

# Shepherd

UNIVERSITY

## Board of Governors



### Meeting Agenda

### September 27, 2017

#### Board Members

Marcia Brand, Chair  
Tia McMillan, Vice Chair  
Gat Caperton, Secretary

Ray Alvarez	Eric Lewis
John Beatty	Sneha Reddy, Student
Henry Kayes, Jr.	D. Scott Roach
Ramona Kissel, Classified Staff	Chad Robinson
J.B. Tuttle, Faculty	

Mary J.C. Hendrix, President

**SHEPHERD UNIVERSITY  
BOARD OF GOVERNORS MEETING**

**4:15 p.m.  
September 27, 2017  
Shepherdstown, WV**

**AGENDA**

Regular Session

Lower Level Multipurpose Room  
Robert C. Byrd Center for Congressional History and Education

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|---|---|
| 1. Call to Order  | Chair Marcia Brand  |
| 2. Public Comments  |   |
| 3. Oath of Office – New Members   | Chair Brand   |
| 4. Presentation – The New Shepherd Website                                  | Mr. Tim Haines, Director of<br>Marketing and Digital Strategy |
| 5. Adoption of the Minutes from June 22, 2017 Board Meeting                 | Chair Brand   |
| 6. Adoption of the Minutes from August 31, 2017 Executive Committee Meeting | Chair Brand   |
| 7. President's Report   | President Hendrix   |
| 8. Discussion of Monthly Reports and Revenue Generating Initiatives         | President Hendrix and All Board<br>Members                    |
| 9. Report of the Academic Programs and Development Committee                | Ms. Tia McMillan  |
| a. Accreditation Update and Summary 2016-2017                               |   |
| b. Concentration in Information Technology (IT)                             |   |
| c. Concentration in Management Information Systems (MIS)                    |   |
| 10. Report of the Enrollment, Student and Community Affairs Committee       | Mr. Chad Robinson   |
| a. Enrollment Update  |   |
| b. Tuition and Fee Waiver Report: FY2017                                    |   |
| 11. Report of the Finance and Facilities Committee                          | Mr. Eric Lewis  |
| a. Quarterly Financial Report: 4 <sup>th</sup> Quarter FY2017               |   |
| b. FY2018 Budget Revision   |   |
| 12. Amendment of Policy 9: Classified Employees                             | Mr. Alan Perdue, General Counsel                              |
| 13. Amendment of Policy 36: Classified Staff Reduction in Force             | Mr. Perdue  |
| 14. Metro Scholarship Rate Presentation                                     | Mr. Bill Sommers  |
| 15. Provost Search Update   | President Hendrix   |
| 16. Audit Committee Election  | Chair Brand   |
| 17. New Business  | Chair Brand   |

Executive Session

1. Executive Session – Discussion of Possible Honorary Award / Legacy Naming

Adjournment

**SHEPHERD UNIVERSITY**  
**BOARD OF GOVERNORS MEETING**

**3:00 p.m. – 4:00 p.m.**  
**September 27, 2017**  
**Shepherdstown, WV**

Committee Agendas

Academic Programs and Development Committee

**Lower Level Multipurpose Room, Robert C. Byrd Center for Congressional History and Education**

- Accreditation Update and Summary 2016-2017
- Concentration in Technology (IT)
- Concentration in Management Information Systems (MIS)

Ms. Tia McMillan, Chair

Mr. Ray Alvarez

Mr. John Beatty

Ms. Mona Kissel

Dr. Scott Beard, Staff

Ms. Monica Lingenfelter, Staff

Enrollment, Student and Community Affairs Committee

**Room 184, Robert Byrd Center Congressional History and Education**

- Enrollment Update
- Tuition and Fee Waiver Report: FY2017

Mr. Chad Robinson, Chair

Mr. Gat Caperton

Ms. Sneha Reddy

Ms. Holly Morgan-Frye, Staff

Mr. Bill Sommers, Staff

Dr. Tom Segar, Staff

Finance and Facilities Committee

**WV Room 309, Scarborough Library**

- Quarterly Financial Report: 4<sup>th</sup> Quarter FY2017
- FY2018 Budget Revision

Mr. Eric Lewis, Chair

Mr. Henry Kayes, Jr.

Mr. Scott Roach

Dr. J.B. Tuttle

Mr. Tony Major, Staff

Mr. James Vigil, Staff

# Shepherd University Board of Governors

## Minutes of the Meeting of June 22, 2017

The Shepherd University Board of Governors met on June 22, 2017 for the annual meeting, Vice Chair D. Scott Roach presiding. Members participating were: Ray Alvarez, John Beatty, Jason Best, Gat Caperton, Henry Kayes, Jr., Ramona Kissel, Eric Lewis, Tia McMillan, D. Scott Roach, and Chad Robinson. Also present were Shepherd University President Mary J.C. Hendrix, members of the executive leadership team and others. Board members Marcia Brand and Caitlin O'Connor were absent from the meeting.

1. **PUBLIC COMMENTS**

No public comments were made.

2. **MINUTES OF THE MEETING OF APRIL 27, 2017**

**M (Best), S (Kayes), PASSED**, (Caperton absent) that the minutes of the April 27, 2017 meeting of the Board of Governors be adopted as presented in the agenda book.

3. **PRESIDENT'S REPORT**

President Hendrix reviewed highlights of the ongoing initiatives for advancing Shepherd from among the comprehensive list provided in the President's Report. She emphasized the FY2017 Grants Proposed and Awarded. President Hendrix noted that Dr. James M. Cherry, scientific program director in the Office of Scientific Operations, and Marsha Nelson-Duncan, education program specialist, both from the National Cancer Institute (NCI) in Frederick, Maryland, were on campus earlier in the day to meet with her, Dr. Jason Best, and Dr. Scott Beard to discuss expanding student internship opportunities and partnerships at the NCI research facility.

President Hendrix noted that Major General James A. Hoyer, the adjutant general of WV Joint Forces Headquarters-WV, and Mara C. Boggs, Senator Manchin's State Director, would be on campus June 28 for a discussion about economic development as well as an in-depth discussion regarding Shepherd's Veterans Retraining Program.

4. **FACULTY ATHLETICS REPRESENTATIVE (FAR) BIENNIAL REPORT**

Dr. Andro Barnett, FAR and Professor of Health, Physical Education, and Recreation Studies, presented to the Board information regarding Shepherd's student-athletes and their engagement on the field and court, in the classroom, on campus, and in the community.

5. **GRADUATE CERTIFICATES IN HEALTH ADMINISTRATION, PUBLIC MANAGEMENT AND SPORT MANAGEMENT**

**M (Best), S (Alvarez), PASSED**, that the following resolution be adopted by the Board:

**RESOLVED**, That the Shepherd University Board of Governors approves the Graduate Certificates in Health Administration, Public Management and Sport Management, all effective for the Fall 2017 semester.

6. **HUMAN SERVICES CONCENTRATION IN THE REGENTS BACHELOR OF ARTS**  
**M (Alvarez), S (Best), PASSED**, that the following resolution be adopted by the Board:

**RESOLVED**, That the Shepherd University Board of Governors approves the Emphasis in Human Services for the Regents Bachelor of Arts, effective for the Fall 2017 semester.

7. **REPORT OF THE ENROLLMENT, STUDENT AND COMMUNITY AFFAIRS COMMITTEE**

On behalf of the Enrollment, Student and Community Affairs Committee, Mr. Robinson introduced University Police Chief, John McAvoy, to summarize the Campus Safety Annual Data Report. Mr. Robinson then introduced Mr. Bill Sommers, Vice President for Enrollment Management, to summarize the Enrollment Management Update, addressing new enrollment and retention initiatives.

8. **PROPOSED FY2018 ANNUAL BUDGET**

**M (Lewis), S (Alvarez), PASSED, [nine in favor – one opposed]**, that the following amended resolution be adopted by the Board:

**RESOLVED**, That the Shepherd University Board of Governors approves the FY2018 Annual Budget subject to stipulation that the President is directed to submit proposals for enrollment, retention, recruitment, and cost savings to the Board, which are to be incorporated into an amendment to the FY2018 budget, not later than the September 27, 2017 Board meeting.

9. **SALARY EQUITY INCREASES**

**M (Best), S (Caperton), PASSED, [nine in favor – one opposed]**, that the following resolution be adopted by the Board.

**RESOLVED**, That the Shepherd University Board of Governors approves the inclusion of a \$500,000 increase in aggregate personal services in the FY2018 Budget for targeted salary increases, as described in the meeting agenda book of June 22, 2017.

**RESOLVED FURTHER**, That the Shepherd University Board of Governors approves the targeted salary equity increases model for fulltime instructional faculty and for staff and non-instructional faculty, as described in the agenda book of June 22, 2017, to be effective on such date within FY2018 as the President may establish, and authorizes the President to make technical adjustments as needed for implementation, consistent with the conceptual framework described herein.

10. **FY2019 CAPITAL FUNDING PRIORITIES**

**M (Best), S (Kissel), PASSED**, that the following resolution be adopted by the Board:

**RESOLVED**, That the Shepherd University Board of Governors approves the FY2019 Capital Funding Priorities as presented in the agenda book of June 22, 2017, and authorizes the President to submit the Capital Funding Priorities on its behalf to the West Virginia Higher Education Policy Commission.

11. **REPORT OF THE FINANCE AND FACILITIES COMMITTEE**

On behalf of the Finance and Facilities Committee, Mr. Lewis provided a brief update of the Committee's discussions which included a review of the Quarterly Financial Report for the period ending March 31, 2017, the FY2018 Capital Initiatives as well as the budget condition of the University.

12. **ANNUAL APPROVAL OF THE ATHLETIC PROGRAM PHILOSOPHY**  
**M (Lewis), S (Henry), PASSED**, that the following resolution be adopted by the Board:

**RESOLVED**, That the Shepherd University Board of Governors approves the Shepherd University Athletic Program Philosophy for the period July 1, 2017 – June 30, 2018 as presented in the agenda book of June 22, 2017, and amended as to item “d” to refer to the “Vice President for Finance.”

13. **NOTICE OF INTENT TO AMEND AND PROMULGATE BOARD OF GOVERNORS POLICIES**  
**M (Lewis), S (Robertson), PASSED**, that the following resolutions be adopted by the Board:

**RESOLVED**, That the Shepherd University Board of Governors approves the issuance of a Notice of Amendment of *Policy 7, Assessment, Payment and Refund of Fees*, as presented in the agenda materials of June 22, 2017, and directs the President to distribute the Notice to all required recipients as provided for in Policy 1, together with a summary of Policy 1’s description of the manner in which comments will be received.

**RESOLVED**, That the Shepherd University Board of Governors approves the issuance of a Notice of Amendment of *Policy 9, Classified Employees*, as presented in the agenda materials of June 22, 2017, and directs the President to distribute the Notice to all required recipients as provided for in Policy 1, together with a summary of Policy 1’s description of the manner in which comments will be received.

**RESOLVED**, That the Shepherd University Board of Governors approves the issuance of a Notice of Amendment of *Policy 23, Capital Project Management*, as presented in the agenda materials of June 22, 2017, and directs the President to distribute the Notice to all required recipients as provided for in Policy 1, together with a summary of Policy 1’s description of the manner in which comments will be received.

**RESOLVED**, That the Shepherd University Board of Governors approves the issuance of a Notice of Amendment of *Policy 26, Salary Policy*, as presented in the agenda materials of June 22, 2017, and directs the President to distribute the Notice to all required recipients as provided for in Policy 1, together with a summary of Policy 1’s description of the manner in which comments will be received.

**RESOLVED**, That the Shepherd University Board of Governors approves the issuance of a Notice of Promulgation a new policy, *Policy 36, Reductions in Force and Furloughs*, as presented in the agenda materials of June 22, 2017, and directs the President to distribute the Notice to all required recipients as provided for in Policy 1, together with a summary of Policy 1’s description of the manner in which comments will be received.

**RESOLVED**, That the Shepherd University Board of Governors approves the issuance of a Notice of Promulgation a new policy, *Policy 37, Procurement and Disposition of Surplus/Obsolete Property*, as presented in the agenda materials of June 22, 2017, and directs the President to distribute the Notice to all required recipients as provided for in Policy 1, together with a summary of Policy 1’s description of the manner in which comments will be received.

**14. ELECTION OF OFFICERS FOR 2017-2018**

Dr. Best nominated a slate of Dr. Marcia Brand as Chair, Ms. Tia McMillan as Vice Chair, and Mr. Gat Caperton as Secretary. There were no other nominations. The slate of officers for 2017-2018 was approved by the Board.

**15. PROPOSED 2017-2018 MEETING DATES**

Vice Chair Roach reviewed the proposed meeting schedule for 2017-2018, as published in the agenda book, with the Board.

**16. NEW BUSINESS**

The following special resolutions for adoption by the Board were moved by Mr. Lewis, seconded by Mr. Caperton, and approved by acclamation:

**BOARD OF GOVERNORS RESOLUTION HONORING  
Dr. Chris Ames**

WHEREAS, Chris Ames has served Shepherd University since January 2013, initially appointed as Vice President for Academic Affairs and becoming the University's first Provost in March 2016; and

WHEREAS, Dr. Ames has devoted enormous personal effort in the advancement of the academic quality of Shepherd University and of the student experience at Shepherd; and

WHEREAS, he has provided great assistance to the faculty of the University in encouraging scholarship, research and professional development, facilitating the full implementation of the comprehensive curricular revisions, engaging and encouraging faculty to be an effective partner in the University's participatory governance model; and

WHEREAS, Dr. Chris Ames has been a critical leader of important academic initiatives including the development of the University's first doctoral program, improvements in academic advisement and seniors' capstone experiences, implementation of our internationalization initiatives and the development of the new College of Business; and

WHEREAS, throughout his tenure at Shepherd, Dr. Ames has endeared himself with his colleagues with the wisdom, patience and good humor which he maintains in good times and during challenges; and

WHEREAS, Dr. Chris Ames will assume the presidency of The Sage Colleges, in New York, beginning July 1, 2017, and goes with the best of wishes from all who have worked with him;

THEREFORE, BE IT RESOLVED, THAT the Shepherd University Board of Governors honors Provost Chris Ames for his record of exemplary service to the University and to the Board of Governors, and expresses to him the gratitude and appreciation of the Board and the entire University community; and

FURTHER, BE IT RESOLVED, THAT this resolution be inscribed upon the minutes of the June 22, 2017 Board of Governors' meeting and that a copy of the resolution be presented to Dr. Ames.

**BOARD OF GOVERNORS RESOLUTION HONORING  
MR. JOHN BEATTY**

WHEREAS, Mr. John Beatty has served Shepherd University with distinction as a member of the Shepherd University Board of Governors from October 2009 to the end of his term in June 2017; and

WHEREAS, throughout his tenure on the Board, Mr. Beatty has contributed the value of his insights and experiences as a local resident and member of the business community to help the University build its future, as well as contributing a generosity of spirit in his personal assistance to the University; and

WHEREAS, Mr. Beatty has especially contributed to the Finance Committee and to the Board's deliberations over the finances and budgets of the University, bringing great expertise and insight into the University's finances, business processes, and entrepreneurial approaches for increasing the University's revenues; and

WHEREAS, the members of the Shepherd University Board of Governors have valued John's keen wisdom and character as the University has addressed its challenges;

THEREFORE, BE IT RESOLVED, THAT the Shepherd University Board of Governors honors Mr. John Beatty for his record in service to the University, expresses to him its sincere gratitude and admiration, and looks forward to his continued association to the University in other ways; and

FURTHER, BE IT RESOLVED, THAT this resolution be inscribed upon the minutes of the June 22, 2017 Board of Governors meeting and that a copy of the resolution be presented to Mr. Beatty.

**BOARD OF GOVERNORS RESOLUTION HONORING  
Dr. Jason Best**

WHEREAS, Jason Best has served with great distinction as the elected Faculty Representative to the Shepherd University Board of Governors from July 2009 to June 2017; and

WHEREAS, Dr. Best has contributed wise academic judgment to the deliberations of the Board, bringing to the forefront the faculty perspective while always maintaining a comprehensive perspective on the advancement of the University as a whole; and

WHEREAS, Dr. Best has been a consistent and heartfelt advocate for the continued and expanded academic excellence of the University; and

WHEREAS, Dr. Best has contributed to the governance of Shepherd University in this capacity while continuing to also serve with distinction as a teaching Professor of Physics and Astronomy, as a teacher who inspires learning and enhances the student experience, as an academic advisor to students, and as a scholar; and

THEREFORE, BE IT RESOLVED, THAT the Shepherd University Board of Governors honors Dr. Best for his record of strong academic leadership, expresses to him its sincere gratitude and admiration, and looks forward to his continued service to the University; and

FURTHER, BE IT RESOLVED, THAT this resolution be inscribed upon the minutes of the June 22, 2017 Board of Governors' meeting and that a copy of the resolution be presented to Dr. Best.



**BOARD OF GOVERNORS RESOLUTION HONORING  
MR. DOUGLAS SCOTT ROACH**

WHEREAS, Mr. Douglas Scott Roach, Class of 1980, has served Shepherd University with distinction as a member of the Shepherd University Board of Governors from October 2009 to the end of his term in June 2017; and

WHEREAS, throughout his tenure on the Board, Scott has contributed the value of his experience as a regional business entrepreneur to help advance the University's academic and administrative operations; and

WHEREAS, Mr. Roach has served on the Executive Committee, the Finance Committee, and has chaired the Committee, giving expertise and insight into the University's finances, business processes, and strategies for broadening revenues; and

WHEREAS, Mr. Roach has been an advocate and patron of Rams Athletics and a wide range of the excellent academic and cultural events of the campus; and

WHEREAS, Shepherd University has been enriched by the personal commitment of time and the leadership of Mr. D. Scott Roach as a Board member, as an engaged community member, as a parent, and as a member of the Presidential Search Committee in 2015; and

THEREFORE, BE IT RESOLVED, THAT the Shepherd University Board of Governors honors Mr. Douglas Scott Roach for his record of strong leadership, expresses to him its sincere gratitude and admiration, and looks forward to his continued service to the University; and

FURTHER, BE IT RESOLVED, THAT this resolution be inscribed upon the minutes of the June 22, 2017 Board of Governors meeting and that a copy of the resolution be presented to Mr. Roach.

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Marcia Brand  
Chair

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Gat Caperton  
Secretary

# Shepherd University Board of Governors Executive Committee

## Minutes of the Meeting of August 31, 2017

The Shepherd University Board of Governors Executive Committee met on August 31, 2017. Members participating were: Ray Alvarez, Marcia Brand, Gat Caperton, Eric Lewis, and Chad Robinson (phone). Ms. McMillan was absent. Also present were Shepherd University board members John Beatty, Ramona Kissel, and D. Scott Roach, together with President Mary J.C. Hendrix and others.

1. **Executive Session**

**M (Caperton), S (Lewis), PASSED**, (Mr. Robinson was individually polled, by phone) that pursuant to Section 4 of Article 9A of Chapter 6 of the W V Code, that the Board enter into executive session for the purpose of discussion of matters relating to personnel matters as to one or more specific persons and matters that would be an invasion of privacy if publicly discussed.

2. **Regular Session**

After the Executive Committee emerged from executive session, **M (Caperton), S (Lewis), PASSED**, (Mr. Robinson was individually polled, by phone) that the Executive Committee authorizes the Chair to complete correspondence to the Governor making recommendations, on behalf of the Executive Committee, for appointment to the Board of Governors.

3. **NEW BUSINESS**

None.

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Marcia Brand  
Chair

## PRESIDENT'S REPORT

### *Advancing Shepherd University*

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**Local legislators work on behalf of Shepherd During Recent Budget Deliberations:** Due to the hard work of our Eastern Panhandle legislative delegation, Shepherd was spared a further budget cut for FY2018 compared to funds provided in FY2017 during the recent special session. Our legislators, who realized that Shepherd was the lowest funded State school per student allocation, protected the University from deeper budget cuts (other State schools received deeper cuts ranging from 2.5 to 6.2%). This is the first time in five years that Shepherd's budget has not been cut, a positive result of the efforts of our local legislators in advocating on behalf of the University.

**National Cancer Institute (NCI) Representatives Meet with Shepherd Leadership:** Dr. James M. Cherry '96, scientific program director in the Office of Scientific Operations, and Marsha Nelson-Duncan, education program specialist, both from the NCI in Frederick, MD, were on campus June 22 to meet with President Hendrix, Dr. Jason Best, and Dr. Scott Beard to discuss expanding student internship opportunities and partnerships at the NCI research facility.

**Economic Development and Partnerships Discussed During Campus Visits:** During the week of June 26, Shepherd hosted representatives from the WV National Guard and the offices of Senators Manchin and Capito.

On June 28, Major General James A. Hoyer, the adjutant general of WV Joint Forces Headquarters-WV, and Mara C. Boggs, Senator Manchin's state director, joined President Hendrix for a discussion about economic development and a tour of the Tabler Farm, Shepherd's Veteran's Center, and the Center for Regional Innovation in Turner Hall. Also participating in the discussions were Keith McCall, president of KRM Associates, Inc.; Kimo Williams, veterans advocate and retired music professor; Hans Fogle '05, WEPM radio news director; and alumnus and veteran Jim Staley '68. Shepherd employees participating in the sessions included Dr. Ben Martz, Dr. Clarissa Mathews, Dr. Tom Segar, Dr. Ann Wendle, Holly Morgan Frye '09 M.A., Eric Shuler and Jessica Kump.

On June 27, President Hendrix met with representatives from Senator Capito's office, Aaron Sporck, director of economic development, and Chris Strovel '93, Eastern Panhandle field representative, to discuss cybersecurity initiatives for Shepherd.

**Three Named to Athletic Hall of Fame:** The Shepherd Athletic Hall of Fame inducted three new members at the annual induction banquet held at the Clarion Hotel on Friday, September 22. Football players Lynn Carr '69 and Dan Peters '07 join Amy Ridgely '06 (women's soccer) as the 32<sup>nd</sup> class to be inducted. Stan Rote '65 was selected as the 2017 Medallion Award winner. Rote was a Division I men's basketball referee for more than 30 years.

**Students, Professor Attend European Innovation Academy:** Two Shepherd students traveled to Italy to participate in the July 9-28 European Innovation Academy (EIA). Brendan Jarrell, an environmental engineering student from Shepherdstown, and Daniel Nicholls, a data analytics student from Melbourne, Australia, were excited about the opportunity to participate in the academy, which brought together business leaders and students from all over the world.

**Alumnus Brandon Dennison '08 Featured in the Wall Street Journal:** Shepherd alumnus Brandon Dennison was featured in the July 7 issue of the Wall Street Journal. His nonprofit Coalfield Development Corp. was designed to train displaced workers in Wayne, WV. According to the Wall Street Journal article, the nonprofit “was based on ‘a fairly simple idea,’ Mr. Dennison says: to hire unemployed people to work for a licensed general contractor startup that would build affordable, energy-efficient housing in the area. Over the years, the organization has branched out into other fields, and laid-off coal miners receive priority in the hiring queue. Trainees have to commit to complete 33 hours of paid work, six hours of community-college classes and three hours of life-skills classes every week -- toward the goal of earning an associate degree and professional certification in such fields as solar installation and asbestos removal at the end of two years.” Shepherd students volunteered to work with Dennison during their alternative spring break in March.

**Shepherd Named a 2017-2018 College of Distinction:** Shepherd has been named a 2017-2018 College of Distinction. The Colleges of Distinction organization cites Shepherd as a school that delivers well on four overarching distinctions that are the fundamental elements of an effective undergraduate education -- engagement, teaching, community, and outcomes. Colleges of Distinction also awarded Shepherd three Fields of Study Colleges of Distinction Badges in business, education, and nursing. The badges are awarded to schools with first-rate programs and recognized professional accreditations in these fields.

**USDA Representatives Visit Campus:** Representatives from the USDA’s Natural Resources Conservation Service were on campus July 21 to tour Shepherd’s Sustainability Site and greenhouses on East Campus, and the Tabler Farm to explore establishing a veterans agriculture project at Shepherd. Also attending the meeting was Larry Malone, who helped plan the WV National Guard’s “Patriot Gardens” program in southern WV. Larry serves as a consultant to Major General James A. Hoyer, the adjutant general of WV Joint Forces Headquarters-WV, who toured the Tabler Farm in June with Shepherd representatives.

**Martinsburg Center Director Named Chair of Regional Airport Authority:** Jim Klein, director of Martinsburg Center, was named the chair of Eastern WV Regional Airport Authority. Klein was elected to the position July 11 during the Airport Authority’s monthly meeting. Klein has served on the Airport Authority since June 2016 and replaces longtime chair and Shepherd alumnus Rick Wachtel, who passed away on June 15. The authority maintains, supports, and operates the Eastern WV Regional Airport with a goal of assuring that the airport stimulates business and enhances community development in the region.

**Delegation of International Education Advisors Visit Shepherd:** Shepherd hosted a delegation of advisors from EducationUSA on August 3. The 12 advisors spent the day in the Eastern Panhandle learning more about Shepherd and the area before heading to Morgantown to visit West Virginia University. EducationUSA is a U.S. Department of State network of more than 400 international student advising centers in at least 170 countries. The network promotes U.S. higher education to students around the world by offering accurate, comprehensive, and current information about opportunities to study at accredited postsecondary institutions.

**Theater Major, R.B.A. Concentration, and Graduate Certificates Now Offered:** For the Fall semester, Shepherd is offering a theater major, an R.B.A. human services concentration, and three new certificate programs in sport management, health administration, and public management. Students can take certificate courses as part of the M.B.A. program or pursue just the certificate.

**Shepherd Success Fund Matches Two New Initiatives:** The Shepherd Success Fund recently facilitated two new initiatives at Shepherd for the Scarborough Library and the new theater program. The Scarborough Society board matched funds to create a community reading area within the Library. Special donor funds from the CATF were matched with the Shepherd Success Fund to assist with the implementation of the newly approved B.A. in contemporary theater studies. Funds will provide a stipend for a staff member who will work on recruitment efforts, development of marketing materials, and coordination of potential guest lecturers and artists.

**Mathews to Head New Agriculture Training Program for Veterans:** Dr. Clarissa Mathews, chair of the Institute of Environmental and Physical Sciences, has been named the director a new program aimed at training veterans for jobs in agriculture and sustainable food production. Shepherd is teaming up with the WV National Guard Patriot Gardens Project to offer the training to veterans and members of the military and National Guard.

**Cree Hall Cornerstone Vault Opened Along with Vault From Old Boteler Hall:** The Sara Cree Hall cornerstone vault, that was opened August 12 during a ceremony at the local Masonic Lodge in Shepherdstown, revealed a trove of documents from the 1950s including local newspapers, Shepherd publications, and a letter from Dr. Cree, who was the head of the physical education department when the cornerstone was placed. A second mystery vault was also opened and turned out to be from the old Boteler Hall which stood next to Cree Hall and was demolished in 1990.

**Meeting with West Virginia Army National Guard (WVARNG) Representatives:** Dr. Sharon Mailey, acting dean and department chair of nursing, and Dr. Stacey Kendig, acting dean and department chair of HPERs, met with CSM James L. Allen, WVARNG senior enlisted leader, and Jeremy Mullins, clinical nutritionist, Distinctive Home Care, WVARNG Medical Detachment, on August 8 to explore possible partnerships, including a Fit Camp for guard personnel to be hosted by Shepherd next summer. Learning opportunities for HPERs students associated with the Fit Camp were discussed, as well as a potential D.N.P. project to determine effectiveness and outcomes of the Fit Camp program.

**President's Lecture Series Features Two Lectures This Fall:** The President's Lecture Series will explore the topics of the American intelligence community and artificial intelligence during the Fall semester. On Monday, October 23, at 6:30 p.m., the lecture in the Erma Ora Byrd Hall auditorium will feature Fred Turco, a 40-year Central Intelligence Agency officer, who will give a lecture titled "Discussion of American Intelligence Community from World War II to 2000." The final Fall President's Lecture will take place on Monday, November 27, at 6:30 p.m., in the Byrd CHE auditorium. James Barrat, a documentary filmmaker, speaker, and author, will give a lecture titled "Artificial Intelligence, the Promise and Peril."

**College of Business (COB) Officially Opens:** Realizing the value of a vibrant and academically advanced business program for the region, Shepherd officially opened its new COB this summer. The business college, under the leadership of Dean Ben Martz, not only trains future business leaders, but will enhance outreach with businesses and serve as an economic engine for the region. We are thankful to the Business 2020 initiative, led by alumnus Ray Alvarez '62, which exceeded the goal of \$600,000 to fund a COB at the University. Alumnus and Shepherd Foundation president Mike Smith '89 set the Business 2020 initiative in motion last year with a challenge gift that pledged to match additional gifts and pledges up to \$250,000 over the next five years. Business 2020 is an excellent example of the sort of public-private partnerships, led by the Shepherd Foundation, which is pushing Shepherd ahead.

**Shepherd Welcomes 16 New Faculty Members for the Academic Year:** Acting Provost Scott Beard has announced 16 new faculty members for the academic year including Kevin Dartt, clinical faculty/3D fabrication manager; Dr. Angela Fetty, assistant professor of nursing education; Rachel Hally, lecturer/assistant librarian; Bradford Hamann, assistant professor of graphic design; Melissa Hilleary, career advisor; Kyle Hoy, assistant professor of economics; Dr. Lois Jarman, director of the intensive English language program; Alex Jones, lecturer/head men's soccer coach; Marissa Leslie, lecturer/head softball coach; Dr. Michael Lynch, assistant professor of business administration; Jason Miller, visiting assistant professor of computer information science; Dr. Elizabeth Perego, assistant professor of history; Tajmarie Rowe, academic retention specialist, TRiO Student Support Services; Dr. Janine Scott, assistant professor of business administration; Scott Seslar, visiting assistant professor of accounting; and Dr. John Steffen, assistant professor of biology.

**HERO Sports Names Shepherd the Best College Football Program in the State:** HERO Sports has published a feature examining the best college football team for every state. Based on a variety of criteria, Shepherd was determined to be the best football program in WV.

**Women Investing in Shepherd (WISH) Awards \$102K to Four Community and Campus Projects:** On August 20, WISH awarded four grants totaling \$102,500 to two community nonprofits, Community Alternatives to Violence and Boys and Girls Club of the Eastern Panhandle, and two Shepherd learning programs, Model United Nations and Student Veterans Transition and Support Initiative. WISH, a women's giving circle sponsored by the Shepherd Foundation, develops the potential of women's philanthropy through the awarding of high-impact grants. Members combine their \$500 annual contribution, which is then divided into two grant pools - one for Shepherd learning programs and one for community nonprofits.

**Shepherd Co-sponsors Antietam National Cemetery Lecture Series:** The National Park Service, Shepherd University, and the battlefield cooperative association Eastern National, sponsored a Saturday evening lecture series titled "Remembering the Fallen -- The Service and Sacrifice of the American Soldier," commemorating the 150<sup>th</sup> anniversary of Antietam National Cemetery with lectures on August 26, September 2, and September 9 in Erma Ora Byrd Hall.

**Scarborough Society Raises Funds for Scarborough Library with Annual Gala:** The 16<sup>th</sup> Annual Scarborough Society Gala was held August 11 at the Bavarian Inn to support Shepherd's Scarborough Library, with nearly 300 guests attending the black-tie event. This year's gala celebrated the classic French fairy tale "Beauty and the Beast." The Scarborough Society, sponsored by the Shepherd Foundation, serves to support and strengthen Shepherd's library system and has raised more than \$500,000 during the last 16 years.

**Sara Cree Ceremony at the Butcher Center:** A ceremony honoring Dr. Sara Cree will be held on January 27, 2018, to coincide with a Shepherd Rams home basketball game. A portrait of Dr. Cree, who served as a physical education professor at Shepherd from 1940-1972, will be unveiled in its new location in the Butcher Center along with a display cabinet containing some memorabilia from Sara Cree Hall and its cornerstone.

**COB to Host New Lecture Series:** The COB is sponsoring a new seminar and networking series that will feature internationally known experts in knowledge management (Dr. Jay Liebowitz, September 12), innovation (Dr. Joanna Paliszkievicz, October 10), and data analytics (Dr. Jan Vanthienen, November 14). The lectures, sponsored by the Shepherd University President's Club, will be held from 4:30-5:30 p.m. followed by hors d'oeuvres and networking. Each seminar is free and open to the public.

**Company to Pursue Development of Cancer Therapy Developed by Hendrix Lab:** A new cancer therapy that President Hendrix helped develop to target Nodal for treatment and diagnosis of cancers is one step closer to benefitting those who suffer from the disease. TaiRx, Inc., a Taiwanese biotechnology company, has entered into an agreement with Northwestern University and the Ann & Robert H. Lurie Children's Hospital of Chicago to acquire the rights to a portfolio of seven patents, plus three pending patent applications using Nodal as a new target for treatment and diagnosis of aggressive cancers.

***FY2017 Pending Grant Proposals to Date: September 2017***

Submitted and awaiting decision on award.

Total current pending proposals to date for FY2017-2018: \$1,355,697

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**National Science Foundation (NSF) CAREER, \$596,179: March 1, 2018 – February 28, 2023**  
***Customizing Magnetic and Magnetocaloric Properties of Nanoparticles for Magnetic Refrigeration***

Proposal seeks funding for research supplies, equipment, and salary support for a faculty member to pursue research into magnetic and magnetocaloric properties of nanoparticles and how they may be synthesized to make magnetic refrigeration technology widely available and both scientifically and commercially applicable. Lead Principal Investigator: Mohammad Ghahremani, Ph.D., Assistant Professor, Computer and Information Sciences

**National Institutes of Health (NIH) R15, \$459,518: April 1, 2018 – March 31, 2020**  
***A Computational Study of Synergistic Therapeutic Benefit of Combinatorial Cancer Therapies***

Proposal requests funding to support research to develop mathematical modeling and computational tools to optimize therapeutic dosage and timing for certain combined treatments for cancer aimed at reducing tumor growth. Principal Investigator: Qing Wang, Ph.D., Associate Professor, Computer Science and Mathematics

**USDA Natural Resource Conservation Service (NRCS) Conservation Technical Assistance Program, \$300,000 for 5 years: October 1, 2017 – September 30, 2022**

***Veterans to Agriculture Program at Tabler Farm***

Proposal requests funding for equipment, supplies and salary support to launch an agricultural training program at Tabler. Training programs in development include courses in agricultural sciences and techniques as well as marketing and business management courses to complement existing degree programs and potentially create certification programs. Programs will target veterans in the region in need of retraining opportunities, but will be available to the general public as well as existing and potential Shepherd students. Project Director: Clarissa Mathews, Associate Professor and Department Chair, Environmental Sciences Institute

***FY2017 Awarded Grant Proposals to Date: September 2017***

Total awarded proposals to date for FY2017-2018: \$2,008,297

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**West Virginia Idea Network of Biomedical Research Excellence (WV-INBRE) \$288,000 for 2 years: August 1, 2017 – July 30, 2019**

***Effects of an Anti-Nodal Antibody in Metastatic Melanoma by Modeling and Simulation***

Funding supports continuing research to develop a mathematical model to help predict and enhance the understanding of how a certain gene influences metastatic melanoma tumor growth and response to chemotherapy. Lead Principal Investigator: Qing Wang, Ph.D., Associate Professor, Computer Science and Mathematics

**WV-INBRE \$28,369 for 1 year: August 1, 2017 – July 31, 2018**  
***Distributed File System B-Trees for Large-Scale Genomics Research***

Funding supports the development of new computer algorithms and software that will enable efficient use of large bioinformatics and medical datasets. Research will support major discoveries in medical research that rely on massive dataset analysis including genome-wide association studies. Lead Principal Investigator: Ralph Wojtowicz, Ph.D., Associate Professor, Computer Science, Mathematics and Engineering

**Department of Education (DOE), \$1,287,500 for 5 years: September 1, 2017 – August 31, 2022**  
***Shepherd University Application for the 2017 TRiO Upward Bound Program***

Awarded funds expand efforts by the existing federally-funded TRiO Student Support Services staff to create a pipeline to Shepherd for high school students in the region through a summer residential program on campus and weekend programs throughout the academic year. Nationally, Upward Bound programs demonstrate success in creating a path to college attendance for first-generation college students, and typically more than half of Upward Bound participants enroll at their host campus after graduating from high school. Year after year, Shepherd's TRiO staff have worked with the Shepherd student population most likely to drop out, fail courses and/or delay graduation and made them one of the most successful cohorts of Shepherd students through intensive engagement, mentoring, academic counseling and support. TRiO students succeed in "gateway" courses, STEM courses, achieve 3.0 and above GPAs and persist to graduation in five years or less, well above Shepherd averages. This proposed program extends the purview of TRiO staff from just retention efforts to outreach and recruitment of future Shepherd students. Lead Project Director: Cynthia Copney, M.A., Director, TRiO Student Support Services

**American Cancer Society Tobacco-Free Generation Campus Initiative (TFGCI): \$15,000 for August 1, 2017 – July 31, 2018**  
***Take STOC: Smoking and Tobacco off Campus***

Funding supports the launch of a smoke-free campus initiative at Shepherd, supporting surveys, smoking cessation education, communications and promotional campaigns and project incentives and prizes. Lead Project Director: Chris Palank, Nurse Practitioner, Student Health Center

**West Virginia Higher Education Policy Commission: \$10,000 for 1 year, July 1, 2017 – June 30, 2018**  
***2018 Diversity for Equity at Shepherd***

Funding supports events and social justice initiatives coordinated by the Office of Multicultural Student Affairs to build cultural and identity awareness, cultivate appreciation for others, celebrate differences and build a community of acceptance for all individuals at Shepherd. Lead Project Director: Dr. Thomas Segar, Vice President of Student Affairs

**Mid-Atlantic Arts Foundation (MAAF) Mid-Atlantic Tours Grant Program, \$6,240: October 12, 2017 – November 11, 2017**  
***Presentation of BalletX 2017 at Shepherd***

Funding supports the November 11, 2017 presentation of BalletX at Shepherd. Project Director: Rachael Meads, Assistant Director, Shepherd Student Center



**Eastern West Virginia Community Foundation Frada Fine Grant Program, \$1,500: October 2017**  
***Seeding Your Future Conference, STEM Event for 5<sup>th</sup> to 8<sup>th</sup> Grade Girls***

Funding supports the purchase of supplies for the 3<sup>rd</sup> Annual Seeding Your Future Conference hosted at Shepherd as designed and run by faculty in the School of Natural Sciences and Mathematics. The conference aims to inspire and engage fifth to eighth grade girls through hands-on STEM activities and mentorship/role-model experiences with some of Shepherd's female STEM faculty and students. Since its inception in 2014, the conference has served more than 300 middle-school girls in our region. Lead Project Director: Jordan Mader, Ph.D., Assistant Professor, Chemistry

**National Endowment for the Humanities (NEH): \$151,773 for one year: October 1, 2017 – December 31, 2018**

***2018 NEH Summer Institute for School Teachers: Voices from the Misty Mountains***

Funding supports another annual NEH-sponsored Institute that will provide lectures, workshops, events and regional travel for 25 teachers selected from a pool of applicants from across the nation. The three-week program, hosted at Shepherd, delves into the diversity and richness of Appalachian literature and culture. In a March 9, 2017, a New York Times article discussing the value of the NEH in the context of its proposed elimination in the Federal budget, the author cites the summer seminars for teachers, specifically calling out the program focused on Appalachian Studies. This is a reference to our program, as is the only one of its kind. Lead Project Director: Sylvia Shurbutt, Ph.D., Professor, English and Modern Languages

**West Virginia Humanities Council, \$4,705: Supports October 2017 Event (Submitted by Shepherd Foundation, assisted by Office of Sponsored Programs)**

***Humanities and the Environment, 2017 Collaborative Symposium***

Funding supports a collaborative symposium to be hosted by the National Conservation Training Center and coordinated by faculty, staff and supporters of Shepherd. The Symposium brings prominent scholars, authors and filmmakers together on October 26 and 27 to discuss ways the humanities contribute to a greater environmental awareness and activism. Shepherd anticipates that the timeliness of the topic and prominence of the speakers will generate national attention and interest, making this a headline event for the year. The Symposium will be free and open to the public. Lead Project Director: Julia Sandy, Ph.D., Associate Professor, History

**NASA WV Space Grant Consortium Extension and Public Outreach Program, \$1,500: June 2017 – June 2018**

***Seeding Your Future Conference and Workshop Series***

Funding supports both the Seeding your Future Conference for middle-school girls (in October 2017) and the Seeding Your Future Workshop series (taking place throughout the year) for male and female students from grades 8-12. The Seeding Your Future Initiative aims at engaging and inspiring students to pursue degrees.

**United States Department of Agriculture (USDA), \$213,710 for 1 year: October 1, 2016 – September 30, 2017**

***Supplemental Nutrition Assistance Program – Education (SNAP-Ed) at Shepherd***

Awarded funds support outreach activities in designated regional schools to teach students about nutrition and healthy food choices.

## *Academic Affairs*

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### **Strategic Research Initiatives**

As Shepherd develops and implements new partnerships with external research-oriented entities that match the interests of our students and faculty with the opportunities and needs of that partner, Dr. Jason Best will act as the liaison with those partners as Shepherd's Director of Strategic Research Initiatives. Dr. Best will also work collaboratively with faculty and deans to introduce, develop, and implement new strategic research initiatives at both the undergraduate and graduate levels. Dr. Best is also the chair of Shepherd's Institutional Review Board (IRB).

### **Vet-to-Ag-Program**

Shepherd's reputation as an institution dedicated to success with veterans has led to the development of a Vet-to-Ag program utilizing greenhouse space on East Campus, as well as limited activity at Shepherd's Tabler Farm property.

### **West Virginia Public Education Collaborative**

Acting Provost Scott Beard met with the WV Public Education Collaborative in Morgantown. The mission of the group, founded by Dr. Suzanne Shipley and others, is to connect the P-12 system to higher education. Members include Gayle Manchin, WVU Provost Joyce McConnell, and other State officials.

### **Civil War Center Director Conducts Tour**

Dr. Broomall was asked to participate in an annual tour of Antietam National Battlefield run by the National Museum of Civil War Medicine for the Uniformed Services University of the Health Sciences.

### **Shepherd Graduate in the News: Emerging Artist Series**

Siles Loayza is a Peruvian-American artist from Charles Town who received her BFA from Shepherd in Painting and Drawing in Spring 2017. Her story from ArtVoice WV is located here: (<https://youtu.be/xHaGN0PXMcw>)

### **NEH Summer Institute**

Shepherd hosted 25 teachers from across the country during its first-ever National Endowment for the Humanities Summer Institute, "Voices From the Misty Mountains: Appalachian Writing and Mountain Culture." The teachers spent the last three weeks immersing themselves in Appalachian literature, storytelling, music, and culture, seeing CATF plays, and taking a road trip to the Culture Center in Charleston, Beckley Exhibition Coal Mine, the town of Thurmond in the New River Gorge, and Hawks Nest State Park.

### **History Internships**

Thanks to the efforts of two Shepherd alumni with long careers as public historians, three Shepherd students were able to spend the summer working as paid interns through a new partnership with Antietam National Battlefield and Harpers Ferry National Historical Park.

## **Community Music Program**

Shepherd's Department of Music Preparatory Division changed its name to Community Music at Shepherd (CMS). Dr. Rob Tudor, music department chair, said the name change better reflects the mission of the program. "The traditional name, Preparatory Program, might lead one to believe we educate only young people to prepare them for collegiate music study," Tudor said. "We chose Community Music at Shepherd to reflect the comprehensive music educational opportunities for pre-K to adult learners."

## ***Enrollment Management***

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### **Office of the Registrar**

Shepherd has partnered with the Scrip-Safe company and will utilize their Diplomas on-Demand system to print diplomas in-house. This move will create greater efficiency and accuracy for student diplomas.

The process for students who have stopped-out and who readmit to the RBA degree program, and petitioning to graduate has been streamlined. In conjunction with Financial Aid and Business Office, the summer term is currently being re-structured within Banner for greater efficiency for awarding students with financial aid and registration, billing, and payment.

Team River Runner (TRR)-Shepherd launched a follow-on whitewater component this summer, and has worked with the University Foundation and the Financial Aid Office to initiate a memorial scholarship to encourage TRR veterans to enroll at Shepherd. The first annual fall fundraiser, a kayak football tournament, will be held on Veterans Day - - November 11, 2017.

### **Office of Financial Aid**

The Financial Aid Office continues to process financial aid packages for new and current students who enrolled for the 2017-2018 academic year. Our focus in August and during the first few weeks of the semester was to disburse aid to students and identify additional financial resources for students who are struggling to clear their Fall bill. The Last Dollar Grant program is intended to help deserving students who have exhausted all state and federal aid options and still need financial assistance to clear their bill. Identifying student's eligible for last dollar funds is a collaboration between the Office of Financial Aid and the Business Office.

### **Office of Admissions**

The recruitment plan for 2017-2018 has been launched with admission counselors already on the road attending college fairs and visiting high schools. There have been several transitions in staffing - - admissions counselor Julia Keough transitioned into a position in Student Affairs and Konrad Turnbull transitioned to law school.

New counselors to the admissions team started on Monday, August 21. Mark Adelsberger and Brett Deavers are Shepherd alumni who have experience in customer service and marketing. Their territories will include the greater D.C.-Baltimore area and Western Maryland. A new initiative to increase visibility and strengthen Shepherd's out-of-state recruiting brings the addition of Brittany Higgins. Brittany will serve as Shepherd's part-time regional admissions counselor focusing on Loudoun, Fairfax, and Frederick counties, Virginia. Brittany will work remotely as she conducts high school visits and attends college fairs to recruit future students and strengthen relationships with high school counselors in these targeted areas. Brittany brings with her four years of admissions experience at Bridgewater College, where she recruited traditional-age undergraduate students from Northern Virginia.

## **High School Dual Enrollment**

On August 8, 2017, dual enrollment high school students and parents attended an orientation program. The program was successful in helping students feel comfortable with the campus and expectations of college courses. The office of Academic Outreach has already begun planning course offerings for spring 2018 and expanding the program to include Berkley County high schools.

## **University Strategic Planning**

The University Strategic Planning committee will reconvene on September 15. The Committee has set an aggressive timeline to complete its work and deliver a draft strategic plan to the President this December. There will be opportunities for campus and community stakeholders to provide input throughout the Fall semester. A new Strategic Planning webpage was launched on September 8, 2017 and can be viewed at <http://www.shepherd.edu/strategic-plan/>.

## ***Student Affairs***

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### **Emerging Leaders in Service (ELS)**

More than 90 new students participated in the 2017 ELS Program, a four-day, optional early immersion experience designed specifically for incoming students. The program took place the week before classes started and provided students with an opportunity to engage with the community, peers, faculty, and staff while learning about their leadership strengths and expanding their leadership capacity. ELS students participated in Shepherd's Annual Day of Service assisting over 20 service agencies in the region. ELS students also assisted first-year students moving into the residence halls.

### **Opening of Potomac Place and Riverside Market**

New and continuing students moved into Potomac Place, the University's newest residence hall, where they enjoy large common area spaces throughout the building including a large kitchen and lounge area on the first floor. The campus community enjoyed the debut of Riverside Market, the newest dining option on campus, featuring Asian fusion cuisine and a modern dining space that includes multiple flat screen televisions and wonderful views provided by placement of windows on three sides.

### **Orientation Step 2: New Student Welcome**

New students attended Orientation Step 2, a critical experience designed to educate them on how to access university resources that contribute to their successful transition to Shepherd. The day began with all new students attending Convocation which included remarks from Student Government Association President Sneha Reddy, Professor of the Year Sonya Evanisko, and President Hendrix. Convocation ended with singing of the alma mater. Sociology Department Chair Dr. Chiquita Howard-Bostic delivered a talk about the importance of diversity and inclusion. Throughout the day, students received information about campus life, expectations of being a Shepherd student, community relations with Shepherdstown, and a celebration of Shepherd's diversity and culture of respect for each other. They ended the day with their academic departments to establish connections with faculty and peers.

### **Student Involvement Fair**

Student organizations, academic professional organizations, sororities, and fraternities showcased involvement and service opportunities to hundreds of new and returning students. The event provides students an opportunity to explore Shepherd's 70+ recognized organizations and learn ways to become involved on campus.

## Student Leadership Conference

Students participated in the 33<sup>rd</sup> annual student leadership conference. This year's conference sessions focused on the nuts and bolts of leadership including how to develop meeting agendas, delegate effectively, and how to turn ideas into action. All student organizations participate in the leadership conference. Student Government Association Executive Board Members, the Multicultural Leadership Team, and Shepherd faculty and staff delivered presentations. This long-standing tradition provides a day of interactive leadership development, idea sharing, and opportunities for student collaboration. The Leadership Conference continues to be free for all Shepherd students and employees.

## University Development

The comprehensive fundraising report provides cumulative data for the past three fiscal years ending June 30, 2017 / 2016 and 2015. The data includes external fundraising programs and donors managed through the Shepherd Foundation, Shepherd Athletics and the Office of Grant Support. Total gifts and grants for FY2017 equaled just over \$4.5M. Grants for FY2017 were 65% less than FY2016 which was a high water year, but were 40% more than FY2015. Private gifts for annual giving, endowments and capital totaled almost \$3.4M, a 200% + increase over FY2016 and FY2015. The increase in these managed fundraising areas include large gifts to create the Shepherd Success Fund and in support of the College of Business / Business 2020 Campaign. Under the donor categories, total number of donors increased for FY2017 by just fewer than 300, which is a 12.5% increase over FY2016 and 6.5% over FY2015. Increases in the number of donors were across several programs and categories, but were specifically supported by gifts to the Shepherd Fund, WISH, and Business 2020.

### SHEPHERD UNIVERSITY COMPREHENSIVE FUNDRAISING SUMMARY

Gift Category	FY2017		FY2016		FY2015	
Annual Giving	\$2,516,145		\$873,949		\$754,747	
Endowments	\$860,396		\$779,801		\$483,916	
Grants	\$1,172,706		\$3,276,697		\$838,521	
Capital	\$1,225		\$0		\$0	
<b>Total:</b>	<b>\$4,550,472</b>		<b>\$4,930,447</b>		<b>\$2,077,184</b>	
Donor Category	# Donors FY2017	Dollar FY2017	# Donors FY2016	Dollar FY2016	# Donors FY2015	Dollar FY2015
Alumni	1,491	\$1,407,058	1,415	\$376,467	1,530	\$312,403
Friends	780	\$483,140	537	\$211,739	635	\$270,264
Corporations/Foundation	133	\$506,054	117	\$661,209	132	\$235,285
Others/Estates/Trusts	273	\$981,514	308	\$404,335	214	\$420,711
Grants	16	\$1,172,706	23	\$3,276,697	21	\$838,521
<b>Total:</b>	<b>2,693</b>	<b>\$4,550,472</b>	<b>2,400</b>	<b>\$4,930,447</b>	<b>2,532</b>	<b>\$2,077,184</b>

## Campaign All-Steinway

Shepherd University Foundation and the Department of Music have partnered to launch the All-Steinway Campaign. The Campaign will raise \$1M for a fleet of Steinway & Sons pianos to provide a facility conducive to the development of the comprehensive musician. The enhanced fleet of pianos will enrich the lives of over 500 Shepherd students and over 5,000 community members who attend performances and participate in the Community Music Program. This Campaign will last approximately five years. The first two years will focus on lead gifts and piano naming opportunities. During years three – five, a grassroots fundraising campaign will be launched to meet the goal. Key strategic events

will be held in the early years including a September 2017 Season Overture with key Department of Music volunteers, an October 2017 Private Piano Exposition of Dr. Mary J.C. Hendrix and Mr. Charles Craft's Steinway Model B "Classic Grand" piano donation and hosted Parlor Performances. The Parlor Performances will bring together music lovers in an intimate setting showcasing faculty and students with brief remarks highlighting the need for quality instruments for the Department of Music.

### **Alumni Affairs**

The Shepherd University Alumni Association (SUAA) has chosen Holly McCall '04 as the 2017-2018 Outstanding Alumna of the Year. Holly will be honored during the Outstanding Alumni Banquet sponsored by the SUAA on Thursday, October 5 at 5 p.m. in the Erma Ora Byrd Atrium. Holly graduated from Shepherd in 2004 with a degree in visual communications; graphic design. While at Shepherd she also worked full-time as the CEO of KRM Associates, Inc., a woman-owned business headquartered in Shepherdstown which she co-founded with her husband, Keith, in 1991.

While in school Holly helped establish the first Student Chapter of the American Institute of Graphic Artists (AIGA) at Shepherd and served as treasurer. She was instrumental in establishing an IT student intern program bringing together a collaborative effort among academia, business, and government, providing paying internships that have led to full-time careers for many Shepherd students. Holly also helped obtain a \$5M CMS grant for Shepherd with wide reaching results. Since graduation Holly has continued to support Shepherd in various roles. Holly served two terms on the SUAA Board of Directors and one term on the Shepherd Board of Governors.

### *Athletics*

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#### **Home Football Experience Enhanced**

Shepherd Athletics has worked to enhance the fan experience during home football games. Athletics partnered with University Tickets to provide an avenue for fans to purchase tickets online which can be printed at home or sent to a smartphone for easy entrance into Ram Stadium. A new premium tailgate area, adjacent to the Smallwood and Small Pavilion, known as "Cater's Corner" has also been opened. Cater's Corner is an outstanding space from which to view home football games. Lastly, a partnership between Shepherdstown and the University brought a wonderful parking lot to the old footprint of Sara Cree Hall. This lot will be a prime location for tailgating during home games.

#### **Smallwood and Small Day**

Shepherd Football hosted the Smallwood and Small Insurance Day during the September 2<sup>nd</sup> football game. Smallwood and Small provided towels to the first 500 fans, while Fred Kerns and Tom Miller were honored as captains for the day.

#### **Team Impact**

Team Impact is a nonprofit organization whose goal is to pair children facing life-threatening and chronic illnesses with local collegiate sports programs. Shepherd football and volleyball teams recently signed two new members to their program. Shepherd's football program signed Jason Bednarski, a 12 year old from Martinsburg who suffers from Muscular Dystrophy, and the volleyball team signed Angelina Seal, a 12 year old from Berkley Springs who suffers from Lumbo Sacral Agenesis. Both programs held recruiting and signing days on campus for their new recruits.

## **Men's Basketball Funding Campaigns**

The Shepherd Rams Men's Basketball program hosted the Big Horn Club Golf Tournament at Cress Creek Country Club on Friday, September 8. Since its inception in 2007, the Tournament has grossed over \$159,000 with all proceeds being used to support general operating expenses and scholarships for the program.

## **Student-Athletes Use Muscle**

In support of the Student Affairs Office, several athletic programs assisted with student move-in day. This was a great opportunity for student-athletes to assist new and returning students with the tedious process of moving into their residence halls.

## ***Capital Projects***

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### **Potomac Place**

The University's newest residence hall is operational and at capacity. Facilities and Residence Life staff are working with contractors to address the final punch list and warranty repair items.

### **Parking Lot-C**

The East Campus commuter lot is open and in full use by our commuter students. The lot is also a premium tailgating location for Ram Stadium events and overflow parking for the Corporation of Shepherdstown when not in use by the University.

### **Applied Business Council Space**

The lower level of the Dining Hall is being renovated to add a conference room, internship work spaces and a collaborative work area for the Applied Business Council. Phase one is anticipated to be complete by October 13, 2017, and includes: carpet installation, modular wall and furniture installations, smoke detector and lighting relocations and access control installations. Phase two will consist of modification of the HVAC systems. Phase one is being funded by the Shepherd Success Fund.

## ***Upcoming Events***

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### **Wednesday, September 27 – Friday, October 13**

Department of Contemporary Art and Theater Faculty Exhibition, Contemporary Arts Phase 2 Gallery. Sponsored by the Department of Contemporary Art and Theater.

### **Thursday, September 28**

Writers Master Class with Wiley Cash, Robert C. Byrd Center for Congressional History and Education (CHE) Auditorium. Sponsored by Shepherd University Appalachian Heritage Writer-in-Residence.

Scarborough Society Lecture, "The Tie that Binds," and Awards Ceremony, Keynote Speaker: Wiley Cash, 2017 Appalachian Heritage Writer's Award Recipient, Erma Ora Byrd Hall Auditorium. Followed by book signing and reception. Sponsored by Shepherd University Foundation, Shepherd University Appalachian Heritage Writer-in-Residence, Scarborough Society and WV Center for the Book.

**Saturday, September 30**

Freedom's Run Race, Expo and Event, Wellness Center and Midway Field, sponsored by Shepherd University.

**Tuesday, October 3**

"Homeless to Harvard," presented by Liz Murray, Frank Center Theater, followed by book signing and refreshments. Sponsored by Shepherd University Foundation and Common Reading Program.

**Friday, October 6**

2017 Founders Day

The 26<sup>th</sup> Annual Alumni Association Golf Tournament, Cress Creek. To register for the event or become an event sponsor, contact the Office of Alumni Affairs at 304-876-5524.

**Saturday, October 7**

Homecoming Events

**Wednesday, October 11**

Screening of "I Voted?" CHE Auditorium, followed by post-film discussion facilitated by Dr. Jay Wyatt. Sponsored by the Shepherd Lifelong Learning Program and CHE.

**Thursday, October 12**

Scarborough Society Art and Lecture Series, "The Sustainable Table" Panel Discussion, Scarborough Library.

**Sunday, October 15**

"Women's Health, Your Health at Every Age," with Anna Kent APRN-CNM, Erma Ora Byrd Auditorium. Sponsored by Women for Shepherd University and the Shepherd Foundation.

**Monday, October 16**

West Virginia Research and Innovation: A Catalyst for Better Health and Economic Growth, featuring remarks by Senators Manchin and Capito in the CHE. For more information and to register for this event, please visit <http://www.shepherd.edu/research-america>.

**Monday, October 23 – Friday, November 17**

Department of Contemporary Art and Theater Faculty Exhibition "Beautiful Pig" by Shepherd alumnus Ben Schonberger which includes photographs by retired Detroit police officer Marty Gaynor in the Center for Contemporary Arts Phase 2 Gallery. Sponsored by the Department of Contemporary Art and Theater.

**Monday, October 23**

President's Lecture Series: "Discussion of American Intelligence Community from World War II to 2000," presented by Fred Turco, Central Intelligence Agency Officer in the EOB Auditorium. Sponsored by Shepherd University Foundation and the Lifelong Learning Program.



**Tuesday, October 24**

Student Homelessness Panel, CHE Auditorium. Sponsored by Shepherd University Common Reading Program, Department of Social work and Division of Student Affairs.

**Thursday, October 26 – Friday, October 27**

Shepherd University and the National Conservation Training Center (NCTC) are collaborating on a new biennial symposium, *Humanities in the 21<sup>st</sup> Century* being held at the NCTC campus in Shepherdstown.

**Thursday, November 2**

Jazz Ensemble, Frank Center Theater. Sponsored by the Department of Music

**Wednesday, November 22 – Friday, November 24**

University Closed for Thanksgiving Holiday

**Monday, November 27**

President's Lecture Series: "Artificial Intelligence, the Promise and Peril," presented by James Barrat, author of "Our Final invention," CHE Auditorium. Sponsored by Shepherd University Foundation and Lifelong Learning Program.

For other Shepherd events, event locations and times, please check our home page calendar at <http://www.shepherd.edu/calendar>

## **ACCREDITATION UPDATE AND SUMMARY 2016-2017**

### **Higher Learning Commission (HLC)**

Shepherd had several ongoing actions approved by the HLC during the 2016-2017 academic year:

- March 2017: An interim report on the assignment of credit hours and common student learning outcomes across instructional delivery models and sections was submitted in relation to federal compliance standards. From the HLC, “The evidence presented by Shepherd University in its interim report demonstrates that the institution has responded positively to concerns expressed in the HLC 2016 Team Report...no further actions required.”
- April 2017: A substantive change application and supporting documentation was submitted in relation to a new graduate program: Master of Science, Data Analytics and Information Systems. From the HLC Panel Reviewers, “It is evident from the application responses and the evidence provided that Shepherd has thoughtfully, and sufficiently addressed the key areas (planning, capacity, service and support assessment) in a manner that reflects good practice in higher education for similar institutions offering similar programs. More importantly, it appears that the institution embraces a continuous improvement orientation.” Implementation of the new program will begin in January 2018.
- UPCOMING--Due 10/31/17: Shepherd will submit an interim report updating enrollment data and institutional finances. This report will be completed by Dr. Beard, Vice President for Enrollment Management Bill Sommers and Vice President for Finance Tony Major.

As a note regarding the HLC, Shepherd’s regional accrediting body, Shepherd hosted a team of peer reviewers March 7-8, 2016. All criteria for accreditation were met, and the Institution will undergo a site visit during the 2021-2022 academic year for its comprehensive (10-year) accreditation.

### **Commission on Collegiate Nursing Education (CCNE)**

The Department of Nursing Education underwent a site visit for initial accreditation of the Doctor of Nursing Practice (DNP) program on September 7-9, 2016. All four standards were met, with no areas for follow up. The doctoral program, along with the undergraduate nursing program is fully accredited. The DNP will be evaluated again in 2021, and both programs will cycle through together in 2026. Additionally, an annual report is also submitted by the nursing program to the West Virginia Board of Examiners for Registered Professional Nurses.

### **Council on Accreditation of Parks, Recreation, Tourism and Related Professions (COAPRT)**

This program received initial accreditation in October 2016, covering degree offerings in Recreation Studies. The next site visit for continuing accreditation will take place in 2021.

**Council for the Accreditation of Educator Preparation (CAEP)**

This Fall will present the first cycle of accreditation with CAEP. The state of West Virginia has signed an agreement for all teacher preparation programs in the State to be accredited by this new body. A self-study report and evidence files were submitted in March 2017, and a Formative Feedback Report (FFR) was received in July 2017. A response to the FFR, in preparation for the site visit, will be submitted by mid-September. The site visit will take place November 5-7, 2017. The self-study and evidence files are posted online at [www.shepherd.edu/caep](http://www.shepherd.edu/caep).

**International Assembly for Collegiate Business Education (IACBE)**

Both the undergraduate and graduate business programs are accredited through IACBE, with annual reports submitted in October. The next site visit will occur in 2020.

**National Association of Schools of Music (NASM)**

Full continuing accreditation following several additional reports was achieved in December 2016, covering both the Bachelor of Music Education and the newer Bachelor of Music Performance degrees. An annual report is also submitted for this accrediting body. The next site visit for continuing accreditation will take place during the 2024-2025 academic year.

**National Association of Schools of Art and Design (NASAD)**

This program received initial accreditation in October 2015, covering the Bachelor of Fine Arts (B.F.A.) and the Bachelor of Arts (B.A.) in Art Education. An annual report is also submitted for this accrediting body. The next site visit will take place during the 2020-2021 academic year.

**Council on Social Work Education (CSWE)**

A site visit for continuing accreditation will take place during Fall 2019, with re-affirmation expected in spring 2020. Preparations have begun for addressing the required elements of the self-study document and evidence files to be submitted electronically.

**Biology and Chemistry**

An application for initial accreditation was sent to the American Society for Biochemistry and Molecular Biology (ASBMB) in Fall 2014, and they have continued to request follow-up information. We are awaiting a decision from their actions board. Additionally, there have been initial meetings regarding pursuing accreditation through the American Chemistry Society (ACS).

## **CONCENTRATION IN INFORMATION TECHNOLOGY (IT)**

The Bachelor of Science, computer and information technology (CIT) program prepares students for existing and emerging jobs and careers in the application of information systems and technology. Students in this program will learn the most current knowledge, concepts, and tools in a variety of IT areas, and develop an appreciation of the connection between the real life and digital world. The core courses in the CIT major will ensure students have a solid foundation of information system, networking, database, biometrics and information security, software development, and web programming.

This Concentration uses pre-existing courses to offer a specific area of concentration for students working in the IT field. The Concentration can be implemented with no additional expense to the University and will aid in recruiting students seeking a specialized area of focus within the degree program.

### **Specific Core Curriculum Requirement for the Major:**

- MATH 155 - Discrete Structures (3 cr)

### **Required Courses, 36 Hours:**

**(C-average is required in core coursework)**

- CIS 100 - Freshman Seminar (1 cr)
- CIS 102 - Microcomputer Applications (3 cr)
- CIS 104 - Introduction to Computer and Information Sciences (3cr)
- CIS 211 - Computer Language Concepts (3 cr)
- CIT/CIS 234 - Introduction to Networking (3 cr)
- CIS 287 - System Analysis and Design (3 cr)
- CIT 385 - Computer System Design (4 cr) OR CIS 386 – Computer Organization (4 cr)
- CIT/CIS 388 - Database Management Systems (4 cr)
- CIT/CIS 332 - Web Programming (3 cr)
- CIT/CIS 419 - Data Communication and Computer Networks (3 cr)
- MATH 314 - Statistics (3 cr)
- CIS 485 - Directed Research in Computer and Information Sciences (3 cr)

### **Restrictive Electives, 18 Hours:**

**(Complete 18 credits from the following list of courses)**

- ACCT 202 - Introductory Accounting II (3 cr)
- BADM 312 - Business Law I (3 cr)
- FINC 300 - Introduction to Financial Management (3 cr)
- BADM 319 - Business Ethics (3 cr)
- BADM 340 - Principles of Marketing (3 cr)
- BADM 415 - Operations Management (3 cr)

- BADM 359 - International Business (3 cr)
- BADM 407 - Business Strategy and Policy (3 cr)
- DATA 418 - Big Data Analytic (3 cr)
- ENGR 300 - Intro to Robotics (3 cr)
- ENGR 350 - Robotics Seminar (Up to 6 cr)
- ENVS 390 - Geographic Information Systems (4 cr)
- ENVS 395 - Advanced Geographic Information Systems (4 cr)
- MATH 205 - Calculus With Applications (3 cr)
- MATH 254 - Discrete Mathematics (3 cr)
- MATH 354 - Operations Research (3 cr)

### **Information Technology (IT) Concentration, 22 Credits**

#### **Concentration Requirements (22 Credits):**

##### **(Complete 22 credits from the following list of courses)**

- CIS/CIT 310 - Information Security (3 cr)
- CIS/CIT 361 - E-Commerce (3 cr)
- CIS/CIT 372 - Introduction to Biometrics (3 cr)
- CIS/CIT 418 - Management Information Systems (3cr)
- CIS/CIT 486 - Network Security (4 cr)
- CIS 334 - Web Programming II (3 cr)
- CIS 423 - Server Operation Systems and System Programming (3 cr)
- CIS 450 - Web Design Studio (3 cr)
- GRDS 200 - Design Process and Form (3 cr)
- GRDS 250 - Design for Digital Media (3 cr)

The following resolution is recommended for adoption by the Board of Governors:

**RESOLVED**, That the Shepherd University Board of Governors approves the Concentration in Information Technology (IT), within the Bachelor of Science, Computer Information Technology (CIT) degree program, effective for the Fall 2018 semester.

## **CONCENTRATION IN MANAGEMENT INFORMATION SYSTEMS (MIS)**

The Bachelor of Science, computer and information technology (CIT) program prepares students for existing and emerging jobs and careers in the application of information systems and technology. Students in this program will learn the most current knowledge, concepts, and tools in a variety of IT areas, and develop an appreciation of the connection between the real life and digital world. The core courses in the CIT major will ensure students have a solid foundation of information system, networking, database, biometrics and information security, software development, and web programming.

This concentration uses pre-existing courses to offer a specific area of concentration for students working in the IT field. The concentration can be implemented with no additional expense to the University and will aid in recruiting students seeking a specialized area of focus within the degree program.

### **Specific Core Curriculum Requirement for the Major:**

- MATH 155 - Discrete Structures (3 cr)

### **Required Courses, 36 Hours:**

#### **(C-average is required in core coursework)**

- CIS 100 - Freshman Seminar (1 cr)
- CIS 102 - Microcomputer Applications (3 cr)
- CIS 104 - Introduction to Computer and Information Sciences (3 cr)
- CIS 211 - Computer Language Concepts (3 cr)
- CIT/CIS 234 - Introduction to Networking (3 cr)
- CIS 287 - System Analysis and Design (3 cr)
- CIT 385 - Computer System Design (4 cr) OR CIS 386 – Computer Organization (4 cr)
- CIT/CIS 388 - Database Management Systems (4 cr)
- CIT/CIS 332 - Web Programming (3 cr)
- CIT/CIS 419 - Data Communication and Computer Networks (3 cr)
- MATH 314 - Statistics (3 cr)
- CIS 485 - Directed Research in Computer and Information Sciences (3 cr)

### **Restrictive Electives, 18 Hours:**

#### **(Complete 18 credits from the following list of courses)**

- ACCT 202 - Introductory Accounting II (3 cr)
- BADM 312 - Business Law I (3 cr)
- FINC 300 - Introduction to Financial Management (3 cr)
- BADM 319 - Business Ethics (3 cr)
- BADM 340 - Principles of Marketing (3 cr)

- BADM 415 - Operations Management (3 cr)
- BADM 359 - International Business (3 cr)
- BADM 407 - Business Strategy and Policy (3 cr)
- DATA 418 - Big Data Analytic (3 cr)
- ENGR 300 - Intro to Robotics (3 cr)
- ENGR 350 - Robotics Seminar (Up to 6 cr)
- ENVS 390 - Geographic Information Systems (4 cr)
- ENVS 395 - Advanced Geographic Information Systems (4 cr)
- MATH 205 - Calculus With Applications (3 cr)
- MATH 254 - Discrete Mathematics (3 cr)
- MATH 354 - Operations Research (3 cr)

**Management Information Systems (MIS) Concentration, 21 Hours: Specific Core Curriculum Requirement for the MIS Concentration:**

- ECON 205: Principle of Macroeconomics (3 cr)

**Concentration Requirements (21 Credits):**

- ACCT 201 - Introductory Accounting I (3 cr)
- BADM 310 - Principles of Management (3 cr)
- BADM 345 - Business Communications (3 cr)
- CIT/CIS 310 - Information Security (3 cr)
- CIT/CIS 361 - E-Commerce (3 cr)
- CIT/CIS 418 - Management Information Systems (3 cr)
- DATA 118 - Data Analytics Introduction (3 cr)

The following resolution is recommended for adoption by the Board of Governors:

**RESOLVED**, That the Shepherd University Board of Governors approves the Concentration in Management Information Systems (MIS), within the Bachelor of Science, Computer Information Technology (CIT) degree program, effective for the Fall 2018 semester.

## ENROLLMENT UPDATE

### Fall 2017 Enrollment Build

The official university, Fall 2017 enrollment census will be taken the first week of October 2017. Below is a pre-census snapshot of undergraduate and graduate degree seeking student enrollment compared to the enrollment targets (table 1). The enrollment build in most student type categories is even or ahead of the target.

Table 1-Build vs. Targets

Headcount by Student Type	Fall 2017 Build	Fall 2017 Targets	% of Fall Target
Continuing Undergraduate	1,960	1,966	99.7%
New First-time in College (Freshman)	600	580	103.4%
Re-admit	30	50	60.0%
New Transfer	359	350	102.6%
Continuing Graduate	110	100	110.0%
New Graduate	68	70	97.1%
<b>Degree-Seeking Build</b>	<b>3,127</b>	<b>3,116</b>	<b>100.4%</b>

*Note: Enrollment snapshot taken after the drop for non-payment process was completed on September 13, 2017*

Shepherd's overall degree seeking enrollment has begun to stabilize when compared to the previous two years (table 2). The undergraduate (UG) continuing student population persisted from spring 2017 to Fall 2017 at just under 80%. This is a 10% increase when compared to the last two years. Continuing to achieve approximately 80% persistence will be critical for enrollment stability and growth moving forward.

The admission funnel of First-time in College (freshman) ended up 7.8% in applications when compared to Fall 2016. Conversion from accepted to deposited finished at a 49.5% increase over last year of 2.9%. Additionally, the number of deposit cancellations decreased by 1% showing a strong commitment of the incoming class.

Transfer student admissions proved to be an interesting year with the number of applications exceeding the two previous years throughout the entire recruitment cycle. This class of transfer students was slow to complete their admission file and deposit. The result was a lot of admission and registration activity over the summer months, through the first week of the semester.

Continuing and new graduate student enrollments are slightly ahead of the previous two years. Graduate student enrollment is an area of modest growth with the addition of the Master of Science in Data Analytics for the 2017-2018 recruiting cycle.



Table 2-Year-Over-Year (YOY) Comparison

<b>Headcount by Student Segment</b>	<b>Fall 2015 Build</b>	<b>Fall 2016 Build</b>	<b>YOY 16 vs 15</b>	<b>Fall 2017 Build</b>	<b>YOY 17 vs 16</b>
UG Students Registered for Fall 2017	2,271	2,078	-193	1,960	-118
New First-time in College (Freshman)	639	568	-71	600	32
Re-admit	44	49	5	30	-19
New Transfer	370	349	-21	359	10
Grad Registered for Fall 2017	96	102	6	110	8
New Grad Student (Registered)	63	69	6	68	-1
<b>Degree-Seeking Build</b>	<b>3,483</b>	<b>3,215</b>	<b>-268</b>	<b>3,127</b>	<b>-88</b>

### **Tuition and Fee Waiver Report, 2016-2017**

Consistent with last year, there has been a decrease in the amount of State and Federal aid used by students while institutional waivers, Foundation scholarships, and private aid increased. Federal and State aid has not kept pace with the cost of attendance. Students and parents are becoming more price-sensitive when choosing a college or university. The Institutional waiver dollars are an important part of the overall financial aid package, but need to be awarded strategically, leveraging the comprehensive aid package. In the 2016-2017 year, the dollar amount of academic tuition waivers was slightly lower (.07%) than last year, yet more students (+5%) utilized waivers. This is the result of managing the process to select and award tuition waivers strategically. Awarding academic waivers is an area of continuous process improvement in the 2017-2018 year. Athletic and other tuition waivers increased in both dollars and students served when compared to last year.

## TUITION AND FEE WAIVER REPORT: FY2017

Annually, a report on the numbers and distribution of tuition and fee waivers is required by the West Virginia Higher Education Policy Commission (HEPC) to be reported to the Shepherd University Board of Governors. The report for tuition waivers for the 2016-2017 academic year is contained below.

Mr. Bill Sommers, Vice President for Enrollment Management, will be at the meeting to answer any questions members may have regarding this report.

### 2016-2017 Institutional Waivers and Scholarships

#### *Undergraduate*

Waivers	\$2,742,687
Institutional Scholarships	\$2,218,552
<i>Total</i>	<u>\$4,961,239</u>

#### *Graduate*

Waivers	\$146,929
Institutional Scholarships	\$184,810
<i>Total</i>	<u>\$331,739</u>

### *Undergraduate and Graduate Financial Aid*

	<b>2015-2016</b>	<b>2016-2017</b>	<b>Difference</b>
Federal	\$25,527,282	\$23,467,950	(\$2,059,332)
State	\$4,148,392	\$3,925,787	(\$222,606)
Institutional			
Waivers	\$2,842,856	\$2,889,616	\$46,760
Scholarships	\$2,136,732	\$2,403,362	\$266,630
Private	\$3,139,508	\$3,199,173	\$59,665

## 2016-2017 Undergraduate Waiver Breakdown

	# of Students	Total Dollars Waived
<b>ACADEMIC</b>		
<b>Admissions Waivers</b>		
Admissions Awards	42	\$53,306
Need Based Admissions Awards	0	\$0
Director's Award	43	\$87,750
Dean's Award	85	\$191,875
Executive's Award	23	\$78,750
President's Award	241	\$732,593
<b>Subtotal</b>	<b>434</b>	<b>\$1,144,274</b>
<b>Special Departments</b>		
Art	21	\$61,500
Honors	16	\$59,140
Music	37	\$229,643
<b>Subtotal</b>	<b>74</b>	<b>\$350,283</b>
<b>Academic Department Waivers*</b>		
*This is the last breakdown with the old structure		
<b>School of Arts &amp; Humanities</b>		
Art	0	\$0
English	7	\$11,000
Communications	0	\$0
History	7	\$10,348
<b>School of Business &amp; Social Sciences</b>		
Accounting	4	\$6,730
Business	1	\$1,585
Economics	4	\$5,000
Political Science	10	\$13,010
Social Work	16	\$16,940
Sociology	1	\$1,000
<b>School of Education &amp; Professional Studies</b>		
Education	12	\$24,724
Nursing Education	0	\$0
Recreation	6	\$11,662
<b>School of Natural Sciences &amp; Mathematics</b>		
Biology	4	\$5,000
Chemistry	3	\$4,250
Computer Sciences, Math & Engineering	14	\$21,193
Institute of Environmental & Physical Sciences	13	\$11,000
<b>Provost Waivers</b>	0	\$0
<b>Subtotal</b>	<b>102</b>	<b>\$143,442</b>

**2016-2017 Undergraduate Waiver Breakdown (Cont.)**

	<b># of Students</b>	<b>Total Dollars Waived</b>
<b>Athletic Waivers</b>		
Baseball	9	\$40,277
Basketball, Men's	8	\$84,540
Basketball, Women's	12	\$100,247
Football	58	\$304,849
Soccer, Men's	12	\$19,400
Soccer, Women's	10	\$22,253
Softball	10	\$48,502
Tennis, Men's	4	\$3,120
Tennis, Women's	1	\$4,000
Volleyball	11	\$48,500
<b>Subtotal</b>	<b>135</b>	<b>\$675,688</b>
<b>Other</b>		
Multi-Cultural	30	\$144,064
RN to BSN	0	\$0
Valley Health	1	\$7,333
Orientation Leadership Waiver	0	\$0
Martinsburg RBA	9	\$32,400
<b>Subtotal</b>	<b>40</b>	<b>\$183,797</b>
<b>TOTAL</b>	<b>785</b>	<b>\$2,497,484</b>
<b>Non-Cap</b>		
Staff	23	\$77,853.78
Health, Science & Technology Academy	10	\$46,987
Yellow Ribbon	26	\$100,903.30
Dep/Spouse	15	\$19,458.50
Foster Care	0	\$0
<b>Total Non-Cap</b>	<b>74</b>	<b>\$245,203</b>
<b>TOTAL INCLUDING NON-CAP</b>	<b>859</b>	<b>\$2,742,687</b>

## 2016-2017 Undergraduate Waiver Statistics

	Count	%	Total	%
<b>Gender</b>				
Female	494	57.38%	1,503,617	54.82%
Male	<u>367</u>	<u>42.62%</u>	<u>1,239,070</u>	<u>45.18%</u>
	<b>861</b>	<b>100.00%</b>	<b>\$2,742,687</b>	<b>100.00%</b>
<b>Residency</b>				
Common Market	53	6.16%	198,982	7.25%
Dual Admission	9	1.05%	29,648	1.08%
In State	372	43.21%	606,289	22.11%
Out of State	<u>427</u>	<u>49.59%</u>	<u>1,907,769</u>	<u>69.56%</u>
	<b>861</b>	<b>100.00%</b>	<b>2,742,687</b>	<b>100.00%</b>
<b>Student Type</b>				
Continuing	527	61.21%	922,720	33.64%
New	320	37.17%	1,798,992	65.59%
Special (employees)	<u>14</u>	<u>1.63%</u>	<u>20,975</u>	<u>0.76%</u>
<b>TOTAL</b>	<b>861</b>	<b>100.00%</b>	<b>\$2,742,687</b>	<b>100.00%</b>

## 2016-2017 Graduate Waiver Statistics

	Hours Waived	# of Students	Total Dollars Waived	%
Faculty/Staff Waivers, Shepherd	211.18	19	\$108,323	73.7%
Faculty/Staff Waivers, BRCTC	12.16	2	\$5,290	3.6%
Regular Student Waivers	71.00	21	\$33,316	22.7%
Assistantship Waivers	0.00	0	\$0	0.0%
Yellow Ribbon Program Waivers	<u>0.00</u>	<u>0</u>	<u>\$0</u>	<u>0.0%</u>
<b>TOTAL</b>	<b>294.34</b>	<b>42</b>	<b>\$146,929</b>	<b>100.0%</b>

\* Full waiver = 18 hours; therefore 16.35 waivers were utilized

## 2016-2017 Graduate Waiver Breakdown

	Count	%	Total	%
<b>Gender</b>				
Male	12	28.6%	\$115,285	78.5%
Female	<u>30</u>	<u>71.4%</u>	<u>\$31,644</u>	<u>21.5%</u>
	<b>42</b>	<b>100.0%</b>	<b>\$146,929</b>	<b>100.0%</b>
<b>Residency</b>				
In State	28	66.7%	\$65,280	44.4%
Out of State	<u>14</u>	<u>33.3%</u>	<u>\$81,649</u>	<u>55.6%</u>
	<b>42</b>	<b>100.0%</b>	<b>\$146,929</b>	<b>100.0%</b>
<b>Student Type</b>				
Continuing	20	47.6%	\$72,511	49.4%
New	<u>22</u>	<u>52.4%</u>	<u>\$74,418</u>	<u>50.6%</u>
	<b>42</b>	<b>100.0%</b>	<b>\$146,929</b>	<b>100.0%</b>

## QUARTERLY FINANCIAL REPORT: FY2017

Mr. Tony Major, Vice President for Finance, will present the quarterly financial report.

Included are three reports for the fourth quarter of FY2017. 1) Statement of Net Assets, 2) Budget to Actual Report, and 3) State of Revenues Expenses and Other changes which shows a year-to-year comparison with FY2016.

Highlights when comparing FY2017 with FY2016 include:

- A 4.0%, \$1.662 million, decrease in Total Operating Revenues
- A 0.5%, \$324,000, decrease in Total Operating Expenses
- A 2.1%, \$287,000 decrease in Total Non-Operating Revenues and Expenses
- A decrease in Net Assets of \$5.610 million
- A 10.36%, \$1.682 million, decrease in Cash and Cash Equivalents

### STATEMENT OF NET ASSETS

#### Assets

Total assets decreased 4.22% to \$139.5 million. Significant changes in assets from the prior year include a decrease in Cash, Accounts Receivable and Inventories and a decrease in Capital Assets net of accumulated depreciation.

*Cash and Cash Equivalents* – At the end of the fourth quarter, the University had sufficient cash and other resources on hand to meet operating and capital requirements. Cash balances have decreased from FY2016 to FY2017 by 10.36% to \$14.6 million primarily due to the continued spending exceeding revenues. While expenditures were below budget, the decline in enrollment resulted in reduced collection of Tuition and Fees and Auxiliary Enterprises revenue resulting in a use of cash. A mid-year rescission in the University's State Appropriation of \$191,000 was also a contributing factor.

*Accounts Receivable* – Accounts Receivable decreased \$188,000. The majority of Accounts Receivable is associated with student balances. There was \$250,000 in FY2016 in reimbursements due from the new residence hall, Potomac Place.

*Capital Assets Net* – Capital Assets are presented net of Accumulated Depreciation and decreased \$4.0 million to \$122.7 million. Additions to Capital Assets during FY2017 include:

- Stadium Pavilion
- Human Resource Building Improvements
- Sara Cree Demolition (Construction in Progress)

This is offset by an increase in Accumulated Depreciation of \$6.7 million.

#### Liabilities

Total Liabilities decreased slightly, 0.68% to \$59.4 million. Significant changes include increases in Accrued Liabilities, Other Post Employee Benefits (*OPEB*) and Long Term Debt Obligation to the Commission with decreases in Accounts Payable and Deferred Revenue and Leases and Bonds Payables.

*Accounts Payable* – Accounts Payable decreased from \$1.5 million to \$1.2 million. This is a result of the continuing reduction of non-personnel expenses and increased use of the State PCard.

*Accrued Liabilities* – Accrued Liabilities increased 9.2%, \$261,000, due primarily to an increase in accrued payroll, due to an increase in salary and benefits as of year-end.

*OPEB, Non-Current* – OPEB increased 2.83%, \$306,000, in accordance with an actuarial study conducted by the State.

*Bonds and Leases Payable* – Bonds and Leases Payable decreased \$1.2 million, resulting from bond and lease premium payments consisting of more principal.

## STATEMENT OF REVENUES, EXPENSES AND OTHER CHANGES

### Operating Revenues

Total Operating Revenues are down 4.0%, \$1.662 million, from FY2016.

Tuition and Fee Revenue declined 1.5%, \$276,000, even with a 5% increase in Tuition and Fee charges for 2017.

Revenue generated from the operation of Auxiliary Enterprises is \$16.1 million, down 9.3%, \$1.647 million, from \$17.7 million last fiscal year.

### Operating Expenses

Year-to-year Total Operating Expenses are relatively flat with a 0.5%, \$324,000 decrease. Instruction functional expense is up \$711,000, 4.1%, mainly due to increases in salaries and benefits. The continuing decline in student enrollments has resulted in a 4.9%, \$155,000 decrease in Scholarship and Fellowship expenses. Operations and Maintenance also has a significant decline, 10.7%, \$582,000 when compared year-over-year.

### Non-Operating Revenues and Expenses

Total Non-Operating Revenues and Expenses are down slightly year-over-year 2.1%, \$287,000.

Gifts, at \$1.5 million, are 20.1%, \$253,000, above FY2016 actuals. This revenue is generated by contributions from the Foundation. The majority is in the form of student scholarships.

### Other Revenues, Expenses, Gains or Losses

Expenses for OPEB are down over last year, 48.4%, \$287,000.

Overall, at the end of the fourth quarter, total Net Assets are \$79.9 million compared to \$85.5 million last year, down 4.18%. The change is primarily driven by the declining enrollments and continued expenditures exceeding revenues.

Table 1

**Shepherd University**  
**Statement of Net Assets**  
**As of June 30, 2017**  
(Dollars in Thousands)

	Actual 6/30/17	As of 6/30/16	% Change
<b>ASSETS</b>			
<b>Current assets:</b>			
Cash and cash equivalents	14,560	16,242	-10.36%
Accounts receivable net	679	867	-21.68%
Grants and contracts receivable, net	403	371	8.63%
Due from the Commission	-	43	-100.00%
Inventories	409	557	-26.57%
Loans Receivable	100	100	0.00%
Other assets	-	-	n/a
<b>Total Current assets</b>	<b>16,151</b>	<b>18,180</b>	<b>-11.16%</b>
<b>Noncurrent assets:</b>			
Restricted cash and cash equivalents	1	-	n/a
Investments	-	-	n/a
Loans receivable, net	353	402	-12.19%
Capital assets net	122,707	126,716	-3.16%
Other Noncurrent assets	254	307	-17.3%
<b>Total Noncurrent assets</b>	<b>123,315</b>	<b>127,425</b>	<b>-3.23%</b>
<b>TOTAL ASSETS</b>	<b>\$139,466</b>	<b>\$145,605</b>	<b>-4.22%</b>
Total Deferred Outflows of Resources (GASB 68)	<b>\$106</b>	<b>\$54</b>	<b>96.30%</b>
<b>TOTAL ASSETS &amp; DEFERRED OUTFLOWS</b>	<b>\$139,572</b>	<b>\$145,659</b>	<b>-4.18%</b>
<b>LIABILITIES</b>			
<b>Current liabilities:</b>			
Accounts payable	1,189	1,508	-21.15%
Accrued liabilities	3,097	2,836	9.20%
Due to the Commission	-	-	n/a
Due to other State agencies	-	-	n/a
Deferred revenue	815	869	-6.21%
Long-term liabilities - current portion	2,702	2,366	14.20%
<b>Total Current liabilities</b>	<b>7,803</b>	<b>7,579</b>	<b>2.96%</b>
<b>Noncurrent liabilities:</b>			
Advances from federal sponsors	499	510	-2.16%
Deposits	148	139	6.47%
Other post employment benefits	11,130	10,824	2.83%
Compensated absences	407	441	-7.71%
Net pension liability	391	327	19.57%
Debt obligation due Commission	525	-	n/a
Leases Payable	322	467	-31.05%
Bonds Payable	38,209	39,551	-3.39%
<b>Total Noncurrent liabilities</b>	<b>51,631</b>	<b>52,259</b>	<b>-1.20%</b>
<b>TOTAL LIABILITIES</b>	<b>59,434</b>	<b>59,838</b>	<b>-0.68%</b>
Total Deferred Inflows of Resources (GASB 68)	<b>214</b>	<b>288</b>	<b>-25.69%</b>
<b>TOTAL LIABILITIES &amp; DEFERRED INFLOWS OF RESOURCES</b>	<b>59,648</b>	<b>60,126</b>	<b>-0.79%</b>
<b>NET ASSETS</b>	<b>79,924</b>	<b>85,533</b>	<b>-6.56%</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$139,572</b>	<b>\$145,659</b>	<b>-4.18%</b>



Table 2

**Shepherd University**  
**Budget to Actual Report**  
**FY17 - For the Year Ending June 30, 2017**  
(Dollars in Thousands)

	<b>Annual Budget</b>	<b>YTD Actual</b>	<b>\$ Variance</b>	<b>% Budget</b>
<b>OPERATING REVENUES</b>				
Tuition and Fees	\$19,655	\$17,574	\$2,081	89.4%
Federal Grants and Contracts	1,457	1,179	278	80.9%
State and Local Grants and Contracts	4,408	4,478	(70)	101.6%
Private Grants and Contracts	20	27	(7)	135.0%
Sales and Services of Educational Activities	15	50	(35)	333.3%
Auxiliary Enterprises	18,285	16,081	2,204	87.9%
Other Operating Revenues	617	651	(34)	105.5%
<b>TOTAL OPERATING REVENUES</b>	<b>44,457</b>	<b>40,040</b>	<b>4,417</b>	<b>90.1%</b>
<b>OPERATING EXPENSES</b>				
<b>Core Operating Expenses</b>				
<b>Primary Mission Costs</b>				
Instruction	18,553	17,873	680	96.3%
Academic Support	3,424	3,226	198	94.2%
Student Services	3,860	3,487	373	90.3%
Scholarships & Fellowships	3,079	3,033	46	98.5%
<b>Subtotal Primary Mission Costs</b>	<b>28,916</b>	<b>27,619</b>	<b>1,297</b>	<b>95.5%</b>
<b>Other Core Operating Expenses</b>				
Operations and Maintenance	5,016	4,852	164	96.7%
Institutional Support	6,384	6,362	22	99.7%
Research	244	228	16	93.4%
Public Service	239	244	(5)	102.1%
<b>Subtotal Other Core Operating Expenses</b>	<b>11,883</b>	<b>11,686</b>	<b>197</b>	<b>98.3%</b>
<b>Total Core Operating Expenses</b>	<b>40,799</b>	<b>39,305</b>	<b>1,494</b>	<b>96.3%</b>
<b>Auxiliary Expenses</b>	13,140	12,712	428	96.7%
<b>Depreciation Expense</b>	7,472	6,718	754	89.9%
<b>Transfers and Other (Additions) Subtractions</b>	293	259	34	88.3%
<b>TOTAL OPERATING EXPENSES</b>	<b>61,704</b>	<b>58,994</b>	<b>2,710</b>	<b>95.6%</b>
<b>NONOPERATING REVENUES AND EXPENSES</b>				
State Appropriations	9,552	9,361	191	98.0%
Nonoperating federal revenue	5,400	4,786	614	88.6%
Investment Income	33	136	(103)	412.1%
Interest on capital asset related debt	(1,876)	(2,192)	316	116.8%
Loss on disposal of equipment	-	(5)	5	n/a
Gifts	1,240	1,512	(272)	121.9%
Payments on behalf of Shepherd University	-	70	(70)	n/a
Fees assessed by the Commission for interest and reserves	(38)	(18)	(20)	47.6%
<b>TOTAL NONOPERATING REVENUES AND EXPENSES</b>	<b>14,311</b>	<b>13,650</b>	<b>661</b>	<b>95.4%</b>
<b>Income (Loss) Before Other Revenues, Expenses, Gains or Losses</b>	<b>(2,936)</b>	<b>(5,304)</b>	<b>2,368</b>	<b>180.6%</b>
<b>OTHER REVENUES, EXPENSES, GAINS OR LOSSES</b>				
Capital Grants and Gifts	-	0	(0)	n/a
Perkins Loan Timing	-	-	-	n/a
Other Post Employment Benefits (OPEB) expense	(648)	(306)	(342)	47.2%
<b>Increase (Decrease) in Net Assets</b>	<b>(3,584)</b>	<b>(5,610)</b>	<b>2,026</b>	<b>156.5%</b>

Table 3

**Shepherd University**  
**Statement of Revenues, Expenses and Other Changes**  
**FY17 - For the Year Ending June 30, 2017**  
(Dollars in Thousands)

	Budget FY17 Annual	Year End 6/30/17	Year End 6/30/16	% Change	\$ Change
<b>OPERATING REVENUES</b>					
Tuition and Fees	19,655	\$17,574	\$17,850	-1.5%	(\$276)
Federal Grants and Contracts	1,457	1,179	1,170	0.8%	9
State and Local Grants and Contracts	4,408	4,478	4,353	2.9%	125
Private Grants and Contracts	20	27	32	-15.6%	(5)
Sales and Services of Educational Activities	15	50	46	8.7%	4
Auxiliary Enterprises	18,285	16,081	17,728	-9.3%	(1,647)
Other Operating Revenues	617	651	523	24.5%	128
<b>TOTAL OPERATING REVENUES</b>	<b>44,457</b>	<b>40,040</b>	<b>41,702</b>	<b>-4.0%</b>	<b>(1,662)</b>
<b>OPERATING EXPENSES</b>					
<b>Core Operating Expenses</b>					
<b>Primary Mission Costs</b>					
Instruction	18,553	17,873	17,162	4.1%	711
Academic Support	3,424	3,226	3,247	-0.6%	(21)
Student Services	3,860	3,487	3,468	0.5%	19
Scholarships & Fellowships	3,079	3,033	3,188	-4.9%	(155)
<b>Subtotal Primary Mission Costs</b>	<b>28,916</b>	<b>27,619</b>	<b>27,065</b>	<b>2.0%</b>	<b>554</b>
<b>Other Core Operating Expenses</b>					
Operations and Maintenance	5,016	4,852	5,434	-10.7%	(582)
Institutional Support	6,384	6,362	6,316	0.7%	46
Research	244	228	252	-9.5%	(24)
Public Service	239	244	233	4.7%	11
<b>Subtotal Other Core Operating Expenses</b>	<b>11,883</b>	<b>11,686</b>	<b>12,235</b>	<b>-4.5%</b>	<b>(549)</b>
<b>Total Core Operating Expenses</b>	<b>40,799</b>	<b>39,305</b>	<b>39,300</b>	<b>0.0%</b>	<b>5</b>
<b>Auxiliary Expenses</b>	13,140	12,712	12,812	-0.8%	(100)
<b>Depreciation Expense</b>	7,472	6,718	6,930	-3.1%	(212)
<b>Transfers and Other (Additions) Subtractions</b>	293	259	276	-6.2%	(17)
<b>TOTAL OPERATING EXPENSES</b>	<b>61,704</b>	<b>58,994</b>	<b>59,318</b>	<b>-0.5%</b>	<b>(324)</b>
<b>NONOPERATING REVENUES AND EXPENSES</b>					
State Appropriations	9,552	9,361	9,438	-0.8%	(77)
Nonoperating federal revenue	5,400	4,786	5,084	-5.9%	(298)
Investment Income	33	136	76	78.9%	60
Interest on capital asset related debt	(1,876)	(2,192)	(1,935)	13.3%	(257)
Loss on disposal of equipment	0	(5)	-	n/a	(5)
Gifts	1,240	1,512	1,259	20.1%	253
Payments on behalf of Shepherd University	0	70	53	32.1%	17
Fees assessed by the Commission for interest and	(38)	(18)	(38)	-52.6%	20
<b>TOTAL NONOPERATING REVENUES AND EXPENSES</b>	<b>14,311</b>	<b>13,650</b>	<b>13,937</b>	<b>-2.1%</b>	<b>(287)</b>
<b>Income (Loss) Before Other Revenues, Expenses, Gains or Losses</b>	<b>(2,936)</b>	<b>(5,304)</b>	<b>(3,679)</b>	<b>44.2%</b>	<b>(1,625)</b>
<b>OTHER REVENUES, EXPENSES, GAINS OR LOSSES</b>					
Capital Grants and Gifts	-	0	-	n/a	0
CTC Net Assets Transfer	-	-	(2)	-100.0%	2
Other Post Employment Benefits (OPEB) expense	(648)	(306)	(593)	-48.4%	287
<b>Increase (Decrease) in Net Assets</b>	<b>(3,584)</b>	<b>(5,610)</b>	<b>(4,274)</b>	<b>-104.2%</b>	<b>(\$1,336)</b>

Shepherd University Board of Governors  
Report to the Finance and Facilities Committee  
September 27, 2017  
Agenda Item No. 11-b

## **FY2018 BUDGET REVISION**

The FY2018 revised budget reflects an additional decrease in total operating expense of \$286,000 - - \$130,000 from Instruction and \$156,000 from Institutional Support.

These reductions are achieved by reducing the salary amounts in vacant position lines that were included in the original budget request. Subsequent to the budget approval, these position lines have been eliminated.

None of the other budget assumptions have been modified.

This results in a change to the decrease in net position and takes it from (\$6,085) to (\$5,809).

The following resolution is recommended for adoption by the Board:

**RESOLVED**, That the Shepherd University Board of Governors approves the FY2018 Budget Revision reductions in operating expenses, as presented in the agenda book of September 27, 2017.

Shepherd University  
FY 2018 Budget Comparison  
(Dollars in Thousands)  
REVISED

<b>OPERATING REVENUES</b>	<b>FY18 Approved Budget</b>	<b>FY18 Revised Budget</b>	<b>Change in FY18 Budget</b>	
Tuition and Fees	16,915	16,915	-	0.00%
Federal Grants and Contracts	1,500	1,500	-	0.00%
State and Local Grants and Contracts	4,165	4,165	-	0.00%
Private Grants and Contracts	20	20	-	0.00%
Sales and Services of Educational Activities	20	20	-	0.00%
Auxiliary Enterprises	15,250	15,250	-	0.00%
Other Operating Revenues	529	529	-	0.00%
<b>TOTAL OPERATING REVENUES</b>	<b>38,399</b>	<b>38,399</b>	-	0.00%
<b>OPERATING EXPENSES</b>				
Instruction	17,830	17,700	(130)	-0.73%
Academic Support	3,340	3,340	-	0.00%
Student Services	3,715	3,715	-	0.00%
Scholarships & Fellowships	2,500	2,500	-	0.00%
Operations and Maintenance	4,410	4,410	-	0.00%
Institutional Support	6,145	5,989	(156)	-2.54%
Research	245	245	-	0.00%
Public Service	240	240	-	0.00%
Auxiliary Expenses	12,560	12,560	-	0.00%
Depreciation Expense	7,250	7,250	-	0.00%
Transfers and Other (Additions) Subtractions	437	437	-	0.00%
<b>TOTAL OPERATING EXPENSES</b>	<b>58,672</b>	<b>58,386</b>	<b>(286)</b>	<b>-0.49%</b>
<b>OPERATING LOSS</b>	<b>(20,273)</b>	<b>(19,987)</b>	<b>286</b>	<b>-1.41%</b>
<b>NONOPERATING REVENUES (EXPENSES)</b>				
State Appropriations	9,361	9,361	-	0.00%
Nonoperating federal revenue	5,400	5,400	-	0.00%
Investment Income	35	35	-	0.00%
Interest on capital asset related debt	(1,435)	(1,435)	-	0.00%
Loss on disposal of equipment				
Gifts	1,500	1,500	-	0.00%
Payments of behalf of Shepherd University				
Fees assessed by the Commission for interest and reserves	(38)	(38)	-	0.00%
<b>NET NONOPERATING REVENUES</b>	<b>14,823</b>	<b>14,823</b>	-	0.00%
Other Post Employment Benefits (OPEB) Expense	(645)	(645)	-	0.00%
<b>INCREASE (DECREASE) IN NET POSITION</b>	<b>(6,095)</b>	<b>(5,809)</b>	<b>286</b>	<b>-4.69%</b>

## AMENDMENT OF POLICY 9: CLASSIFIED EMPLOYEES

As authorized by the Board at the meeting of June 22, 2017, the President issued a notice under Policy 1 of the Board describing the intent to amend Policy 9, *Classified Employees*, on August 25, 2017. This notice identifies several specific proposed amendments to the policy, bringing it up-to-date with changes that have been made in the statutory provisions regulating higher education personnel and also with the best available information as to the intentions of the Higher Education Policy Commission in implementing the new classification and compensation program for classified staff.

In addition to such technical adjustments, several specific substantive changes are proposed:

- Section 2.7 emphasizes that all grant-funded positions are subject to termination due to unavailability of funds;
- Changes to Section 3 reflect the elimination of “internal bidding rights” on position vacancies and emphasizes that the philosophical statements associated with the use of part-time positions are not intended to create a legal claim for any part-time employee for full-time status;
- Former Section 4 is eliminated entirely, consistent with HB2542 of the 2017 Regular Session. This language had followed the now eliminated Code provisions which established rights for internal employees to bid on vacancies with preferences over external applicants;
- The renumbered Section 4 clarifies policy relating to probationary status for new hires and for employees who are promoted; and
- The renumbered Section 5 modifies rules relating to compensatory time off, restricting maximum accumulation, to attempt to minimize operational hardships for some departments.

The proposed amendments are reflected on the following pages, which identify the specific sections of Policy 9 affected. Deleted language is shown in strike-through and new language is shown in underline font.

Before distributing this draft policy revision to the campus, a draft was reviewed with the Classified Employees Council. Helpful and positive feedback was gained during that meeting, earlier in August, and adjustments to the draft were made. As of the publication of the agenda book, a limited number of additional comments had been received:

\* One employee who has had a long tenure of part-time employment expressed a strong dissatisfaction with University hiring practices, presumably intending to express dissatisfaction with the elimination of the former Section 4 bidding rights provisions. The former policy required selection of an internal employee who met the “minimum qualifications,” to the exclusion of external applicants who might be immensely more qualified and more capable of producing excellent service to the University and its students. The flexibility now provided in hiring decisions is an important component of enhancing quality at the University, and no institution is known to be considering retention of these former policies.

No modifications of the proposed text for the Policy are recommended.

The following resolution is recommended for adoption by the Board:

**RESOLVED**, That the Shepherd University Board of Governors approves the amendments of Policy 9, *Classified Employees*, as presented in the agenda book of September 27, 2017.

# SHEPHERD UNIVERSITY BOARD OF GOVERNORS POLICY 9

## TITLE: CLASSIFIED EMPLOYEES

### SECTION 1. GENERAL

- |                      |   |
|----------------------|---|
| 1.1 Scope -          | This policy establishes procedures related to personnel.  |
| 1.2 Authority -      | West Virginia Code §18B-1-6, <u>§18B-7-1, §18B-7-2, §18B-7-3, §18B-7-7, §18B-7-10, §18B-7-11, §18B-7-13.</u>      |
| 1.3 Effective Date - | <u>, 2017, Amending the</u> March 21, 2006, <u>Amending the</u><br><u>January 10, 2002</u> Version of the Policy. |

### SECTION 2. DEFINITIONS

- |     |   |
|-----|---|
| 2.1 | <u>Classified</u> Part-Time Regular Employee (PTR). An employee in a position created to last less than 1,040 hours during a twelve-month period. An employee in a PTR position is not eligible for <u>employee</u> benefits, but <u>may be</u> covered under the classification program <u>as set out in HEPC Series 8. A PTR employee is not an at-will employee.</u>   |
| 2.2 | <u>Classified Full-Time Regular Employee (FTR). An employee in a position created to last more than 1,039 hours during a twelve-month period. An employee in an FTR position is eligible for employee benefits, and is covered under the classification program. An FTR employee is not an at will employee.</u>  |
| 2.2 | Temporary Employee. An employee hired into a position expected to last fewer than nine months of a twelve month period regardless of hours worked per week. A temporary employee is not eligible for <u>employee</u> benefits, but <u>may be</u> covered by the classification program <u>as set out in HEPC Series 8. A temporary employee is an at-will employee.</u>   |
| 2.3 | Casual Employee. A casual employee position is a position created to meet specific operational needs at an institution for no more than <u>225-500</u> hours in a 12-month period. Individuals in a casual employee position are not eligible for <u>employee</u> benefits and are not covered by the classification program <u>as set out in HEPC Series 8. A casual employee is an at-will employee.</u>  |
| 2.4 | Student Employee. An employee enrolled at the institution as a student, <u>and</u> whose primary purpose for being at the institution is to obtain an education, <u>and who seeks a student employee position. A</u> Except in unusual circumstances, a student employee is not eligible for <u>employee</u> benefits. <u>Student employees are and is</u> not covered by the classification program <u>as set out in HEPC Series 8. Student employee status includes, in its nature, the election to be exempt from Social Security withholding from payroll. A student employee is an at will employee.</u> |
| 2.5 | Classified Employee. An employee who is covered by the provisions of the classification program outlined in this rule <u>as set out in HEPC Series 8.</u>   |
| 2.6 | Exempt. Employees not covered by the Fair Labor Standards Act (FLSA) for overtime purposes <u>as set out in HEPC Series 8.</u>  |
| 2.7 | <u>Grant-funded positions. Notwithstanding the foregoing definitions, the continuing employment expectations as to any grant-funded position at the University shall be subject to the continuing award of the grant funds. A grant-funded position is subject to termination due to unavailable funds.</u>   |

### SECTION 3. PART-TIME AND TEMPORARY EMPLOYEES

- 3.1 ~~Part time employees will not be hired.~~ The use of part-time positions is not to be used solely to avoid the payment of benefits or in lieu of full-time employees. All qualified classified employees with nine month or ten month appointments will be given the opportunity to accept part time or full time summer employment before new persons are hired for the part time or full time employment. Consequently, tTemporary positions will ~~only~~ be used when the function of the position is expected to require less than nine (9) consecutive months of employment (regardless of hours worked per week) to equal the full-time equivalency of the position.
- 3.2 ~~The provisions of the foregoing section of this Policy are not intended to establish a~~ No aspect of this policy mandate under which is intended to provide an expectation or a right of any part-time or temporary employee ~~to may~~ claim a right of full-time employment. The President and his or her designees are intended under this policy to exercise their judgment, in their sole discretion, to fulfill the Board's intentions under this policy, and to be accountable solely to the Board as to the policy statement.

### SECTION 4. APPOINTMENT OR PROMOTION

- 4.1 ~~Pursuant to W. Va. Code §18B-7-1(d), non-exempt classified employees who apply for and meet the minimum qualifications for a posted non-exempt position and are currently employed at the institution shall be hired into the posted position prior to hiring someone from outside the institution.~~
- 4.2 ~~If more than one qualified, non-exempt classified employee applies, the best qualified non-exempt classified employee shall be awarded the position. In such cases, if the employees are equally qualified, the employee with the greatest amount of continuous seniority at the institution shall be awarded the position. A random selection method such as drawing of lots, rolling dice, or selection of playing cards shall be utilized if two or more employees have equal qualifications and seniority. Such method shall be mutually agreed upon by the affected employees and approved by the President or her/his designee. If the employees cannot agree on a random selection method, the President shall use the drawing of lots to determine rankings.~~
- 4.3 ~~Provisions of this section shall not apply to casual, temporary and student employees, nor shall they apply to exempt positions.~~
- 4.4 ~~Pursuant to W. Va. Code §18B-7-1(d), the provisions of this section shall not take precedence over the mandates in the institution's affirmative action plan. In no event shall the institution's affirmative action plan require the use of quotas to meet its affirmative action goals or require the hiring of an unqualified person for any non-exempt position.~~

### SECTION ~~54~~ 54. PROBATIONARY PERIOD

- ~~54.1~~ Full-time and part time regular classified employees shall serve a six-month probationary period beginning at the original date of employment.
- ~~54.2~~ At the end of three months and the end of the six-month probationary period, ~~the employee shall receive a written evaluation of her/his performance and shall be informed as to whether her/his employment will continue beyond the probationary period. a~~ performance evaluation will be conducted for the employees. As with all positions, continued employment is based on adequate funding, satisfactory performance and adherence to system and institution rules and regulations.
- ~~4.3~~ When an employee moves from one position to another, another six-month probationary period shall begin. When an employee moves from one position to another and fails to complete the probationary period successfully in spite of good faith efforts, the employee may be transferred back into the prior position held, if vacant, or to the most-similar vacant position available, as determined by the University. The Human Resources office will coordinate such transfers with the appropriate Vice President(s) with an equitable salary rate.

**SECTION 65. COMPENSATORY/OVERTIME PROVISIONS**

- 65.1** Non-exempt employees may receive compensatory time off in lieu of overtime pay. All hours worked beyond 37½ and up to and including 40 hours are calculated at the employee's regular hourly rate. Time worked beyond 40 hours in a work-week are to be calculated at a rate of one and one-half times the regular hourly rate.
- 65.2** A written agreement between the employee and the institution shall exist when the employee chooses compensatory time off in lieu of overtime pay. The written agreement may be modified at the request of either the employee or employer at any time but under no circumstances shall a change in the agreement deny the employee compensatory time heretofore acquired.
- 65.3** Except as otherwise expressly provided for in this Policy, employees may accumulate up to ~~two one~~ hundred ~~fifty~~ (24150) hours of compensatory time and shall be paid for all hours worked above the maximum accrual. ~~6.4- Employees in public safety, seasonal work, and/or emergency response categories may accumulate up to four hundred eighty (480) hours and shall be paid for all hours worked above the maximum accrual.~~
- 65.45** Compensatory time must be used within one year of accrual or may thereafter be cashed out at the discretion of the University. The use of compensatory time off shall be requested ~~two weeks~~ appropriately in advance, consistent with annual leave practices, of the use of the time off. Approval of the request shall be contingent upon whether it will unduly disrupt the operation of the institutional unit.
- 65.56** Should an individual's employment be terminated, any unused compensatory time shall be reimbursed as follows:
- 65.65.1** The average regular rate received by such employee during the first three years of the employee's employment; or,
- 65.65.2** The final regular rate received by such employee, whichever is higher.
- 65.67** An employee may not work overtime unless approved in advance per institutional policy. Working overtime without permission is a disciplinary offence.

**SECTION 76. POSTINGS OF POSITIONS**

- 76.1** It is the policy of Shepherd University to post full time and part time regular reclassified positions, either internally or both internally and externally, on the Human Resources website in order to provide employees all interested persons adequate time opportunity to make application for positions. Generally, positions will be posted for a minimum of 10 days before an offer is made to any candidate.
- 76.2** Posting requirements shall not apply to casual or temporary positions, or if an administrative decision is made of exigent circumstances in the filling of a position.
- 6.3** The President shall be authorized to approve specific rules of Human Resources administration for the acceptance of applications for positions, which rules shall be available on the Human Resources Office web site. The University may decline to consider any applications which are not submitted in compliance with such rules.



## **AMENDMENT OF POLICY 36: CLASSIFIED STAFF REDUCTION IN FORCE**

As authorized by the Board at the meeting of June 22, 2017, the President issued a notice under Policy 1 of the Board describing the intent to promulgate Policy 36, *Classified Staff Reduction in Force* (RIF), on August 25, 2017. This notice identifies the full text of a new policy which would guide decision-making if operational or financial circumstances require lay-offs of classified staff.

Policy 36 would be a new policy. Prior to the adoption of HB2542 in the 2017 Legislative Session, layoffs of classified staff were regulated by Code and had to be implemented solely on the basis of seniority. The new legislation authorizes the governing boards to adopt policies establishing the process and criteria, at the Board's discretion, for implementation of such reductions in force.

The proposed policy would establish a standing campus committee which would work with a vice president(s) who has identified a potential need for layoffs to complete the development of a RIF Plan. The policy draft then would provide some specific directives for implementation, including the degree to which a limited right of recall would apply.

Before distributing this draft policy to the campus, a draft was reviewed with the Classified Employees Council (CEC). Helpful and positive feedback was gained during that meeting, earlier in August, and adjustments to the draft were made. As of the publication of this agenda book, a limited number of additional comments had been received:

\* An anonymous comment was submitted which emphasizes that even adopting a policy relating to RIF's is hurtful to morale and is viewed by the writer as evidence of a disregard for the loyalty of the classified employees of the University. The writer did not make any suggestions as to the content of the draft.

\* An employee noted that the Recall Rights provision in the distributed draft Policy, Section 3.4.2, framed recall among multiple separated employees as controlled solely by the seniority criteria in Section 2.6.3, rather than all of the Section 2.6 criteria. Upon further review, the draft submitted in the agenda book is modified to implement this suggestion and utilize all of the Section 2.6 criteria for selection of specific separated employees for recall.

\* An employee asked the CEC to inquire about the three-year provision in Section 2.6.1 and the proviso in Section 2.7 addressing circumstances of performance evaluations not completed in some years. University staff recommend retaining the proposed language, which establishes three years as a fixed period from which the analysis of documented performance quality will be completed. We believe that eliminating that fixed time period will make implementation of the policy much more difficult.

The following resolution is recommended for adoption by the Board:

**RESOLVED**, That the Shepherd University Board of Governors approves the adoption of Policy 36, *Classified Staff Reduction in Force*, as presented in the agenda book of September 27, 2017.

**SHEPHERD UNIVERSITY  
BOARD OF GOVERNORS  
POLICY 36**

**TITLE: CLASSIFIED STAFF REDUCTION IN FORCE**

**SECTION 1. GENERAL**

- 1.1 Scope - The University seeks to provide a positive and stable work environment. However, conditions may arise that necessitate the elimination of positions held by Classified Employees, otherwise known as a Reduction in Force (RIF). This Rule outlines the guiding principles for and is applicable to RIF for all Classified Employees of Shepherd University who are employed in full time or part time Regular positions.
- 1.2 Authority - WV Code: §18B-1-6, §18B-2A-4, §18B-7-2, §18B-7-3, §18B-9A-2
- 1.3 Effective Date –

***SECTION 2. Full Time Staff: Process and Review Committee***

- 2.1 Reasons to implement a RIF may include, but are not limited to, budget reductions, loss of funding, reorganization, material changes to the duties or responsibilities of a position, program change/elimination, or an emergency that curtails operations.
- 2.2 The President shall establish the RIF Review Committee, which shall review any RIF proposal arising from a specific administrative component of the University. In circumstances of institutional financial exigencies, the RIF Review Committee may develop RIF recommendations which affect one or more administrative components of the University. The members of the RIF Review Committee will include the Provost, Vice President for Finance, a representative of classified employees selected by the President, and such additional administrators or other employees as the President may choose to appoint. The General Counsel and Director of Human Resources will be non-voting staff-support to the RIF Review Committee. To serve on the RIF Review Committee, an employee must agree to maintain confidentiality as to the specific deliberative matters reviewed by the Committee.
- 2.3 When an Executive Officer of the University becomes aware that there may be a need for a RIF, the Executive Officer is responsible to contact and work with the RIF Review Committee, to develop a RIF Plan.
- 2.4 A RIF Plan should address, at a minimum:
  - 2.4.1 Identification of the reasons for consideration of the RIF;
  - 2.4.2 Reasonable alternative solutions (e.g., where applicable, reductions of operating expenses other than payroll, moratorium on further hiring, or voluntary separation) to a RIF that were considered;
  - 2.4.3 Identify any re-organizations of departments or other changes that will occur;
  - 2.4.4 Identify the positions recommended for elimination and the reasons for the elimination;
  - 2.4.5 Describe the impact of the RIF Plan to other employee types, including whether other positions will also be eliminated; and
  - 2.4.6 Any other matters required by the Review Committee.

- 2.5 A RIF is not intended to be a performance management tool.
- 2.6 In situations where a RIF would eliminate some, but not all of the positions within the same job family, the RIF Review Committee shall evaluate the skills and qualifications of the individual employees potentially subject to the RIF. Review of members of a job family is limited to the job family members within the sector(s) in which the RIF is occurring. The effected Executive Officer(s) shall assist in the review process. Human Resources will provide documented performance history and provide seniority validations. In these situations, the Committee shall give consideration to the following:
- 2.6.1 **Performance:** Each Classified Employee's documented quality of work performance over the previous 36 months as demonstrated in performance evaluations of record including, but not limited to, performance evaluations and disciplinary history documented in any form;
  - 2.6.2 **Skills and Qualifications:** Specific duties and responsibilities of each position, the Classified Employee's knowledge and skills; and
  - 2.6.3 **Seniority:** The length of service as defined by the Human Resources Office's standard practices.
  - 2.6.4 If all factors appear to be equal, the Unit should retain the employee or employees with more seniority.
- 2.7 If the Classified Employee did not receive a written performance evaluation for any year within the relevant time period set forth in sub-Section 2.6.1 above, then for any such year that employee shall be deemed to have received a "meets requirements" or an equivalent rating.
- 2.8 Commitment to Equal Opportunity and Affirmative Action: All decisions under this Rule shall be made without regard to race, color, national origin, religion, sex, age, sexual orientation, disability, or any other class protected under the University's non-discrimination policy.
- 2.9 The RIF Review Committee shall report any approved RIF Plan to the President immediately.

### *SECTION 3. Rights of Full Time Classified Employees*

- 3.1 The University shall provide a Classified Employee at least 60 days written notice ("Notice Period") that his or her position is going to be eliminated, unless the financial circumstances of the University dictate a shorter notice period, as determined by the President.
- 3.1.1 In some situations, it is in the best interests of the Classified Employee or the department that during the Notice Period the employee receive an alternative assignment, at equivalent pay. The notice should indicate whether the employee will receive an alternative assignment during the Notice Period.
  - 3.1.2 The Notice of RIF will provide a brief explanation of factors which precipitated the RIF planning and the assigned date of last employment.
- 3.2 During the Notice Period, the department shall provide any Classified Employees subject to a job elimination reasonable time off without charge to accrued leave to attend on-campus job interviews, subject to the operational needs of the Unit. Liberal access to use of annual leave, especially to facilitate seeking alternative off-campus employment, should be given, with advance notice. The employee is not under a moral or ethical obligation to give a traditional advance notice of resignation, if the employee wishes to begin new employment elsewhere; however, the employee should give as much notice as is viable, to facilitate orderly planning as to benefits and payroll.

- 3.3 In accordance with W. Va. Code §6C-2-1, et seq., eligible employees may utilize the West Virginia Public Employees Grievance Procedure to seek resolution for their grievable issues involving a RIF.
- 3.4 Right of Recall.
- 3.4.1 Before the close of business on the last day of employment as designated in the Notice of RIF, affected employees who leave the University in Good Standing may notify the Human Resources Office in writing of a desire to be recalled to employment. Such a notification must include a valid mailing address/email address for the employee.
  - 3.4.2 A department shall not refill a specific position that has been eliminated by a RIF for a minimum of 12 calendar months, unless approved in writing by the RIF Review Committee. If the position is approved to be refilled within 12 calendar months, the Classified Employee who was previously employed in that specific position title shall first be notified by the Human Resources Office of the opportunity to return to the position, if the employee left in Good Standing. In the case of multiple employees of the same job title, recall shall be by the same criteria as designated in sub-Section 2.6.
  - 3.4.3 Any Classified Employee impacted by a RIF is eligible for rehire via postings and interviews if he/she exited employment in Good Standing, and no administrator shall treat a RIF'ed employee/former employee as presumptively disqualified from a position.
  - 3.4.4 A Classified Employee affected by a RIF who accepts a comparable benefits-eligible position within the University is deemed to have waived eligibility for recall to the position from which the RIF occurred.
  - 3.4.5 For purposes of this policy, Good Standing is defined as an employee whose most recent evaluation does not establish or maintain an improvement plan.

#### *SECTION 4. Part Time Staff*

- 4.1 A supervisor has management authority as to part time staff to change the number of hours assigned in a specific two-week work-period, as a matter of operational discretion, but should make reasonable efforts to maintain continuity for the workforce. Such variations do not constitute a RIF.
- 4.2 If a supervisor intends to reduce the number of hours of the employee by 50% or more, for more than one work period, or to release the part time employee from employment for reasons other than employee performance, the supervisor must obtain the written authorization of the supervising Executive Officer, who shall consult with the Director of Human Resources.
- 4.3 If the department has more than one part time employee in the position title, the Executive Officer will apply the provisions of Section 2.6, in consultation with the Director of Human Resources, to the selection of part time employees who will be subject to RIF.
- 4.4 Part time staff shall not have any of the other rights and privileges established in this policy for full time staff.

## *SECTION 5. Exclusions*

- 5.1 This Rule and the rights, duties, and responsibilities contained herein are only applicable to the proposed elimination of positions that are held by a Regular Classified Employee. Any position eliminations under the following circumstances are excluded from this Rule:
- 5.1.1 Temporary positions;
  - 5.1.2 Grant funded or contract positions hired on or after October 1, 2017;
  - 5.1.3 A reduction in FTE that reduces the position by 20% or less, but does not eliminate benefits eligibility;
  - 5.1.4 Any instance in which the University has contracted with an outside vendor for services and a Classified Employee is offered employment by that vendor with comparable wages; or
  - 5.1.5 Internal transfers.

## *SECTION 6. Delegation*

The Board of Governors delegates to the President the authority to approve internal human resource policies and procedures in order to implement the provisions of this Board Policy. Any actions taken pursuant to this delegation must be consistent with the guidelines provided by this Policy.

Shepherd University Board of Governors  
September 27, 2017  
Agenda Item No. 14

## **METRO SCHOLARSHIP RATE PRESENTATION**

Mr. Bill Sommers, Vice President for Enrollment Management, will provide the Board with a Metro Scholarship Rate Presentation. Mr. Sommers will then be available for any questions from members of the Board.

## **PROVOST SEARCH UPDATE**

### **SHEPHERD UNIVERSITY 2017-2018 PROVOST SEARCH TIMELINE**

<b><u>SCHEDULE</u></b>	<b><u>ACTIVITY</u></b>
Mid- September 2017	<ul style="list-style-type: none"><li>• Appointment of search committee</li></ul>
Late September 2017	<ul style="list-style-type: none"><li>• Organizational meeting of the search committee</li><li>• Determination of priority qualifications for advertisement and position profile</li><li>• Committee conversations with campus community</li><li>• Profile finalized for official distribution</li><li>• Letters sent to nomination sources, including statement of priorities and desired qualifications</li><li>• Advertisements placed</li></ul>
November 2017	<ul style="list-style-type: none"><li>• Applications received and reviewed by search committee members</li><li>• Search committee members return ratings to be tallied</li></ul>
November/December 2017	<ul style="list-style-type: none"><li>• Committee meeting held to discuss candidates</li><li>• Committee selects 6-8 candidates for phone interviews and reference checking</li><li>• Committee reviews reference checking procedures and assigns members to specific tasks</li></ul>
January 2018	<ul style="list-style-type: none"><li>• Committee reviews reference reports, conducts preliminary interviews and selects candidates for campus visits</li></ul>
February 2018	<ul style="list-style-type: none"><li>• Campus visits by finalists, which will involve all appropriate segments of the institution</li><li>• President conducts personal interviews with finalists</li><li>• President meets with search committee at conclusion of visits to discuss committee recommendations</li></ul>
March/April 2018	<ul style="list-style-type: none"><li>• President appoints new Provost</li><li>• Transition planning is initiated for the period between appointment and Provost's start date</li></ul>

## Provost Search Committee

13 members

Member	Title	Area Represented
Dr. J.B. Tuttle <a href="mailto:JTUTTLE@shepherd.edu">JTUTTLE@shepherd.edu</a> 304.876.5278	Associate Professor	Co-Chair Education
Dr. Marie DeWalt <a href="mailto:mdewalt@shepherd.edu">mdewalt@shepherd.edu</a> 304.876.5299	Director of Human Resources	Co-Chair Human Resources
E.G. Moreland <a href="mailto:emorelan@shepherd.edu">emorelan@shepherd.edu</a> 304.876.5519	Budget Officer	Classified Employees Council
Dr. Richard Stevens <a href="mailto:rstevens@shepherd.edu">rstevens@shepherd.edu</a> 304.876.5313	Acting Dean	Graduate Studies and Continuing Education (Deans Council Representative)
Dr. Mary Hancock <a href="mailto:mhancock@shepherd.edu">mhancock@shepherd.edu</a> 304.876.5688	Associate Professor	Nursing Education
Dr. Heidi Hanrahan <a href="mailto:hhanraha@shepherd.edu">hhanraha@shepherd.edu</a> 304.876.5250	Associate Professor	English and Modern Languages
Dr. Clarissa Mathews <a href="mailto:cmathews@shepherd.edu">cmathews@shepherd.edu</a> 304.876.5677	Professor/Department Chair	Institute of Environmental and Physical Sciences
Dr. Joe Robbins <a href="mailto:jrobbins@shepherd.edu">jrobbins@shepherd.edu</a> 304.876.5347	Associate Professor/Department Chair	Political Science and Global Studies
Dr. Georgiann Toole <a href="mailto:gtoole@hspherd.edu">gtoole@hspherd.edu</a> 304.876.5069	Associate Professor	Education
Dr. Kathleen Reid <a href="mailto:kreid@shepherd.edu">kreid@shepherd.edu</a> 304.876.5306	Professor/Department Chair	College of Business
Dr. Ann Wendle <a href="mailto:awendle@shepherd.edu">awendle@shepherd.edu</a> 304.876.5214	Dean of Students	Student Affairs
Dr. Christopher Lovelace <a href="mailto:clovelac@shepherd.edu">clovelac@shepherd.edu</a> 304.876.5315	Associate Professor of Psychology Faculty Senate President	Faculty Senate
Mr. Dow Benedict <a href="mailto:dbenedic@shepherd.edu">dbenedic@shepherd.edu</a> 304.876.5393	Dean	College of Arts and Humanities (Ex-Officio)



## **AUDIT COMMITTEE ELECTION**

The Bylaws provide that:

The Audit and Finance Committee shall consist of three members, all of whom shall have some experience in matters of finance and/or accounting, and shall include at least one member who possesses accounting or financial management expertise; provided, however, that no Board Member may serve on this Committee at any time that said Member is receiving any compensation, directly or indirectly, for consulting or any service provided to the University. The members of the Committee, and its Chair, shall be elected annually by the Board at the Annual Meeting, following an initial nomination by the newly elected Chair.

Dr. Brand was absent at the June meeting, at which she was re-elected as Chair. The Chair will make her nominations to permit the seating of the Audit Committee for the 2017-2018 year.