

Minutes  
31 January 2022  
4:00 PM  
University Faculty Senate  
Shawnee State University

**1. Call to Order**

UFS President Tony Ward called the meeting to order at 4:00 p.m. This meeting was held via Collaborate.

**2. Roll Taking**

Secretary Sarah Ivers recorded the attendance (as follows):

Adam Miller, Bastien LeCouffe Deharme, Eugene Burns, Thomas Piontek, Georgeann Kamer, Thomas Bunting, Keijing Liu, Ryan Walker, Ruby Gray, Sarah Clausing, Barbara Warnock, Janet Feight, Jon Bedick, Phil Blau, Mikel Stone, and all officers (Tony Ward, Erik Larson, Drew Feight, James Reneau, and Sarah Ivers).

**3. Approval of Minutes**

Motion to approve minutes was seconded by Ryan Walker. Approved unanimously.

**4. Approval of Agenda**

Under New Business, item 11.2 had not passed through the Distance Learning Committee yet and needed to be removed from the meeting agenda. Motion to pass the amended agenda was seconded by Thomas Piontek. Approved unanimously.

**5. Announcements and Remarks from the Senate President Tony Ward**

I hope everyone is getting into a normal pace and groove for the semester. It seems to be one thing after the other with every passing week. We do have some unresolved issues associated with advising and financial aid, etc. While some of these are being corrected, we will likely hear about those that remain later this meeting. I want to give others time to speak today regarding some of these issues, so I will keep my comments short. We need to correct them to keep the university moving forward.

**6. Treasurer's Report: Jim Reneau**

No expenses for the year. Motion to accept the report was given by Georgeann Kamer. Passed unanimously.

Jim also expressed "I would like to go ahead and add a little personal statement at this point. Executive committee members, Senators, Administration, and visitors, I really have to say this. The administration, without meaningful consideration with stakeholders and without embracing shared governance, has made several decisions that have the potential to destroy the university. In the best case, decisions have caused students to not enroll or drop their enrollment, allowed students to enroll in classes when they have not met the prerequisites, allowed students to continue enrollment in classes they should not be in, made advising much more difficult to accomplish and have made the university look incapable of performing its mission to the community. Personally, this has been the most difficult academic year in my tenure at Shawnee State University. I understand that we're in a global health crisis, but the decisions and blunders made by the administration has made these times much more difficult than they needed to be. I've spoken with numerous colleagues over the last few months and most of them feel

similar. I will conclude by saying that it's clear that the administration is unable to work through shared governance to make significant decisions about the present and future of this institution. I believe that most of them have been promoted beyond their Peter Principle ceiling under incapable of leading in this age of turmoil. May this institution survive and continue on our mission. I just pray it does.”

## **7. Administration Reports:**

### **Jeff Bauer, President;**

- I find it hard to follow up on Professor Reneau and those comments at this point. I like to know more about his point but that'll have to wait for another time.
- I want to lead off first off by stating the same thing that I've stated over and over again over the last two years now, the employees of Shawnee State – faculty, staff, everyone here has done a remarkable job in addressing what is a once-in-a-generation, once-in-a-century, perfect storm of damaging blows to our campus and to higher education. Of course, this is due to a combination of pandemic and a lot of revolutionary changes taking place in higher education. My thanks goes out to everyone and to the Faculty Senate for helping us through these times - at least getting us to this point. I hope we're starting to turn that corner.
- Financial Status: The last time we got together, it looked like we might be getting there and then Omicron happened and we're right back at square one. In some cases, even worse off than we were through the early parts the pandemic. I think senators, faculty and staff are looking for some honest and difficult appraisals of where we're at right now in terms of our financial condition. I will start with a quick question and I'll follow up: “How can a small regional comprehensive university like us, with a very low tuition, compete and survive in the higher education ecosystem?” The simple answer is It can't unless it's heavily subsidized. We do get some subsidy from the state, we have both state share of instruction as well as the supplement but we're not heavily enough subsidized at this point.
  - Three years ago, our goal to counteract this was not be so small. That is, to grow to an institution somewhere around four thousand or more while maintaining the comprehensive primarily traditional student body. In 2019 we took some strides forward toward that goal with a record freshman class but we really needed to follow it up with several other years of classes with similar size in order to achieve our enrollment goals. The pandemic kind of short-circuited that and now we're faced with the prospect of a waiting at least several more years before we can achieve the enrollment necessary to stabilize our fiscal position. Federal covid dollars have helped prop us up during this pandemic, but those resources end this year.
- Enrollment/Financials: For this Spring, our undergraduate enrollment is down about 10% over previous spring. Graduate numbers also about 10% below previous spring. Our headcount overall is about 8% lower. Put that in dollars and cents - our tuition revenue budget for fiscal year 22 was about \$26M (estimating that we would be taking this in this year). Now it is projected to be close to \$24M, with ~ a \$2M shortfall. We're clearly not going to meet our budgets revenue goals for this year. For the short-term we do have access to those federal dollars and that will help us balance this year's financials.
- Future: Next fiscal year, we are facing a structural deficit of the same magnitude that we had over probably about 5 years ago. Even with good recruitment for Fall 22 (which seems to be happening), our revenue will continue to drop due to the small freshman cohorts the past two years. We are suffering the same devastating impact nearly all Regional, Public, Non-elite

privates, and Community colleges are going through right now. Our admissions recruitment/athletic staff are hard at work recruiting and generating new students are driving toward a freshman cohort that will be significantly higher than the last two years. I remain optimistic that once we are post pandemic, our student body can grow to a level it provides the institution with financial stability of needs.

- Positive: Compared to other institutions of higher education, we are actually built for growth. We not only have the physical capacity on campus, but we offer a diverse array of academic programs of different lengths, different modes, - much more so than our competitors are capable of doing at this point. I think we're moving effectively toward that future.
- Expenditures (current year): As far as compensation – after 3+ years of furloughing and cutting administration and staffing positions, and freezing vacant faculty positions, we did reverse that strategy ever so slightly this year in order to invest in our strategic plan. Unfortunately, we may have to once again seek some delays and reductions in program services and possibly personnel in order to maintain short-term financial stability. Whether we will and to what extent or how long will be determined probably by July, once we have a clear picture of the Fall 22 freshman and transfer cohort.
- Strategic Plan Update: Our strategic plan lays out a path to achieve solid stable successful future for the institution. The most important part of the plan requires significant changes to our academic portfolio. That will require faculty and faculty governance to lead the way. Shawnee State has to become more entrepreneurial, less traditional, less deliberative, and I am encouraging more faculty contributions in streamlining academic initiatives, making changes to our academic portfolio.
  - Changes: Growing percentage of online options for graduate and undergraduate degree, certificates, and possibly microcredentials.
  - Non-traditional students are the only really the only demographic expected to grow in the next 5 to 10 years in this region. Most of these are seeking education through nontraditional means - online or hybrid.
  - Presently, the university is generating about 5% of its instructional revenue through online programs, we share this with Wiley. Our plan is to build that to at least 15%, hopefully more, within the next 5 years. This will require new online offerings/programs in a attractive schedule (six entry points per year, streamline the governance process so we can move offerings to online or hybrid status sooner rather than later).
- Shawnee State's in person undergraduate and graduate education remains and will remain our primary mode and our top priority.
- Need to be In Person: As we leave this pandemic, we have to transition back to doing in person classes. I know a lot of you already have been teaching in person at throughout the pandemic, but we did have a lot of course work that has gone online and even provided a great deal of latitude for faculty even in-person programs that have been temporarily put online. Unfortunately, this has led to some decline in instructional quality and it may and may or may not have led to some decline in the number of residential students. Just as an example, just this semester we have received 70 requests from residential students to get out of housing and meal contracts - many used the excuse that most of their classes have been moved online. That's 15% (a lot), currently we are less than 50% of capacity in residential units.
- Summary: Those are the honest conditions we're in right now. Let me end by saying I remained optimistic, especially now because I think we're on the final leg of the Omicron surge, the end of the pandemic, and the beginning of the covid endemic - even before the end of spring semester. This means that the university will be able to relax most of the current health related

restrictions soon. The higher education landscape has changed over the last two years and some of that change is here to stay. This is a challenge but a tremendous opportunity for us to position ourselves for future growth and to advance our mission. I'm looking forward to Shawnee at 40.

- Please forward questions and ideas for the goals addressed to Tony so that he can pass them onto me (President Bauer).

### **Sunil Ahuja, Provost**

- Let me start with certain policies and procedures that are undergoing review, particularly those that pertain to academic and student affairs. Our goal is to update them prior to the commission review in approximately one year. Mike Phillips is also involved. There are a small number that need updating with a goal of the end of the spring semester. We hope to have a draft to some draft language to share at the next UFS meeting regarding the Textbook Auto-Adoption policy. We also have policies regarding assessment that need to be addressed and Marc Scott is working on those.
- A review of duplicative programs at institutions in this region will begin. Input will be given from the Chancellor regarding goals and how to proceed. Attendees of the OFC and ODHE meetings already aware of this. We do have program enrollment data based on a program inventory for the past ten years and will use this as part of the review process. All such conversations need to be data-based conversations.
- J1 Update: We have a clean, clear list of issues to develop a plan on how to address the issues associated with J1 (see list below). Goal is to solve the issues by the end of the spring semester. UFS will be updated on the status of these issues at each meeting throughout the rest of this semester.

### **Jennifer Pauley, Dean of College of Arts and Sciences – J1 Issues Update**

- Dr. Pauley addressed past meetings and current progress related to the status of the J1 issues, as requested by Provost Ahuja. There are serious and impactful students from the perspective of faculty and students.
- At one point, meetings were held once daily, but they could only tackle so much as a time. Many issues were taken care of, but a mechanism was needed to reach all the areas of campus to determine what issues still remained.
- The list is below:

## **J1List for Academic Affairs Spring 2022**

Important dates:

March 14<sup>th</sup>: Advising begins

March 28<sup>th</sup>: Priority registration opens

May 3<sup>rd</sup>: Final grades due

**Level One: Critical J1 issues for Academic Affairs:**

### **Advising worksheets (by March 14<sup>th</sup>)**

- Check with department chairs to ensure requirements are correctly listed.
- Communicate review process for verifying accuracy of worksheets.
- Develop worksheets for additional catalog years.
- Resolve issues with missing minors.
- Determine process for BIS plan communication.
- Check with SBC to ensure degree/program/minor requirements align with financial aid requirements.
- Resolve issue with blank worksheets.

### **Major 1, Major 2 (by March 14<sup>th</sup>)**

- Ensure major 1, 2, and minors are identified and approval for all courses for both degrees and minor are accurately communicated with/coordinated with financial aid.

### **Probation/suspension (by May 3<sup>rd</sup>)**

- Communicate probation/suspension to students, advisors, and housing.
- Fix inaccuracies in report—probation, suspension, dismissal, and warning list.
- Improve communication with college advisors and Student Success Center advisors regarding this issue.

### **GPA calculations on transcripts (review immediately)**

- Address system issue. (Our system is not re-calculating overall GPAs when students re-take classes in subsequent semesters. Student was put on suspension warning based on his low GPA when, in fact, his GPA met the academic progress standard.)

### **Permissions for J1 use (by March 14<sup>th</sup>)**

- Reach out to faculty and staff and get them the J1 access they need. (Many are reporting they do not have the access they need to do their jobs.)

### **Prerequisites (by May 3<sup>rd</sup>; last bullet by March 28<sup>th</sup>)**

- Develop report to identify students who did not pass a prerequisite, but are registered for second-sequence course.
- Fix issues with system failure to recognize prerequisites.
- Ensure that our prerequisite requirements (minimum and beyond) work properly before priority registration.

## **Level Two: Serious J1 issues for Academic Affairs**

### **Change of major forms and processing**

- Revise form so that all fields must be complete before submission. (Currently all required signatures are not obtained before the DocuSign form gets routed to Registrar and Financial Aid. Without all signatures, the change is not processed, which leaves the old major in the system and triggers financial aid issues.)
- Ensure that change-of-major processes are completed and timing of process aligns with calendar deadlines and financial aid awards/requirements.
- Improve communication with college advisors and Student Success Center advisors regarding this issue.

### **Assigning and removing advisors as well as advisor information in J1**

- Clarify process for assigning advisors. Where in J1 should this happen?
- Clarify process for removing advisors.
- Correct advisor office and contact information. Students can see misinformation.
- Add concentrations to missing advisor report. Otherwise AAAs have trouble assigning an appropriate advisor.

## **Level Three: Important J1 issues for Academic Affairs**

### **Dropping, adding, and withdrawing courses**

- Correct system error so students do not receive WDs on their records for courses dropped during the Drop/Add period. (Individual students' records were fixed, but not the system problem.)
- Fix system issue so students are able to drop and withdraw from classes on their own. (Currently they have to seek help from the Student Business Center as advisors cannot withdraw students from a course, only drop them.)

### **“Special populations” courses and registration**

- Establish process so students are not able to register for courses that are for special populations, such as CCP or eCampus.

### **Report for departments so they can tell which students are majoring in which programs**

- Create report for departments (a students-by-major or students-by-department report).

### **Census Reporting**

- Resolve conflicting start and end dates in J1.
- Provide longer than 60 seconds to enter information.

- Update system so that alerts for current semester show up for faculty. (Currently faculty have to click on a tab to see the alert for spring semester; last semester's information is visible instead of this semester's information.)
- Ensure that faculty have instructions (how to, and due dates), and that processes work.
- Set opening and closing dates during normal business hours (M-F) and not on the weekend.

### **Flagging of athletes in J1**

- Fix issue with flagging in our system. (Athletes flagged for fall don't automatically get pulled into the spring term. Someone will need to go through J1 and update every athlete with the proper "flag" to initiate the fee and grant early registration.)

**We need to verify through discussion that the following items are J1 issues rather than issues involving processes. If they are J1 issues, they should be added to Level Two:**

#### **Availability of university-wide schedule to public**

- Students from other universities need to be able to view our schedule. We are losing enrollment because the public cannot see what we offer.

#### **Graduation petitions**

- Chairs are being asked to re-do what they have already submitted. Is this a J1 issue or a process issue?

### **8. Announcements from the Senate Floor**

None

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

#### **Erik Larson (OFC Update – provided report):**

OFC had meetings on December 10, 2021 and January 14, 2022.

I'd like to share the highlights of our past two meetings:

We were joined by the following guests at our last two meetings:

- Mike Duffey – Senior Vice Chancellor ODHE
- Tom Sudkamp – Vice Chancellor ODHE
- Melinda Rhodes-DiSalvo – Ohio Teaching Consortium
- Sara Kilpatrick – AAUP

The major items discussed over these meetings included:

- ODHE Discussions:
  - CCP Changes
    - There was an open hearing on January 4, 2022 to consider rule changes to CCP. The proposed criteria are:
      - Obtains a remediation-free score on one of the standard assessment exams, or,
      - Has a cumulative unweighted high school GPA of at least 3.00, or,
      - Has a cumulative unweighted high school GPA of at least 2.75 but less than 3.00 and received an “A” or “B” grade in relevant high school courses.
    - Expect these rule changes will be adopted. This will make CCP more accessible.
  - High school changes – students can now use a computer science course instead of math and/or language for the high school degree requirements.
    - May impact student preparedness for math courses.
  - There is a discussion going on around changing the funding formula – there is some concern that the weights within it aren’t appropriate – unsure of the timeline / likelihood of changes.
  - There will likely be new funding for STEM to help address curriculum reform for in-time remediation.
  - ORC 3345.35: Course Evaluation Based on Enrollment and Duplication With Other Institutions
    - The BoT will be required to report to ODHE this year on low enrolled courses and programs as well as duplicative programs. The BoT is required to report on recommended actions in low enrollments and duplication.
    - This is an every 5-year process – last completed in 2017 – the past report can be found in the BoT June 9, 2017 Academic and Student Affairs Committee materials.
  - Currently a push in ODHE to re-capture people in Ohio with some college education but no degree – 1.6 million people.
  - Expect changes in transcript withholding in the near-ish future – it has captured national attention.
- Inclusive Teaching Endorsement
  - The Ohio College Teaching Consortium is offering an Inclusive Teaching Endorsement that is free and available entirely online
    - <https://ohiocollegeteachingconsortium.org/inclusive-teaching-higher-education-endorsement>
- Other Institutions:
  - Bowling Green
    - Administrative based changes to General Education being pushed without faculty discussion – essentially the removal of an entire category



(~100 sections of existing courses a semester) and replacement with a single course.

- Youngstown
  - Administration activated their retrenchment clause
    - Closing programs (~20).
    - Terminated tenured and tenure track faculty (10) – told to expect additional losses later in the spring.
- Legislative Dealings:
  - HB 327 – Divisive Concepts
    - There was hope that Higher Education would be taken out of the bill – that doesn't seem likely anymore.
    - Still an expectation that the bill will pass – expect to see a new version of the language soon – attempting to rally the Republican caucus behind the bill
    - DeWine is opposed to Critical Race Theory – unsure if he would sign or veto a bill.
  - HB 218 – Anti-Vaccine Bill
    - Passed house, in the senate.
  - HB 280 – Restores cost of living adjustments to STRS – just introduced on 1/13/2022.
- Divisive Concepts:
  - OFC is still working with OFS to develop joint language – expect to vote to ratify soon.
  - OSU, Miami, and Cleveland State have passed their own resolutions.

This concludes my report to UFS on OFC's recent meetings.

## **10. Unfinished Business**

None

## **11. New Business**

One program proposal was seconded by approval for Thomas Bunting. It was approved unanimously.

## **12. Adjournment**

Second to Adjourn from Ryan Walker. All were in favor. Meeting was adjourned.