IRB procedures will need much more revision, and if you work in a department that conducts human subjects research and if you have faculty that might be interested in conducting research this summer, you'll want to contact Ed Kehres as the IRB application and approval process will be undergoing some changes. EPCC is also providing feedback on a draft academic forgiveness policy that would apply to students who are returning to the university after a lengthy absence. And our ad-hoc committees are nearing completion of their work, and the grade appeal to academic deans policy will be

submitted to Curriculog in time for its next meeting, and the CCP committee is close to completing its recommendations.

Finally, after today's senate meeting, we'll be issuing a call for shared governance committee nominations. The UFS Executive Committee will compile those nominations and make selections prior to the next senate meeting. Ideally, we'd like to get enough notice to faculty serving on those committees so that they might learn a little about the committees prior to next semester.

Beyond today we have one last meeting senate meeting. I'm asking that the Directors of the Admissions Office and Marketing and Communications address the senate and discuss how the university recruits students and how faculty members might get involved with recruitment.

#### **10. Unfinished Business: None**

#### **11. New Business**

##### **a. Distinguished Lecture Series Committee Update:**

The committee is in the process of finalizing the budget and the list of speakers. These will be voted on in their April meeting. In light of this, Isabel Graziani motioned to postpone this agenda item. Georgeanne Kamer seconded this motion.

##### **b. Revision to UFS Bylaw on Initiation of Curriculum Proposals:**

Motion to take up this agenda item was seconded by Amy Grau. No discussion.  
Motion passed by unanimous vote.

##### **c. Resolution in support of Transgender Students and Employees:**

Motion to take up this agenda item was seconded by Sarah Minter.

**Rationale for this resolution given by Marc Scott:** I'd like to take a minute to explain its origin and rationale. A couple days before Spring Break, a student who seemed frustrated and distressed posted on the SSU app and asked that the institution respect transgender individuals like any other member of the campus community. Though I'm sympathetic to that student, at that time I didn't think it right for the faculty as a whole to get involved. I had a conversation with Dean Simms a week or so after Spring Break and she shared with me information that I mentioned last week: there are roughly a dozen transgender students who have had some kind of contact with the Dean of Students' office. All of them expressed not just that they're uncomfortable sharing their status with others on campus, but that they fear doing so. Dean Simms also informed me that there are

certainly more transgender students on campus than those who have contacted her office.

Adding to that knowledge is the national context on transgender individuals. As I pointed out last week and as the source Senator Piontek distributed make clear, transgender individuals face an increased risk of violence, sexual assault, and suicide. It is true that the concerns raised by transgender individuals on this campus have not specifically noted violence or suicide. However, given the relative newness of this issue and the national trends on transgender violence and suicide, the resolution operates on what we think is a logical assumption: an unwelcoming environment for a small, relatively isolated, and vulnerable group of individuals creates a scenario in which the risk of violence or suicide seems likely.

To be clear, we're not under the impression that this solves anything, but it is a gesture—a step in the right direction. We're asking for your vote on this resolution to send a positive message to a small but growing community on our campus. I'd like to thank the faculty, particularly Senator Johnson, for helping us see multiple perspectives on this issue.

Dan Johnson: The content of the resolution is unobjectionable. However, why are we singling out this group rather than other groups on our campus? There is not enough evidence that this group is more in need of our protection as other students. Only reason he is not convinced.

Phil Blau: Some in his department are strongly against this resolution.

Amy Grau: Are we doing anything for transgender students to allow their gender identity to be expressed?

Marc Scott: Dean Simms works with those students and helps them through the process of changing their name and gender.

President Kurtz: Because the student might be receiving financial aid, the student would need to have an official name change done. It's state and federal law and we have to honor that.

Linda Hunt: Has this been added to our nondiscrimination policy?

Marc Scott: Gender identity is a part of our nondiscrimination policy. What the resolution does is just says that transgender students and faculty are included in this policy.

Dan Johnson: They're not making a change to the nondiscrimination policy, they're just applying something that is already there. He would support this if

gender identity wasn't included in current policy. It's already included in the nondiscrimination policy, and we're now making a symbolic gesture.

Tony Ward: Isn't this same as when someone gets married?

President Kurtz: Anytime someone changes their name because of marriage or any reason, it's a legal process you have to go through to make it official.

Tony Ward: What do the students do on campus?

Jennifer Hammonds: We have recently changed our process. Prior to a couple of months ago, no documentation was required for a name change. Now, documentation is required for legal name change. They can change their preferred name through filling out a form. This preserves their legal name for financial aid etc. and their identity on a course roster would reflect their preferred name. They do have to be careful, parents may not be aware of a student's preferred name. The webpage is now updated so students can find information about how to change their legal or preferred name on the registrars' website. They will forward those requests to IT as well, saving the students an extra step.

Marc Scott: the nondiscrimination policy is on the website.

Mich Nyawalo: We should not underestimate the power of this resolution in terms of this resolution being a symbolic gesture. It will reassure students who feel hostility toward their gender identity and let them know the university welcomes them and recognizes their rights. That cannot be underestimated. We could definitely do more and could and should even tackle other subjects. But this resolution is the one that is before us today.

Adam Miller: How is the resolution going to be shared?

Marc Scott: If this resolution passes, he will share it with the Gay Straight Student Alliance, which is widening their platform to include transgender students. One item of feedback he received from faculty is that this resolution didn't go far enough.

Sarah Minter: The same sentiment was echoed in the Natural Sciences Department.

Marc Scott: That's a point well taken but maybe the next step is sitting down with the students and asking them how we can help. This resolution opens that door to that conversation.

Question was called by UFS President Marc Scott.

Motion carried with one no vote.

### **New Programs and Major Course Changes (items d-bb)**

Linda Hunt motioned to bundle items 11d-11bb. Seconded by Phil Blau. No discussion. Motion passed unanimously.

Cathy Bailey motioned to pass bundle, seconded by Isabel Graziani. No discussion. Motion passed unanimously.

### **13. Executive Session:**

Motion to hold an executive session was seconded . Motion passed with one no vote.

It was moved and seconded to craft a motion of displeasure directed towards both Dr. Rick Kurtz and Dr. Jeff Bauer in regard to their handling of program warehousing. Motion carried with 3 abstentions.

It was moved and seconded to charge the executive committee with producing the motion of displeasure. Motion passed unanimously.

### **12. Adjournment:** Motion to adjourn the meeting was seconded by Dan Johnson at 5:24 p.m.



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

**As Of:** 2018-03-26  
**Budget Period:** 2017-18  
**Budget Accounts:** 10-1010-30-10042-\*

Object	Description	FY Budget	Committed	Obligated	Other Consumption	Expenditures	Consumption	Budget Balance	Expended %
61007	Misc Supplies					152.09	152.09	-152.09	
62101	Travel	900.00				292.11	292.11	607.89	32.5%
62110	Mileage					97.37	97.37	-97.37	
64104	Rental					350.00	350.00	-350.00	
66199	Miscellaneous	787.50						787.50	
<b>Total</b>		<b>1,687.50</b>					<b>891.57</b>	<b>795.93</b>	<b>52.8%</b>

**Notes:**

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

# UFS Bylaw on Initiation of Curricular Proposals

*Recommended by an Ad Hoc Committee 24 April 2017*

*Revised 7 February 2018*

*Whereas the Faculty Senate determined the current bylaw on initiation of curricular proposals needed clarification;*

*Whereas the Faculty Senate appointed an ad hoc committee to propose a revision;*

*Be it recommended to the Faculty Senate that it adopt the following language for its bylaws:*

All curriculum proposals other than those specified below must be initiated by a current tenure-track, tenured, or continuing contract faculty member. Graduate curriculum proposals must be initiated by a current tenure-track, tenured, or continuing contract graduate faculty member.

The initiator will be responsible for authorship of all necessary documents, although collaboration with other colleagues may be noted through acknowledgements. The initiator will also be responsible for overseeing the movement of the proposal through all aspects of the approval process. The initiator is not, however, required to be the faculty member who implements proposed curricular changes or teaches proposed course(s). All proposals must get approval from the voting members of the department in which the courses will be offered. If courses are not offered through an established department, then they must get approval through the proposing faculty member's department. Graduate curriculum will be voted on by graduate program faculty.

Program discontinuation (warehousing) proposals not leading to retrenchment may be initiated by the Provost. The Provost shall notify department chairs of programs being proposed for discontinuation at least four weeks prior to the EPCC meeting in which the proposals will be considered.

## **University Faculty Senate Shawnee State University**

### **Resolution Affirming Rights of Transgender Students and Employees**

WHEREAS, Shawnee State University's Non-Discrimination and Sexual Harassment Policy states that the institution commits itself to the existence of "an educational and working environment for students and employees that is without unlawful or prohibited discrimination and harassment;"

WHEREAS, the same policy states that the institution prohibits "discrimination against any individual because of race, color, genetic information, religion, age, disability, national origin, ancestry, sex, pregnancy, sexual orientation, gender identity, veteran status, or military status;"

WHEREAS, an individual's gender identity may include transgender status;

WHEREAS, the Shawnee State University community includes transgender students and employees;

Therefore, be it RESOLVED that the University Faculty Senate of Shawnee State University affirms the rights of students and employees of all gender identities to seek the benefits of a Shawnee State University education and to work on our campus with safety, dignity, and respect; and

Be it further RESOLVED that the University Faculty Senate of Shawnee State University affirms the rights of transgender students, faculty, and staff to enjoy all the benefits, privileges, and protections offered to all members of the Shawnee State University community.



720.488.6800

# Dear Small College President

Amit Mrig, President, Academic Impressions



by *Amit Mrig, President, Academic Impressions*



Moody's just released a report predicting that the rate of small college closings will triple by 2017. This has caused some consternation and backlash from small college presidents. I don't plan to contest or affirm Moody's prediction; I think what's more critical to be aware of is that for you and other presidents of small colleges, there is not only a threat but a window of opportunity. Significant and sustained change is needed, but the change you need is within your own control.

I have spoken with a number of small college boards and with many of your peers in the president's seat. And there are five key messages that I want to share.

# You have to differentiate. Small, student-focused, and a beautiful campus are not differentiators.

How will you compete for students in an oversaturated market? When I ask administrators and board members at small colleges what sets their college apart, they point to their tight-knit community, their close faculty/student relationships, their beautiful campus, or their culture focused on student learning.

Hundreds of small liberal arts colleges also have these characteristics. These aren't truly distinctive—they aren't competitive advantages. You need to be talking about:

- What are the programs you are most known for?
- Are there specific types of students you serve better than anyone else does?
- How do you know that these are *actual* strengths of your institution, rather than just aspirations?

## 2. You don't have a marketing problem.

If your college is facing multi-year declining enrollment or a decline in the ratio of admits to yields, you may be tempted to respond with short-term investments in marketing and recruiting. But the real issue behind declining enrollment is declining competitiveness; students are choosing to go elsewhere, forcing you to lower your price in order to fill your class.

This is not a marketing problem. It's a problem with your value proposition as a college.

You need to find ways to bridge the academic pillars of the institution and the marketing strategy. Your marketing plan should emerge directly from a deep conversation around your academic offerings—both *what* you offer and *how* you offer it. You may have big decisions to think through when determining who you are designing your offerings for and what will truly separate you from the competition.

## 3. Focus is key.

You can't be all things to all people, and you can't sustainably keep adding programs to draw students, any more than you can simply cut your way to sustainability. In reality, your college is probably stretched too thin and overprogrammed for your resource base. You need to prioritize and focus. What are you going to discontinue? Where can you make focused investments that will set your institution apart from others?

I think this is a very important and very difficult conversation. It requires that the institution turn its attention from short-term marketing tactics to long-term resource allocation and prioritization on the academic side of the house. And you have to differentiate your resource base so it's clear what programs are the future and which programs are not moving the institution forward. It has to be about both.

Whatever your focus, it needs to be specific and shared across the key campus stakeholders. It needs to be formed through an alignment of market demands with the academic strengths of the institution. This is the only way to establish a viable strategy for the long-term.

## 4. You need to have "ruthless patience."

When we interviewed him for our paper, Kevin Ross spoke about the need for both long-term vision for how to differentiate your college and—just as important—the grit to see it through. In his own case, he stayed the course of a long-term plan through the recession:

*"The economic downturn was tricky. We knew that for a couple of years we would have a smaller but higher quality class; our entering class was in the 400s at one point; we knew how long we could sustain that, and we knew we had to stay the course and have what we call ruthless patience. Now our class is closer to 700 students."*

If your institution's long-term plan is to survive economic upheavals, turnover on the cabinet or in the presidency, and momentary crises, your leadership team and board must cultivate "ruthless patience." You have to stick with initiatives. You have to plan for the long term.


The short tenure of institutional leadership is particularly a challenge here. You *can't* let new administrations derail the long-term plan. The role of the board is key here. The board owns the institution and needs to serve as the trustees not only of its fiduciary health but of its long-term vision and plan!

## 5. You know what you need to do. Do it.

If you can assemble a diverse group of dedicated trustees, administrators, and faculty, you will find that most of the answers to your college's future are in the room. The biggest question you have to answer is: **do you have the will** to take your good institution and make it a *great* institution?

You will have decisions to make in order to focus your attention, but I don't think *knowing* what to do will be the hard part.

The hard part is *doing* what you know you need to do.

 Confident we have the requisite talent to deal with the challenges we are facing today and I wish you the best in this important journey.

Best,  
Amit Mrig

## Continue this Conversation

I would love to continue this conversation and learn more about what your campus is doing to differentiate and align mission and market. What challenges are you facing, and how are you overcoming them? How can AI be of service? Please contact me at [amit@academicimpressions.com](mailto:amit@academicimpressions.com).

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