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Shepherd University

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Institutional Compact (2013-2018)

WVHEPC Master Plan Formal Targets and Institutional Rationales

Submitted to:

West Virginia Higher Education Policy Commission

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Charleston, WV 25301-2800

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Spreadsheets of Formalized Target Data

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Institutional Compact: Rationales for Targets on Metrics

Institutions are to provide the target value and a brief rationale (a paragraph or so) for each of the compact metrics for the system master plan *Leading the Way: Access. Success. Impact*. Signatures from the appropriate officials from the institution, governing board, and Commission must be provided on the last page. This document and the target spreadsheet are due November 1, 2013 to abell@hepc.wvnet.edu.

Institution: SHEPHERD UNIVERSITY

I. Access

Metric: Fall Headcount Enrollment

Target: **4,696**

In determining the target for overall fall headcount, we factored in a predicted loss of 2.43 percent between Fall 2012 end-of-term counts and Fall 2013 end-of-term counts (based upon the loss seen in the census data for these semesters), followed by years of two percent annual growth. This figure supports benchmarks in the University's five-year strategic plan and is aligned with the projections underlying the campus master plan.

Throughout this document, projections reflect the institution's aspirations for enrollment growth and increased retention and graduation rates, all of which rely on plans and strategies for the institution's continued improvement.

Metric: Annualized FTE

Target: **3,847**

FTE represents approximately 86 percent of the total headcount of any given year; therefore, using the loss of enrollment and annual growth formula outlined above, Shepherd determined its formalized target for the 2013-2018 compact.

Metric: Fall First-Time Freshmen Headcount

Target: **798**

First-time, full-time in college freshmen represent on average 17 percent of the total headcount of any given year.

Metric: Fall Low-Income Student Headcount

Target: **1,503**

With 2012-2013 EOT calculations not being provided, we took the headcount lost between 2011-2012 and 2012-2013 and applied it to the 2011-2012 information provided by HEPC. By determining a projected 2012-2013 EOT base, coupled with the formula to determine overall headcount enrollment, we determined the 2017-2018 target. Demographic data in our region of the state suggests that the proportion of low-income individuals may be declining, but we recognize that serving this population is integral to our mission so we have applied the same projection as in other categories.

Metric: Fall Underrepresented Racial/Ethnic Group Headcount

Target: **487**

The underrepresented population comprises on average 10.4 percent of the total headcount of any given year. Additionally, each of the specific ethnic groups within this metric represent a percentage of this baseline calculation. We currently have one of the most diverse student populations among West Virginia institutions, and we strive to continue that trend over the next compact reporting period.

Metric: Fall Adult Headcount

Target: **1,188**

Shepherd has historically had a significant population of adult or non-traditional students. This percentage has fluctuated only a few percentage points above or below the 25 percent mark for the previous compact reporting period.

In order to address further the needs of this segment of the population, Shepherd University opened an additional location in Martinsburg. The programs there are specifically designed to serve the adult learner effectively in the areas of degree completion and professional programs such as nursing, business and education at the undergraduate and graduate levels. With the success of the center in future years, the institution may be able to significantly exceed this goal, thereby helping to achieve statewide targets in the area of adult learners.

The same formula and rationale regarding percentage of overall headcount and expected losses and gains in enrollment were used to calculate the target for 2017-2018.

II. Success

A. Developmental Education Outcomes

Shepherd University differs from other institutions in West Virginia, as it does not offer developmental courses but utilizes stretch-model college-level courses to meet the remediation needs of at-risk students. Shepherd monitors carefully the pass rate of students in these stretch-model English and Math courses and has reported them to the HEPC. This format achieves remarkable success without students taking any courses that do not carry college credit.

The Stretch-Model program takes the one-semester introductory courses in English (ENGL 101) and mathematics (MATH 101) and “stretches” the course material over two semesters in order to give students more time to master the course material. Stretch-model courses also include individual tutoring and group tutoring sessions. These classes are formatted with a lecture and a tutoring lab. Students attend 100 minutes of lecture per week and 50 minutes of tutoring set up similar to lab instruction. Pass rates have averaged as follows: ENG 100-A equals 75 percent; ENG 100-B equals 85 percent; MATH 101-A equals 62 percent; MATH 101-B equals 71 percent.

These student support services aid students in successful completion of the courses and help increase overall student retention and progress towards degree completion.

B. Retention

Metric: Full-Time, First-Time Freshmen

Target: **74 percent**

HEPC calculations for retention on average are approximately four percent greater for the FTIC cohort of any given year than our own internal calculations, which don’t count students who transfer within West Virginia as retained. The institutional goal is to achieve the national average for like institutions, which is currently a 70 percent retention rate. Therefore, the compact goal has been set at a four percent increase over this national benchmark.

Metric: Part-Time, First-Time Freshmen

Target: **70.0 percent**

As this is a relatively small segment of our overall headcount, the HEPC projection was adopted as the most reasonable target.

Metric: Low-Income First-Time Freshmen

Target: **70 percent**

In consultation with the WVHEPC, this target was revised to 70 percent, reflecting a small percentage growth above our average for the previous compact reporting period.

Metric: Returning Adults

Target: **72 percent**

The same formula as described in the previous metrics was utilized in determining the compact target goal for 2017-18.

Metric: Transfer Students

Target: **74 percent**

The same formula as described in the previous metrics was applied in determining the compact target goal for 2017-2018.

Metric: Underrepresented Racial/Ethnic Group First-Time Freshmen

Target: **67 percent**

In consultation with the WVHEPC, this target was revised to 67 percent, reflecting a small percentage growth above our average for the previous compact reporting period.

C. Progress Toward Degree

Metric: First-Time Freshmen Earning 30 Hours

Target: **44 percent**

The same formula as described in the previous metrics in part A was utilized in determining the compact target goal for 2017-2018.

D. Four-Year Graduation Rates

Metric: First-Time Freshmen

Target: **21 percent**

To determine first-time freshmen compact goal graduation rates, a trend-line projection was utilized assuming standard distribution.

Metric: Low-Income First-Time Freshmen

Target: **18 percent**

The same formula and rationale were utilized in determining the target goal for this specialized segment of the student population. Demographic data in our region of the state suggests that the proportion of low-income individuals may be declining; however, we recognize that serving this population is integral to our mission so we have applied the same projection as in other categories.

Metric: Returning Adults

Target: **43 percent**

The same formula and rationale were utilized in determining the target goal for this specialized segment of the student population.

Metric: Transfer Students

Target: **50 percent**

The same formula and rationale were utilized in determining the target goal for this specialized segment of the student population.

Metric: Underrepresented Racial/Ethnic Group First-Time Freshmen

Target: **24 percent**

This population represents 10.4 percent of the baseline for total headcount enrollment. The overall estimate for underrepresented groups was calculated by weighting the sub-group percentages based on their proportional make-up of the underrepresented aggregate. In utilizing the trend projection formula, the four-year graduation rate is 24 percent.

E. Six-Year Graduation Rates

Metric: First-Time Freshmen

Target: **45 percent**

In consultation with the WVHEPC, this target was revised to 45 percent, reflecting a small percentage growth above our average for the previous compact reporting period.

Metric: Low-Income First-Time Freshmen

Target: **40 percent**

The same formula and rationale were used in this metric projection as in the other areas pertaining to graduation rates.

Metric: Returning Adults

Target: **65.0%**

The same formula and rationale were used in this metric projection as in the other areas pertaining to graduation rates.

Metric: Transfer Students

Target: **55.8 percent**

In consultation with the WVHEPC, this target was revised to 55.8% for this population, reflecting a small percentage growth above our average for the previous compact reporting period

Metric: Underrepresented Racial/Ethnic Group First-Time Freshmen

Target: **33 percent**

In consultation with the WVHEPC, this target was revised, reflecting a small percentage growth above our average for the previous compact reporting period.

Impact

A. Degrees Awarded

Metric: Total Degrees Awarded

Target: **779**

The rationale for developing the formal target in this area is based on the following:

- Degree production over the 2007-2013 time period represents 16.6 percent of headcount.
- All other specialized metrics also represent a particular percentage of degree production.
- The 2017-2018 target utilizes this percentage formula in relation to the fall headcount target (4,696) developed for that same time period.

Metric: Associate's Degrees Awarded

Target: **NA**

Shepherd University does not have these degree programs.

Metric: Bachelor's Degrees Awarded

Target: **716**

Bachelor's degree recipients represent approximately 92 percent of the total of degrees awarded. The target was based on this formula and the fall enrollment headcount target for 2017-2018.

Metric: Master's Degrees Awarded

Target: **63**

Master's degrees have typically made up approximately 7.3 percent of total degrees awarded.

Shepherd University also opened the Martinsburg Center in fall 2013 to service the needs of adult learners in the Eastern Panhandle and beyond. With one graduate program (M.B.A.) fully in residence at this location, as well as selected courses in the Master of Arts, Curriculum and Instruction program, we are expecting the percentage of degrees awarded in the graduate area in relation to overall degree production to rise to 8 percent or higher by 2017-2018.

Metric: Doctoral Professional Practice Degrees Awarded

Target: **NA**

Shepherd University does not have these degree programs.

Metric: Doctoral Research/Scholarship Degrees Awarded

Target: **NA**

Shepherd University does not have these degree programs.

Metric: STEM Degrees Awarded

Target: **124**

STEM graduates represent 16 percent of overall degrees awarded. Using this formula, the institutional target for 2017-2018 was determined.

Metric: STEM Education Degrees Awarded

Target: **8**

See rationale listed under STEM degrees awarded. STEM Education degrees represent a percentage of overall graduates, as well as the total number of STEM degrees awarded. The same rationale was utilized in determining this target goal.

Metric: Health Degrees Awarded

Target: **59**

Degrees awarded in particular disciplines represent a percentage or factor of total degrees awarded. Using this formula, coupled with a projected drop in enrollment for 2013-2014 followed by growth in the other reporting years, we determined the outcome for health degrees.

Additionally, Shepherd's nursing program has experienced continued growth and success in licensure pass rates during the previous compact period and, with the ability to accept more students, we expect the upward trend in degree production to continue.

B. Federal Student Loan Cohort Default Rate

Metric: Three-Year Rate

Target: **12.0 percent**

Shepherd has had an exemplary Cohort Student Default Rate (CDR) during the previous compact period. The rates listed by HEPC in the spreadsheet are two-year cohort default rates. The three-year rates only came online for the 2009 and 2010 cohorts as part of the Higher Education Opportunity Act of 2009. As expected, the three-year CDR rates are much higher, with the national average at 13.4 percent for the 2009 cohort and 14.7 percent for the 2010 cohort. Given the current economic climate, this rate is expected to climb higher with future cohorts.

Shepherd's goal is to remain below the national and state average for the three-year CDR rates. In consultation with the WVHEPC, Shepherd has set its aspirational goal for 2018 at 12.0%, which is well within the exemplary rate nationally.

C. Research and Development (required for WVU and Marshall University, optional for all others)

Metric: Research Grants and Contracts

Target: **\$46,955**

As it seeks to increase its culture of grantsmanship, the institution has ranged from a high of \$138,580 to a low of \$7,135 during the previous compact reporting period. In averaging the amount from the six years of reporting, the target goal \$46,955 is 2.75 percent above our last reporting period, and significantly above the lower numbers reported in 2008-2011. Maintaining consistent outcomes with modest or better increases in this area would be an appropriate benchmark for an institution of our size.

Metric: Licensure Income

Target: **NA**

Shepherd University does not currently have nor does it anticipate licensure income during the 2013-2018 compact period.

Metric: Peer-Reviewed Publications by Faculty

Target: **10 annually**

Faculty document their professional development activities on the annual report that is reviewed by the department chair and the academic school dean. Additionally, faculty with the graduate faculty designation are expected to have scholarly outcomes, one of which may be peer-reviewed publications.

The institutional goal is to have at least one peer-reviewed article from each of the four academic schools, starting in 2013-2014, putting the initial benchmark at four annually but aiming at achieving a target goal of ten peer-reviewed publications annually by faculty in 2017-2018.

Metric: Start-Up Companies

Target: **NA**

Shepherd University does not anticipate having any start-up companies during the 2013-2018 compact period.


Metric: Patents Issued

Target: **NA**

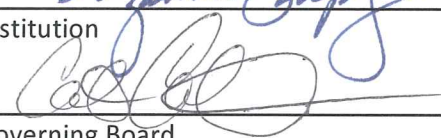
Shepherd University does not anticipate the issuance or awarding of any patents during the 2013-2018 compact period.

Signatures of the appropriate personnel from the institution, governing board and Commission are necessary for the institution targets to be finalized.

Approvals:




Institution

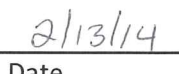


Governing Board

Commission



Date



Date

Date

Table 1: Shepherd University, Student Access

Student Access								
	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	Draft 2018 Target (2017-18 Data)	Formal 2018 Target (2017-18 Data)
Enrollment								
Fall Headcount	4,167	4,283	4,370	4,336	4,434	4,446	5,356	4,696
In-State		2,396	2,545	2,613	2,652	2,664	2,813	2,817
Out-of-State		1,887	1,825	1,723	1,782	1,782	1,875	1,878
Annualized FTE	3,562	3,642	3,784	3,818	3,864	3,810	4,661	3,847
In-State		2,167	2,305	2,365	2,381	2,346	2,524	2,308
Out-of-State		1,475	1,479	1,453	1,483	1,464	1,683	1,539
Fall First-Time Freshmen Headcount	706	709	801	770	796	756	774	798
In-State	414	414	493	462	466	467	501	479
Out-of-State	292	295	308	308	330	289	334	319
Fall Low-Income Student Headcount*	855	881	1,136	1,335	1,422	1402**	1,717	1,503
Fall Underrepresented Racial/Ethnic Group Total	352	358	353	404	465	463	568	487
American Indian	17	32	22	21	35	28	33	29
Black	219	224	191	247	289	302	370	318
Hispanic	116	102	114	114	123	118	146	125
Multi Racial	.	.	25	19	15	9	11	9
Native Hawaiian/Pacific Islander	.	.	1	3	3	6	6	6
Fall Adult (25+) Headcount	1,089	1,165	1,192	1,155	1,167	1,126	1,801	1,188

Table 2: Shepherd University, Student SUCCESS

Student Success								
	2006 Cohort	2007 Cohort	2008 Cohort	2009 Cohort	2010 Cohort	2011 Cohort	Draft 2018 Target 2016 Cohort	Formal 2018 Target 2016 Cohort
Developmental Education Outcomes								
Students Passing Developmental Courses								
Math								NA
English								NA
Students Passing Developmental Courses and a College-Level Course								
Math								NA
English								NA
Retention								
Full-Time, First-Time Freshmen	71.8%	70.5%	70.4%	75.6%	72.6%	67.6%	72.2%	74.0%
In-State		79.3%	77.8%	80.1%	76.7%	70.6%		62.0%
Out-of-State		58.3%	60.2%	68.5%	66.7%	63.6%		73.0%
Part-time, First-Time Freshmen	36.4%	46.7%	66.7%	60.0%	70.0%	54.6%	65.6%	65.6%
Low-Income First-Time Freshmen	66.1%	68.1%	67.4%	75.4%	74.0%	62.8%	70.2%	70.0%
Returning Adults	58.3%	56.5%	77.8%	63.6%	75.6%	62.9%		72.0%
Transfer Students	66.9%	71.1%	77.0%	71.0%	71.7%	72.5%		74.0%
Underrepresented Racial/Ethnic Group Total	80.0%	64.9%	58.8%	82.5%	67.0%	49.0%	70.6%	67.0%
American Indian	0.0%	100.0%	33.3%	50.0%	100.0%	57.1%	70.8%	95.0%
Black	51.9%	63.6%	65.1%	87.9%	69.4%	46.5%	67.6%	47.0%
Hispanic	75.0%	53.9%	56.3%	77.3%	50.0%	55.6%	62.5%	47.0%
Multi Racial								NA
Native Hawaiian/Pacific Islander					100.0%			NA
Progress Toward Degree								
First-Time Freshmen Earning 30 Hours	37.0%	33.9%	37.2%	44.2%	41.8%	37.7%	38.6%	44.0%
In-State		39.1%	39.4%	47.1%	44.4%	41.0%	NA	46.0%
Out-of-State		26.4%	34.2%	39.6%	38.0%	33.0%	NA	42.0%
Four-Year Graduation Rate Cohort Years:	2004	2005	2006	2007	2008	2009	2014 Cohort	2014 Cohort
First-Time Freshmen	16.3%	19.1%	18.7%	16.9%	17.9%	20.2%	18.6%	21.0%
In-State	14.8%	20.7%	17.9%	18.4%	20.3%	21.8%	NA	26.0%
Out-of-State	19.4%	16.6%	19.6%	14.7%	14.6%	17.5%	NA	14.0%
Low-Income First-Time Freshmen	10.5%	14.7%	13.2%	10.8%	14.5%	15.5%	14.0%	18.0%
Returning Adults	41.8%	41.5%	33.3%	47.8%	51.1%	36.4%	39.6%	43.0%
Transfer Students	45.1%	44.4%	45.4%	46.4%	47.3%	47.1%	45.7%	50.0%
Underrepresented Racial/Ethnic Group Total	12.2%	2.0%	3.9%	6.8%	8.8%	15.8%	6.9%	24.0%
American Indian	0.0%	0.0%	0.0%	33.3%	11.1%	0.0%	0.0%	11.0%
Black	12.9%	3.0%	7.4%	5.5%	4.7%	15.2%	7.8%	18.0%
Hispanic	11.8%	0.0%	0.0%	0.0%	18.8%	18.2%	6.3%	37.0%
Multi Racial								NA
Native Hawaiian/Pacific Islander								NA
Six-Year Graduation Rate Cohort Years:	2002	2003	2004	2005	2006	2007	2012 Cohort	2012 Cohort
First-Time Freshmen	39.3%	45.9%	42.4%	46.7%	45.2%	39.8%	45.0%	45.0%
In-State			39.9%	48.5%	44.0%	46.4%	NA	52.0%
Out-of-State			47.8%	43.8%	46.5%	30.5%	NA	47.0%
Low-Income First-Time Freshmen	28.5%	35.8%	38.9%	44.1%	35.5%	36.1%	38.6%	40.0%
Returning Adults	36.2%	53.2%	49.4%	53.7%	52.8%	54.4%	52.2%	65.0%
Transfer Students	57.2%	55.9%	56.9%	54.7%	53.8%	56.5%	55.7%	55.8%
Underrepresented Racial/Ethnic Group Total	27.8%	34.0%	34.7%	27.1%	23.5%	33.8%	29.4%	33.0%
American Indian	33.3%		0.0%	33.3%	0.0%	66.7%	16.7%	NA
Black	27.0%	35.9%	38.7%	30.3%	22.2%	29.1%	30.8%	30.8%
Hispanic	28.6%	25.0%	29.4%	16.7%	30.0%	38.5%	25.9%	25.9%
Multi Racial								NA
Native Hawaiian/Pacific Islander								NA

Table 3: Shepherd University, IMPACT

Impact								
	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	Draft 2018 Target (2017-18 Data)	Formal 2018 Target (2017-18 Data)
Degrees Awarded	690	716	738	682	738	770	746	779
Associate's								
Bachelor's	642	662	687	648	675	714	670	716
Master's	48	54	51	34	63	56	76	63
Doctorate								
STEM	93	83	88	100	120	122	112	124
Associate's								NA
Bachelor's	93	83	88	100	120	122	112	124
Master's								NA
Doctorate								NA
STEM Education*	7	7	9	10	3		9	8
Health	44	55	70	43	51	63	54	59
Associate's								NA
Bachelor's	44	55	70	43	51	63	54	59
Master's								NA
Doctorate								NA
Federal Student Loan Cohort								
Default Rate Cohort Years:	2005	2006	2007	2008	2009	2010	2015 Cohort	2015 Cohort
Three-Year Rate	5.6%	8.1%	8.3%	6.9%	6.8%	10.7%	7.1%	12.0%
Research and Development	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2018 Data	FY 2018 Data
Research grants & contracts*	\$ 138,580	\$ 13,932	\$ 7,135	\$ 30,642	\$45,743	\$45,697		\$46,955
Licensure Income*								NA
Peer-Reviewed Publications*								10 (annual count)
								Total FY2014 to FY 2018
Start-up Companies*								NA
Patents Issued*								NA

* Data to be provided by institution.