Pathway to Becoming a Premier Liberal Arts University
Pathways and Priorities
July 1, 2012- June 30, 2013

Pathway 1: To Inspire Student Learning and Development ($275,665 FY13)

Priority 1: Improve the quality of learning across the curriculum.

Goal: Re-design General Studies into a Core Curriculum and re-design majors into degree programs not to exceed 120 credits.

Assessment: Determine the number of students who moved to the new program and graduated earlier than expected. Determine a net savings for students.

Accomplishments:
• All first year students and transfer and readmitted students enrolled in the new curriculum program.
• 62 Shepherd University seniors graduated one semester earlier due to their movement to the new program.
• Shepherd's accelerated graduation saved students on average $4,300 each, for a total savings of $369,000.

Priority 2: Inspire student learning and development through the incorporation of technology in teaching. ($220,315)

Goal: Update and increase the number of classrooms equipped with a common set of contemporary technologies and develop a cadre of student employees to serve as the classroom support staff.

Assessment: Sakai data showed continued increased numbers of faculty members are using technology. Student workers support student learning.

Evidence: Use of Sakai

<table>
<thead>
<tr>
<th>Total Sites Used from Spring 2010 – Spring 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spring 2010 (201040):</td>
</tr>
<tr>
<td>Summer I 2011 (201110):</td>
</tr>
<tr>
<td>Summer II 2011 (201120):</td>
</tr>
<tr>
<td>Summer III 2011 (201115):</td>
</tr>
<tr>
<td>Fall 2011 (201130):</td>
</tr>
<tr>
<td>Spring 2012 (201140):</td>
</tr>
<tr>
<td>Other Sites:</td>
</tr>
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</table>
IT Student-Workers

<table>
<thead>
<tr>
<th>IT Student Workers: 2011-2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>White Hall:</td>
</tr>
<tr>
<td>CTL: 1 for 2009-10 and 2010-11</td>
</tr>
<tr>
<td>Art: 5 for 2009-10, 4 for 2010-11, 6 for 2011-12</td>
</tr>
</tbody>
</table>

Accomplishments:

- Improved overall internet connectivity to the university by 250%
- Enabled wireless connectivity to more than 90% of classroom space
- Significantly improved the reliability of email communication

Goals: The remaining residence halls will have wireless access by the summer or fall of 2012. Extending the wireless network to 100 percentage campus coverage by 2012 is another top priority of the 2009 strategic plan. There were no wireless initiatives completed in 2011-12.

**Priority 4:** Renovate and expand the Student Center into a Center for Civic Engagement and Student Leadership.

Goal: Plan, renovate, and expand the Student Center

Assessment: Due to financial constraints, no movement was made on the Student Center. The build-out of the Dining Hall is on hold.

**Priority 8:** Ensure a high degree of professional preparation for students.

Goal: Increase internships, co-ops, employment opportunities, incorporate technologies in professional preparation

Assessment: All licensure programs will receive initial or reaffirmation of accreditation. Number of credit hours earned through coops and internships.

Evidence: All licensure programs received initial or reaffirmation of accreditation with no areas of improvement.

- The Council on Social Work Education (CSWE) reviewed the Social Work program and reaffirmed the accreditation of the Social Work program with no areas for improvement.
- The TRIO Student Support Services Program leads Graduate School Planning Workshops each semester.
Accomplishments:

- Career services increased in the number of students registered for College Central over previous years
- The number of employers increased at on-campus job fairs and the number of employers increased for education and nursing.

### TECHNOLOGY BASED CONNECTIONS

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Students Registered</td>
<td>518</td>
<td>675</td>
<td>711</td>
<td>163*</td>
</tr>
<tr>
<td>Alumni Registered</td>
<td>95</td>
<td>131</td>
<td>94</td>
<td>83</td>
</tr>
<tr>
<td>Employers Registered</td>
<td>115</td>
<td>120</td>
<td>134</td>
<td>135</td>
</tr>
<tr>
<td>Job Postings</td>
<td>409</td>
<td>419</td>
<td>575</td>
<td>378*</td>
</tr>
</tbody>
</table>

*Please note the Office of Human Resources – Student Employment no longer posts student employment positions via CollegeCentral. It is now funneled through the HR Admin site.

### FOCUS-2

<table>
<thead>
<tr>
<th></th>
<th>2009-2010</th>
<th>2010-2011</th>
<th>2011-2012</th>
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</thead>
<tbody>
<tr>
<td>Registrations</td>
<td>125</td>
<td>198</td>
<td>108</td>
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</table>

### ON CAMPUS JOB FAIRS

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>CareerFest</td>
<td>171</td>
<td>195</td>
<td>175</td>
<td>225</td>
</tr>
<tr>
<td>Employers</td>
<td>41</td>
<td>65</td>
<td>74</td>
<td>76</td>
</tr>
<tr>
<td>Graduate Schools</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Students</td>
<td>171</td>
<td>195</td>
<td>175</td>
<td>225</td>
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</table>

### Teacher Recruitment

<table>
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<tr>
<th></th>
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<td>Employers</td>
<td>15</td>
<td>12</td>
<td>13</td>
<td>12</td>
</tr>
<tr>
<td>Students</td>
<td>49</td>
<td>48</td>
<td>52</td>
<td>42</td>
</tr>
<tr>
<td>Graduate</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>1</td>
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Schools

<table>
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<tr>
<th>Nurses Fair</th>
<th></th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Employers</td>
<td>20</td>
<td>24</td>
<td>12</td>
<td>14</td>
</tr>
<tr>
<td>Students</td>
<td>72</td>
<td>96</td>
<td>72</td>
<td>105</td>
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</table>

**APPOINTMENTS/CONTACTS** (June 1, 2011 – May 31, 2012)

<table>
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<tr>
<th>REASON</th>
<th>TOTAL</th>
<th>ALUMNI</th>
<th>STUDENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career Counseling</td>
<td>97</td>
<td>4</td>
<td>93</td>
</tr>
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<td>Graduate School</td>
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<td>7</td>
<td>24</td>
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<td>Interviewing Skills</td>
<td>84</td>
<td>11</td>
<td>73</td>
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<td>Job Search</td>
<td>49</td>
<td>20</td>
<td>29</td>
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<tr>
<td>Resumes</td>
<td>646</td>
<td>85</td>
<td>561</td>
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<tr>
<td>Cover Letters</td>
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<td>9</td>
<td>75</td>
</tr>
<tr>
<td>Total</td>
<td>991</td>
<td>136</td>
<td>855</td>
</tr>
</tbody>
</table>

**OTHER FAIRS**

**Academic Major Minor Fair** – Shepherd University – August 27, 2011

- 16 Academic Departments Represented
- 224 Shepherd Students

**Cumberland Valley Consortium Virtual Job Fair** – Online – June 15 – August 15, 2011

- 24 Employers Registered
- 48 Shepherd Students/Alumni

**Cumberland Valley Consortium Job and Intern Fair** – Frederick, MD, February 8, 2012

- 55 Employers Registered
- 16 Shepherd Students/Alumni

Several workshops during the year Career Services as added the following:
• Professional Connections Day: 130 Students
• Classroom Presentations: 58
• Workshops: 15
• Walk-In Clinic; Ram-Up your Resume: an average of 100 Students per session
• Resume/Interview Rubrics for In-Class Grading (course collaborations): Incorporated into four Courses
• Mock Interviews for Jefferson High School: 20 Students
• Harpers Ferry Job Corp Professionals Day: 15 students

Priority 12: Improve our commitment to students with disabilities. ($55,350)

Goal: Provide direct services to students to enhance success at the University and enhance support, training, education and assistance for faculty and staff regarding ADA issues.

Assessment: Increase number of services provided to students with disabilities.

Evidence:

<table>
<thead>
<tr>
<th>Services Provided by the Office of Disabilities Support</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Distribution of Accommodation Packages</td>
<td>314 (2011-2012)</td>
</tr>
<tr>
<td></td>
<td>263 (2010-2011)</td>
</tr>
<tr>
<td></td>
<td>292 (2009-2010)</td>
</tr>
<tr>
<td>Testing Services</td>
<td>328 tests for 48 students (2011-2012)</td>
</tr>
<tr>
<td></td>
<td>371 tests for 47 students (2010-2011)</td>
</tr>
<tr>
<td></td>
<td>165 tests for 33 students (2009-2010)</td>
</tr>
</tbody>
</table>

Accomplishments:

• The TRIO program, housed within the Center for Teaching and Learning, provides academic support, counseling, assistance with ADA issues and services to enhance student success. The services provided by the TRIO program are funded through the TRIO/SSS grant.
• A faculty member was repositioned as Disabilities Coordinator and a Visiting Faculty was hired to backfill the position. ($55,350 FY13)

Pathway 2: To Optimize the Potential of Faculty and Staff ($961,179 FY13)

Priority 3: Increase full-time faculty to 75 percent of instruction. ($517,760 FY13)
Goal: Obtain 75 percent of credit hours taught by full time faculty to the total instructional hours taught by faculty.

Assessment:
- Percentage of faculty with terminal degrees.
- Percentage of courses taught by full-time faculty.

Evidence: Percentage of instructional hours taught by full-time faculty.
- Fall 2008-55.0
- Fall 2009-60.3
- Fall 2010-54.7 *
- Fall 2011-61.1
*Decrease may be due to an increase in student enrollment.

Accomplishments:
- Percentage of Faculty with Terminal Degree increased from 81 to 81.45 in the 2010-2011 academic year, and 86.6 in 2011-2012.
- Six additional faculty members hired FY12.
- Seven new faculty lines added FY 13 ($517,760)

Priority 6: Ensure competitive salaries for faculty and staff. ($285,000 FY13)

Goal: Salaries should be established at a leadership level among West Virginia institutions, increasing by five percent the level at which we compare to our peers.

Assessment: WV Peers Faculty Salaries. See Table 2.

Classified staff were maintained at full funding of the Shepherd University Classified Salary Schedule, with classified staff with more than 16 years’ experience received 2% increases. Institutional salary increase of 2% was implemented in the Salary Policy for Non-Classified. Faculty merit pool was implemented combining the redistributed 2.3% from 2011 and the 2% for FY12. All employees also received a 1.5% temporary salary enhancement.

Accomplishments:
- The classified staff statutory salary schedule was maintained.
- Raises for faculty promotions in rank were funded.
- Market-competitive salaries for new faculty hires were established and maintained.
- Raises were provided for all employees at a cost of $285,000.
Priority 11:  Enhance professional development programs for faculty and staff. ($148,721 FY13)

Goal: Supplement professional travel, bank overload hours toward release time

Assessment: Increased allocation for professional travel; increased professional development opportunities for faculty and staff.

Evidence:
• 12 new full-time faculty members have participated in a three-day New Faculty Orientation in August the week before classes begin.
• The 1:00 pm hour on MWF is open for new full-time faculty to meet and participate in a learning community facilitated by the Dean of Teaching, Learning and Instructional Resources.
• Websites assisting new faculty, full-time and adjunct, with the transition process to Shepherd are on the Center for Teaching and Learning website.
• The Instructional Technologist created a certification program for faculty to teach online.
• “Techshop” training sessions take place for faculty every other week. These are lead by the Instructional Technologist and the Director of Audio-Visual Media Services.
• 90 people participated in the staff orientation program.
• 86 classified staff members attended the communication training.
• 278 faculty and staff members participated in on-line training.
• 100 faculty members participated in search committee training.

Accomplishments:
• HR maintained subscriptions of the on-line training program, BLR, available to all employees and covering a vast array of topics.
• HR provided communication training to classified employees on how to communicate effectively with supervisors.
• New staff orientation program expanded to three times per year.

Priority 15:  Strengthen the diversity of faculty and staff.

Goal: Diversity at Shepherd will compare at 95 percent of West Virginia peers.
Assessment:
Assess Full-time Instructional Faculty by Race.

Evidence:
IPEDs and COPLAC Faculty data:
• Fall 2010 WV Peer Minority Faculty Comparison: Shepherd University 17 percent (Table 3).
• Fall 2010 COPLAC Peer Comparison Data (Table 4).

Accomplishments:
Classified staff were maintained at full funding of the Shepherd University Classified Salary Schedule, with classified staff with more than 16 years’ experience received 2% increases. Institutional salary increase of 2% was implemented in the Salary Policy for Non-Classified. Faculty merit pool was implemented combining the redistributed 2.3% from 2011 and the 2% for FY12. All employees also received a 1.5% temporary salary enhancement.

Priority 16: Develop and expand faculty office space. ($9,698 FY 13)

Goal: Convert space to faculty offices that are accessible to all users.

Assessment: Continue to increase number of faculty offices.

Evidence: Capital Project List

Accomplishments:
• New windows and new HVAC system in Stutzman-Slonaker Hall were installed.
• Additional office added in Butcher Center
• Began designing new office and activity areas in Butcher Center
• Three new offices were created in White Hall.
  o Knutti Hall TV Studio and Room 207 Language Lab projects were completed.

Priority 20: Enhance retirees’ connection to the University.

Goal: Increase retirees’ connection to the University.

Assessment: HR communicates directly with personnel regarding retirement.

Evidence: HR is developing an assessment of retirees’ satisfaction.

Accomplishments:
• HR developed retiree brochure and web-site.
• Early recruitment of prospective retirees for recognition at an enhanced recognition luncheon
• University encouraged multiple retirees to work on part-time basis to maintain value of institutional memory
• Rolling storage lockers were purchased by the Scarborough Library to be used for emeritus faculty members
• Two study carrels will be purchased by the Scarborough Library to be used for emeritus faculty members
• Two laptop computers were purchased by Academic Affairs to be used by emeritus faculty members

Pathway 3: To Create a Beautiful and Welcoming Campus: ($2,269,025 FY13)

Priority 5: Enhance campus border definition and focal points. (FY13 $80,000)

Goal: Completion of associated projects.


Evidence:
The percentage of survey respondents who were satisfied with Facilities Management services was 94 and Safety was 95.

Accomplishments:

• Purchased and planted thousands of varied flowers and flower bulbs.
• Planted dozens of trees.
• Landscaped areas around finding signs at campus entrances.
• Installed 40 new LED site lighting fixtures on east campus.
• Installed several new way finding signs on west campus.
• Approximately $80,000 was invested for flowers, mulch and other beautifying campus items

Priority 7: Enhance buildings and grounds by increasing maintenance staff.

Goal: Increased Facilities Management survey scores.


Evidence:
The percentage of survey respondents who were satisfied with Facilities Management services was 94 and 95 felt that Safety was effective.

Accomplishments:
- No new staff members were added. Staff members added last year were instrumental in maintaining buildings and grounds at a much higher level that before.

Priority 9: Develop a pedestrian-centric campus. (FY13 $528,221)

Goal: Completion of associated projects.

Assessment:
The Budget Committee identifies capital projects annually related to the strategic plan and infrastructure renewal.

Evidence: FY 11 identified 15 projects and completed all within the fiscal year, 12 projects related to the Strategic Plan and 3 related to infrastructure renewal.

Accomplishments:
- A&E contract completed with plans in place for construction of pedestrian tunnel under Route 480.
- Completed the installation of 6 bicycle racks.
- Installed a ¼-mile sidewalk along University Drive to the West Campus entrance.
- No additional plans have been made in regard to a parking structure.
- The Campus Master Plan was developed and emphasizes a more pedestrian oriented campus. $528,221

Priority 18: Bring HVAC across all buildings up to standard. (FY13 $1,660,804)

Goal: Completion of associated projects.

Assessment: Capital projects list.

Evidence: All FY11 capital HVAC plans and installation completed.

Accomplishments:
- Completed HVAC installation in Snyder Hall and the lower level of Knutti Hall.
- Developed plans and specs to renovate Stutzman Slonaker Hall HVAC systems with work to begin May 9, 2011.
• ADA signage installed throughout White Hall with new directories at entrance areas (part of the White Hall renovation project).
• The continuation of the signage enhancements are on hold due to budget shortfall.
• The following projects were completed: Ikenberry Windows; Stutzman Slonaker Windows, Stutzman Slonaker HVAC for a total of $1,660,804.

Pathway 4: To Stimulate the Cultural and Economic Development of the Region: ($5,254,126 FY13)

Priority 10: Develop partnerships to stimulate Economic Development. ($2,925,429)

Goal: 10 percent increase in graduate student enrollment by 2012; 10 percent increase in graduate student placement in business and doctoral programs by 2012; 10 percent increase in continuing education; HEPC commissioned a statewide economic impact study and reported results by university.

Assessment: Number of: degree seeking graduate students, placed in business and doctoral programs, and teachers participating in EDPD.

Evidence: Baseline Data AY 2011 (Annualized Non-duplicated enrollment): Degree Seeking = 190 graduate students which is a decrease of 7 percent from the past year; Graduates =34 graduate students which is a 33 percent decrease from last year; 304 teachers participated in Continuing Education (EDPD credits) which is a 12 percent decrease from last year.

Accomplishments:

• The School of Business and Social Sciences sponsored annual dinner for graduating seniors.
• Career Services, Alumni Affairs and the School of Business and Social Sciences collaborated with the faculty of accounting, business, economics, and finance programs to connect graduating students in an initial full day event, Professional Connections Day.
• The Martinsburg Center was opened to serve graduate and adult students at a cost of $2,426,146 in capital and $499,283 in operation expense.

Priority 13: Fund athletic programs to the level of regional parity. ($2,100,000)
Goal: 60 percent annual retention rate for students and coaches; 50 percent of teams win WVIAC conference championships by 2014; 50 percent of teams participate in postseason play.

Assessment: Teams win/loss records, participation in postseason play, Retention rates of students and coaches.

Evidence:

- 59 percent annual retention rates for student athletes from 2005-2010 cohorts (6 years).
- 9.1 percent of teams won WVIAC championship (1/11 teams. Lacrosse does not have a WV championship.).
- 16.6 percent of teams participated in post season play (2/12 teams eligible).
- 83.3 percent Coaches Retained (FY12: 10 of 12 coaches).
- 83.3 percent of teams appeared in post-season play. The WVIAC does not sponsor a lacrosse championship.

Accomplishments:

- Nathan Minnich named Division II Baseball player of the year.
- Baseball and lacrosse defeated a NCAA Division I team.
- Increased community engagement activities by inviting entire community to attend pre-game Chalk-Talks, annual banquets, and NCAA football playoffs television broadcast selection show.
- Pep band and cheerleaders vastly increased the audience presence at home men’s and women’s basketball teams.
- Soccer complex renovation was begun with obligation of $2.1 million to install artificial turf field and new grass surface practice field

Priority 14: Develop an integrated marketing program. ($133,320)  

Goal: 100 percent satisfaction with presented information; 50 percent web pages managed in content management system; 70 percent internally oriented resources are contained within a portal.

Assessment:

- The Shepherd University Alumni Association conducted a 2011 survey using an external communications consultant.

Evidence:
Survey results indicate that alumni are satisfied with the external communications program, and that the communication vehicles used are diverse: 82 percent rely on Shepherd magazine, 73 percent on email and 24 percent on the university website for their information about the university.

Accomplishments:
- Goals are not met due to resource constraints. The content management system was not funded in FY11.
- Funding was requested for FY12 and designated as a second tier priority, funding pending spring revenues.
- The web manager updated the website; and as of March 2011, redesigned nine program sites, created five special sites, and added 29 features.
- Rebranding campaign was funded and executed through Creosote.

Priority 17: Secure grants in excess of $1 million annually to support pathway initiatives.

(FY 13 $92,250)

Goal: Hire Director of Corporate, Foundation, and Government Relations to secure grants in excess of $1 million annually to support pathway initiatives.

Assessment:
Secure grants in excess of one million dollars annually to support pathways initiatives.

Evidence:
- Increase percentage of grant funding by three percent annually.
- Total amount of funding awarded through the competitive grants program increased 14 percent over 2011 and 62% over goal.

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<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>2012</td>
<td>$1,623,720</td>
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<tr>
<td>2011</td>
<td>$1,476,939</td>
</tr>
<tr>
<td>2010</td>
<td>$964,818</td>
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<tr>
<td>2009</td>
<td>$1,455,772</td>
</tr>
<tr>
<td>2008</td>
<td>$1,903,658</td>
</tr>
<tr>
<td>2007</td>
<td>$130,170</td>
</tr>
</tbody>
</table>

Accomplishments:
- 21 grant applications were made and 16 grants were awarded in FY 12. 5 proposals were not funded.

Priority 19: Create Founders Day to symbolize our academic stance. (FY 13 $3,127)
Goal: 75 percent of faculty and 75 percent of undergraduate, degree seeking students participate in Founders Day.

Assessment:
Faculty, staff, and student attendance.

Evidence:
Staff and administrative groups were well represented; Attendance increased by 10 percent. Faculty attendance did not meet the 75 percent goal.

Accomplishments:

• Founders Day was reinstituted on October 15, 2010.
• A campus-wide team was appointed to organize the program which focused on the history of the university.
• Participation increased by approximately 10 percent based upon number of ice cream cups served. Primary increase is attributed by faculty with the departments of engineering, social work and education contributing displays to the program.
• The estimated participation is between 750 and 770. The benchmark of 75 percent has not been achieved.

Table 2

<table>
<thead>
<tr>
<th>WV Peers Faculty Salaries</th>
<th>FTE</th>
<th>2010</th>
<th>2010 Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bluefield State College</td>
<td>1,778</td>
<td>54,594</td>
<td>3</td>
</tr>
<tr>
<td>Concord University</td>
<td>2,565</td>
<td>54,038</td>
<td>4</td>
</tr>
<tr>
<td>Fairmont State University</td>
<td>4,221</td>
<td>57,219</td>
<td>2</td>
</tr>
<tr>
<td>Glenville State College</td>
<td>1,499</td>
<td>47,755</td>
<td>7</td>
</tr>
<tr>
<td>Institution</td>
<td>FTE</td>
<td>Am Indian/AK Native</td>
<td>Asian</td>
</tr>
<tr>
<td>-------------------------------------</td>
<td>------</td>
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<td>-------</td>
</tr>
<tr>
<td>Shepherd University</td>
<td>3,741</td>
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<td>3</td>
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<tr>
<td>West Liberty University</td>
<td>2,547</td>
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<td>1</td>
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<tr>
<td>West Virginia State University</td>
<td>2,559</td>
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<td>2</td>
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Table 3

WV Peers (Race) 2010

*Blank spaces mean no numbers were reported for those fields.*
<table>
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<tr>
<th>Institution</th>
<th>FTE</th>
<th>Am Indian/AK Native</th>
<th>Asian</th>
<th>Black or African Am</th>
<th>Hispanic or Latino</th>
<th>Pacific Islander</th>
<th>Nonresident Alien</th>
<th>Total Faculty</th>
<th>% Minority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eastern Connecticut State University</td>
<td>4935</td>
<td>*</td>
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<td></td>
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<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Fort Lewis College</td>
<td>3658</td>
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<td>2</td>
<td>1</td>
<td>8</td>
<td>0</td>
<td>1</td>
<td>167</td>
<td>11%</td>
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<tr>
<td>Georgia College &amp; State University</td>
<td>6016</td>
<td>0</td>
<td>12</td>
<td>15</td>
<td>9</td>
<td>0</td>
<td>21</td>
<td>316</td>
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<tr>
<td>Henderson State University</td>
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<td>3</td>
<td>4</td>
<td>4</td>
<td>0</td>
<td>4</td>
<td>197</td>
<td>8%</td>
</tr>
<tr>
<td>Keene State College</td>
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<td>3</td>
<td>3</td>
<td>4</td>
<td>0</td>
<td>4</td>
<td>197</td>
<td>8%</td>
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