

Shepherd

UNIVERSITY

Board of Governors

J.C. and Members of the Women's Volleyball Team



Meeting Agenda

December 14, 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**

**3:00 p.m.
December 14, 2017
Shepherdstown, WV**

AGENDA

Regular Session

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

- | | | |
|--|--|--------|
| 1. Call to Order | Chair Marcia Brand | |
| 2. Public Comments | | |
| 3. Adoption of the Minutes from September 27, 2017 Board Meeting | Chair Brand | |
| 4. Annual Audit Report | Mrs. Pam Stevens, Interim Vice President for Finance and Chris Kessler of CliftonLarsonAllen | 15 min |
| 5. President's Report | President Hendrix | 10 min |
| 6. Strategic Planning Report Update | Mr. Bill Sommers, Vice President for Enrollment Management | 20 min |
| 7. Academic Affairs Annual Report <ul style="list-style-type: none">• Academic Restructuring Models | Dr. Scott Beard, Acting Provost | 20 min |
| 8. Enrollment Management Annual Report | Mr. Sommers | 20 min |
| 9. Quarterly Financial Report: 1 st Quarter FY2018 <ul style="list-style-type: none">• Forecast and Waiver Discussion | Mrs. Pam Stevens and Board of Governors | 20 min |
| 10. Last Dollar Fund | Ms. Sherri Janelle, Executive Director of Development | 15 min |
| 11. Comments Regarding Notice of Amendment to Policy on Naming or Renaming of Buildings or Organizational Units | Mr. Alan Perdue, General Counsel and Board of Governors | 20 min |
| 12. Consent Agenda for Future Meetings | Mr. Perdue | 10 min |
| 13. New Business | Chair Brand | |

Adjournment

Shepherd University

Board of Governors

Minutes of the Meeting of September 27, 2017

The Shepherd University Board of Governors met on September 27, 2017 in a regular meeting. Members participating were: Ray Alvarez, Marcia Brand, Gat Caperton, Henry Kayes, Jr., Ramona Kissel, Eric Lewis, Tia McMillan, Sneha Reddy, D. Scott Roach, Chad Robinson and J.B. Tuttle. Also present were Shepherd University President Mary J.C. Hendrix, members of the executive staff and others. Board member John Beatty was absent from the meeting.

1. **PUBLIC COMMENTS**

No public comments were made.

2. **ADMINISTRATION OF OATH OF OFFICE FOR NEW BOARD MEMBERS**

The oaths of office were administered by Chair Marcia Brand to J.B. Tuttle and Sneha Reddy, new members to the Board.

3. **PRESENTATION OF THE NEW SHEPHERD WEBSITE**

Mr. Tim Haines, Director of Marketing and Digital Strategy, presented to the Board information regarding Shepherd's new website.

4. **MINUTES OF THE MEETING OF JUNE 22, 2017**

M (Lewis), S (Kayes), PASSED, that the minutes of the June 22, 2017 meeting of the Board of Governors be adopted as presented in the agenda book.

5. **MINUTES OF THE EXECUTIVE COMMITTEE MEETING OF AUGUST 31, 2017**

M (Alvarez), S (Caperton), PASSED, that the minutes of the August 31, 2017 meeting of the Executive Committee of the Board of Governors be adopted as presented in the agenda book.

6. **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 recognized the local legislators work on behalf of Shepherd during the budget deliberations and acknowledged Board Member Robinson for his hard work advocating for Shepherd. President Hendrix noted that Shepherd has been named a 2017-2018 College of Distinction. She noted that Radox was just on campus for a visit and is looking to hire Shepherd students for internships at their company. She referenced the theater major, R.B.A. human services concentration and three new certificate programs that are now being offered at Shepherd and how important this is for our ability to address needs of current and future students. President Hendrix emphasized the FY2017 Grants Proposed and Awarded.

7. **DISCUSSION OF MONTHLY REPORTS AND REVENUE GENERATING INITIATIVES**

President Hendrix shared a draft of the Interim Monthly Report she would like to send to the Board during months in which a meeting is not scheduled. It was recommended that we add a section for Noteworthy Issues or New Challenges. President Hendrix provided the Board with invitations to the West Virginia Research and Innovation: A Catalyst for Better Health and Economic Growth event being held at Shepherd in partnership with Research!America on Monday, October 16. President Hendrix discussed revenue generating ideas with the group. She noted that Popodicon has brought in revenue over the last three months; Potomac Applied Business Group is anticipating

revenue to exceed \$20,000-\$25,000 with a ribbon cutting ceremony being held in November; staff are looking into continuing education events that can occur around home football game weekends. President Hendrix requested that the Board members contact her directly with any additional revenue generating ideas.

8. **REPORT OF THE ACADEMIC PROGRAMS AND DEVELOPMENT COMMITTEE**

On behalf of the Academic Programs and Development Committee, Ms. McMillan provided a brief update of the Committee's discussions regarding the 2016-2017 Accreditation Update and Summary.

9. **CONCENTRATION IN INFORMATION TECHNOLOGY (IT)**

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

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.

10. **CONCENTRATION IN MANAGEMENT INFORMATION SYSTEMS (MIS)**

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

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.

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

On behalf of the Enrollment, Student and Community Affairs Committee, Mr. Robinson provided a brief update of the Committee's discussions regarding dual enrollment, legislative list provided by Holly Frye, as well as the possibility of a legislative roundtable on campus. Mr. Robinson then introduced Mr. Bill Sommers, Vice President for Enrollment Management, to summarize the Enrollment Update and the Tuition and Fee Waiver Report for FY2017.

12. **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, thanking everyone for their hard work. Mr. Lewis then introduced Mr. Tony Major, Vice President for Finance, to summarize the Quarterly Financial Report for the fourth quarter of FY2017.

13. **FY2018 BUDGET REVISION**

M (Lewis), S (Kaye), PASSED, that the following resolution be adopted 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.

14. **AMENDMENT OF POLICY 9: CLASSIFIED EMPLOYEES**

M (McMillan), S (Robinson), PASSED, that the following resolution be adopted 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.

15. **AMENDMENT OF POLICY 36: CLASSIFIED STAFF REDUCTION IN FORCE**

M (Kissel), S (Robinson), PASSED, that the following resolution be adopted 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.

16. **METRO SCHOLARSHIP RATE PRESENTATION**

Mr. Bill Sommers, Vice President for Enrollment Management, presented to the Board information regarding Shepherd's Metro Scholarship Rate.

17. **PROVOST SEARCH UPDATE**

President Hendrix provided the Board with an update on the Provost search.

18. **AUDIT COMMITTEE ELECTION**

Chair Brand nominated Ray Alvarez as chair of the Audit and Finance Committee, and Mrs. Tia McMillan and Mr. Eric Lewis for its membership. There were no other nominations.

The Audit and Finance Committee members for 2017-2018 were agreed to by acclamation.

19. **NEW BUSINESS**

On motion by the Chair Brand, and by acclamation:

**BOARD OF GOVERNORS RESOLUTION
HONORING
Mr. James A. Vigil**

WHEREAS, James Vigil has been a part of the Shepherd University community for more than 27 years, initially appointed as manager of the bookstore; and

WHEREAS, Mr. Vigil consistently responded effectively to opportunities and challenges throughout his years at Shepherd, accepting progressively increased responsibilities and always providing sound and diligent management to his administrative responsibilities in the auxiliaries and administration sectors of the University; and

WHEREAS, he has provided great assistance to faculty and staff across the University in improving our effectiveness in our fiscal and operational decision-making; and

WHEREAS, Mr. Vigil has been a critical leader of important initiatives including the development and construction of the University's freestanding Wellness Center and the University's public/private partnership to produce the new Potomac Place residence hall; and

WHEREAS, throughout his tenure at Shepherd, James Vigil has been an endearing colleague for employees and a caring, engaged leader for students to emulate and to receive guidance from; and

WHEREAS, the enduring spirit of confidence, goodwill and joyfulness that James makes a part of every workday, as well as at Rams athletics events, has been an invaluable contribution to the welfare of the University; and

WHEREAS, the Board acknowledges that Mr. Vigil is concluding his exemplary and dedicated work as Vice President of Administration and extends to him best wishes as he transitions to his new career in professional consulting; and

THEREFORE, BE IT RESOLVED, THAT the Shepherd University Board of Governors honors Vice President James Vigil 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 September 27, 2017 Board of Governors' meeting and that a copy of the resolution be presented to Mr. Vigil.

20. MOTION TO EXECUTIVE SESSION

M (Roach), S (Kissel), PASSED, that pursuant to Section 4 of Article 9A of Chapter 6 of the WV Code, the Board enter into executive session for the purpose of: discussion of matters relating to a possible honorary naming.

At the conclusion of the executive session, the Board resumed regular session, and then adjourned.

Marcia Brand
Chair

Gat Caperton
Secretary

Shepherd University Board of Governors
December 14, 2017
Agenda Item No. 4

ANNUAL AUDIT REPORT

Ms. Pam Stevens, Interim Vice President for Finance, and Chris Kessler from CliftonLarsonAllen, LLP will present the annual financial report to the Board. This presentation will include a review of the Financial Statements as of and for the Years Ended June 30, 2017 and 2016, and Independent Auditors' Reports.

The full annual financial report will be distributed separately from the agenda packet.

PRESIDENT'S REPORT

Advancing Shepherd University

West Virginia Department of Agriculture Representative Visits Shepherd: James McCormick of the West Virginia Department of Agriculture and his colleagues visited campus on September 28 to meet with Shepherd leadership to discuss the Veterans to Agriculture program, led by Dr. Clarissa Mathews. The visit also included a tour of Tabler Farm, the sustainability site, and the Veterans Center in Gardiner Hall.

Bodice Project Invited to Exhibit at American Association for Cancer Research National Conference (AACR): President Hendrix has arranged for the Bodice Project to be invited to exhibit at the AACR national conference being held April 2018 in Chicago. The Bodice Project was presented at Shepherd in October 2016 at historic Popodicon, in an exhibit organized by the Women for Shepherd University, in conjunction with the Shepherd University Foundation. The Bodice Project is a sculptural exhibit focusing on breast cancer awareness and inner healing created by artist Cynthia Fraula-Hahn.

Athletic Department Raises Awareness of Muscular Dystrophy: Jason Bednarski, Team IMPACT, served as an honorary team captain for the football team at the Shepherd-West Virginia State game September 23 at Ram Stadium. Bednarski, a 12-year-old from Martinsburg, suffers from Duchenne muscular dystrophy. Another Team IMPACT member for the Rams is Angelina Seal, a 12-year-old from Hedgesville, who signed with the Shepherd volleyball team in August. Angelina was born with lumbo sacral agenesis, which causes failure of the lower spine to develop. Team IMPACT is a nonprofit group that seeks to improve the quality of life for children with life-threatening or chronic illness.

C-SPAN3 Aired Second Antietam Cemetery Commemorative Lecture: C-SPAN3 broadcast a second lecture sponsored by the National Park Service, Shepherd University, and Eastern National that was part of a lecture series commemorating the 150th anniversary of Antietam National Cemetery. Dr. John C. McManus' lecture titled "The Fallen American Soldiers of World War II: Their World of Combat" aired Saturday, September 30, on American History TV.

Former BOG Member Holly McCall '04 Honored as Outstanding Alumna of the Year: Holly McCall '04 was honored as Shepherd's Outstanding Alumna of the Year during a dinner held October 5 in the Erma Ora Byrd Hall Atrium. McCall is the head of KRM Associates, Inc., a small, independent woman-owned company headquartered in Shepherdstown that provides information technology, security services, and consulting, specializing in healthcare information technology and information technology security. McCall served on Shepherd's Board of Governors from 2011 to 2015 and was a member of the board's audit and finance committee. She also has served on the board of the Shepherd University Alumni Association. The event, sponsored by the Shepherd University Alumni Association, also recognized outstanding alumni from previous years in attendance, including Scott M. McCloskey '71 (1987); President Mary J.C. Hendrix '74 (1988); Kenneth Lowe, Jr. '71 (1996); Dennis L Barron '73 (2001); Karl Wolf '70 (2003); Mayor Jim Auxer '69 (2009); Betty Lowe '52 (2013); and Al '67 and Sara '67 Lueck (2014).

Nursing Department Hosted Poverty Simulation Session for Students: The Department of Nursing Education hosted a community action poverty simulation on September 28 during which nursing, social work, and psychology majors played the roles of low-income families, food stamp recipients, the disabled, and senior citizens. The students had the stressful task of providing for basic necessities and shelter on a limited budget and had to interact with human service agencies, grocers, pawnbrokers, bill collectors, job interviewers, police officers, and others. The simulation enabled students to look at poverty from a variety of angles and then to recognize and discuss the potential for change within their local communities.

Biochemistry Program Receives Accreditation: Shepherd's Bachelor of Science degree in chemistry with a concentration in biochemistry has been accredited by the American Society for Biochemistry and Molecular Biology, making Shepherd the only institution in West Virginia to achieve this accreditation. This also is the first program in the College of Science and Mathematics to gain national accreditation.

Shepherd to Offer Master of Science (M.S.) Degree in Data Analytics: Beginning in January 2018, Shepherd University will be offering a new master's degree in data analytics. The M.S. in data analytics and information systems, which is a 36-credit hour program that is interdisciplinary in nature, is designed for students to derive knowledge from data and to communicate an understanding of that knowledge.

Shepherd Wins Largest Tree Contest: Shepherd is the winner of this year's largest tree contest sponsored by Delegate John Overington. The winner is a southern magnolia, one of several of this species located on campus. Each year, Overington sponsors a contest to find the largest tree of a specific species in Jefferson, Berkeley, and Morgan counties, offering a \$500 prize to the tree owners or charity of their choice. This year Overington chose to find the largest magnolia tree and in January put out a call for entries. Elisabeth Staro, a Friends of Popodicon volunteer in the garden restoration program at Popodicon, entered one of Shepherd's southern magnolia trees in the contest. Overington donated \$500 to assist in Popodicon's garden restoration.

Shepherd's West Virginia Research and Innovation Forum - Sold Out: Shepherd received such an overwhelming response to the West Virginia Research and Innovation: A Catalyst for Better Health and Economic Growth Forum held Monday, October 16, in the Robert C. Byrd Center for Congressional History and Education that registration had to be closed early. The forum, featured remarks by Senators Capito and Manchin and a panel discussion with other distinguished speakers and was live streamed to the Storer Ballroom and on YouTube. Links to the slides presented by the panelists and the video are available for viewing at: <http://www.shepherd.edu/research-america>.

Ram Band to Get New Uniforms: Shepherd's Ram Band will soon be sporting new uniforms thanks to \$70,000 in donations from the Shepherd University Alumni Association and the Shepherd Success Fund, each of which provided \$35,000 to purchase the uniforms. The uniforms are expected to be shipped to the University the week of December 4, 2017.

Facilities Management Employees Raise Breast Cancer Awareness: During the month of October, which is Breast Cancer Awareness Month, Shepherd's Facilities Management Department raised awareness of the disease by wearing pink shirts every Friday. The gesture was meant to offer support to those affected by breast and other forms of cancer. Weiss Brothers of Hagerstown, Inc. sponsored the shirts, which were being worn by 50 employees in the department.

HPERS Faculty, Nursing Student Take Narcan Training: Several faculty members and one nursing student from Shepherd completed Narcan training at the Jefferson County Health Department. Narcan, also known as naloxone, is an opioid antidote. The training teaches individuals how to administer it to those suffering from an overdose. Training participants were provided Narcan to keep in their first aid kits.

State Art Educators Conference Held on Campus: Approximately 100 K-12 and university art educators from across the state and region attended the West Virginia Art Education Association annual professional development conference at Shepherd on October 27 - 28. The conference was open to nonmembers (registration required) and offered one event that was free and open to the public.

Autism Spectrum Diversity Workshops Held on Campus: Fifty-two faculty and staff attended professional development workshops on autism spectrum diversity on October 23. Dr. Rebecca Hansen, program coordinator for the West Virginia Autism Training Center's College Program for Students with Autism Spectrum Disorder, led both sessions. Staff learned how they can provide support for autism spectrum diversity, and faculty learned effective teaching strategies. Additionally, approximately 40 resident advisors received training on October 22.

Watershed Studies Consortium: Shepherd is now part of the Chesapeake Watershed Cooperative Ecosystem Studies Unit, a consortium of federal agencies, tribes, academic institutions, state and local governments, nongovernmental conservation organizations, and other partners that help the federal government manage the country's natural and cultural resources. As one of the newest members of the group, Shepherd hosted the November 1 annual meeting on campus.

Budget Savings are Realized by Campus Electricity Conservation Efforts: Campus efforts to conserve electricity usage have been successful in saving \$38,576 during the month of September 2017 compared to September 2016. The total electric bill for September 2016 was \$188,910 compared to the September 2017 bill of \$150,344. The amount of savings will begin to taper off now that Shepherd is switching from cooling (electrical usage) to heating (fuel usage) during the winter months.

Facilities Management analyzed Shepherd's \$2.5 million annual expenditure for energy and formed a plan to save the institution money. The plan called for de-lamping lighting fixtures, setting fixed ranges of temperature thresholds for heating and cooling, and asking employees to turn off lights, shut down computers and equipment in the evenings and over the weekend, and limit the use of space heaters.

Campus efforts are having positive financial impacts. With cooler weather approaching, Facilities Management would like to continue these energy saving efforts and remind the campus community that personal space heaters consume a significant amount of electricity. These personal space heating devices should not be used to augment building heating systems.

Students Collect More Than 2,500 Pounds of Food for Local Pantry: Students collected 2,840 pounds of food for the Jefferson County Community Ministries food pantry during the second annual Homecoming food drive competition. Twelve student organizations participated in the drive with Sigma Sigma Sigma sorority collecting more than 800 pounds of food.

Foundation Receives \$40k for the Shepherd Success Fund: The Shepherd Foundation received a gift of nearly \$40,000 made anonymously to the Shepherd Success Fund. The Shepherd Success Fund provides support for the University's future by funding initiatives critical for training the next generation.

Debate and Forensics Team Does Well at Recent Tournaments: The Debate and Forensics Team took third place in Team Sweepstakes in the Ninth Annual Chief Justice Invitational Speech and Debate Tournament in Memoriam of Danny Ray at Marshall University held October 28 and 29. Four of Shepherd's debate team members were among the 230 competitors from 15 schools from across the country competing in the tournament. Shepherd's team also won second place in Team Sweepstakes at the Collegiate Forensics Association's Morgan State-Randolph-Macon Invitational tournament October 20-21.

New Applied Business Lab to Provide On-campus Internships: Students will have the opportunity to work in paid internships on campus, thanks to a new initiative by the College of Business that was announced during an event on November 4. A new company—Potomac Applied Business Company—has been formed that will promote the internships. Students will do their internship work in Shepherd's new 2,000 square-foot Applied Business Lab located in the lower level of the Dining Hall. The lab has space where students can participate in internships by telecommuting.

New Host Family Program: A new host family program will match international students attending Shepherd with local families. Host families are asked to invite the students to visit their homes, take them places like amusement parks, historical sites, and shopping, and spend the holidays with them. The program is open to anyone wanting to make an international student feel welcome.

Study Abroad Office Expands: Shepherd's study abroad program received a \$49,963 Capacity Building Grant from the U.S. Department of State to help transform the part-time Study Abroad Office into a full-time, comprehensive office and to expand offerings for study outside the United States.

Copney Selected for State TRiO Leadership Role: Cynthia Copney, director of TRiO programs, was chosen president-elect of the West Virginia TRiO Association during the group's Fall conference November 2 in Charleston. Copney will become the 2018 president of the association and will serve as immediate past president in 2019.

Segar Leads Aspen Institute Session on Civil Discourse: Dr. Tom Segar, vice president for student affairs, served as one of eight small group facilitators for three discussions focused on ways to accelerate young people's abilities to engage effectively in civil discourse at an Aspen Institute Youth and Engagement Programs division meeting in Washington, D.C., on November 7 - 8.

College of Social and Behavioral Sciences Celebrates Opening of New Psychology Lab: The West Virginia Higher Education Policy Commission Health Sciences Division provided a \$30,000 grant for a new psychology lab in White Hall. The lab will help elevate student and faculty research by providing a dedicated and distraction-free environment in which to conduct research.

Department of Nursing Education Joins Statewide Opioid Abuse Prevention Effort: The Department of Nursing will be participating in a statewide drug abuse prevention program aimed at middle school students in the Eastern Panhandle. Thirty senior-level nursing students will make presentations about the opioid epidemic and drug abuse prevention to eighth graders in Berkeley, Jefferson, Hampshire, Hardy, Mineral, and Morgan counties.

Founders Day Celebrated: Shepherd celebrated Founders Day the Friday before Homecoming with a parade of students, staff, faculty, and alumni who followed the Ram Band across campus from McMurrin Hall to Potomac Place for remarks reflecting Shepherd's past, present, and future.

Education Students Recognized by International Honor Society: In October, members of Shepherd's chapter of Kappa Delta Pi International Honor Society in Education received two awards for program excellence. One honored the chapter's efforts to organize professional development days on campus, and the other award cited the chapter's community outreach with its annual Little House Storybook Carnival.

FY2018 Pending Grant Proposals to Date: (November 2017)

Submitted and awaiting decision on award.

Total current pending proposals to date: \$1,395,697

**National Science Foundation (NSF) West Virginia EPSCOR Instrumentation Grants Program
Two Proposals Submitted, \$40,000 total requested for February 2018**

Vacuum Arc Melting Furnace for Teaching and Research Applications at Shepherd and Multi-spectral Sensing Unmanned Aerial Vehicle for Environmental Monitoring

Proposals request funding to purchase instruments that will enhance teaching and research in the departments of Computer Science, Mathematics and Engineering (Proposal 1, Assistant Professor Mohammadreza Ghahremani, PI) and Environmental and Physical Sciences (Proposal 2, Assistant Professor Sytil Murphy, PI). The vacuum arc melting furnace supports nanotechnology coursework and research, and the unmanned aerial vehicle supports coursework and research in environmental geomatics and geographic information systems (GIS).

NSF CAREER, \$596,179 for 5 years: March 1, 2018 – February 28, 2023

Customizing Magnetic and Magnetocaloric Properties of Nanoparticles for Magnetic Refrigeration

Proposal requests funds 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: Mohammadreza Ghahremani, Ph.D., Assistant Professor, Computer and Information Sciences

National Institutes of Health (NIH) R15, \$459,518 for 2 years: April 1, 2018 – March 31, 2020

A Computational Study of Synergistic Therapeutic Benefit of Combinatorial Cancer Therapies Involving 4-1BB and IL-12

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

**United States Department of Agriculture (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 Shepherd University

Proposal requests funding for equipment, supplies and salary support to launch an agricultural training program at Tabler Farm. Training programs in development include courses in agricultural sciences and techniques, as well as marketing and business management courses to complement existing degree programs as well as 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

FY2018 Awarded Grant Proposals to Date: (November 2017)

Total awarded proposals to date for FY2017-2018: \$1,963,272

USDA, \$168,685 for 1 year: October 1, 2017 – September 30, 2018

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

Awarded funds support outreach activities in designated regional schools to teach students about nutrition and healthy food choices. Lead Project Director: Julia Tracy, Adjunct Instructor, Health, Physical Education and Recreational Studies

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 understanding of how a certain genes influence 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 upon graduating from high school. The proposed program extends the purview of TRiO staff from 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, project incentives and prizes. Lead Project Director: Chris Palank, Nurse Practitioner, Student Health Center

West Virginia HEPC: \$10,000 for 1 year, July 1, 2017 – June 30, 2018
2018 Diversity for Equity at Shepherd University

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 for Student Affairs

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

Funds support the November 11, 2017 presentation of BalletX at Shepherd. Project Director: Rachael Meads, Assistant Director, Shepherd University Student Center

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

Funding supports the purchase of supplies for the third annual Seeding Your Future Conference hosted at Shepherd University and designed and run by faculty in the School of Natural Sciences and Mathematics. The conference aims to inspire and engage 5th to 8th 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 1 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 providing 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. 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 University Foundation, assisted by Office of Sponsored Programs)
Humanities and the Environment, 2017 Collaborative Symposium

Funds supported a collaborative symposium hosted by the National Conservation Training Center and coordinated by faculty, staff and supporters of Shepherd. The symposium brought prominent scholars, authors and filmmakers together for two and a half days to discuss ways the humanities contribute to a greater environmental awareness and activism. Lead Project Director: Julia Sandy, Ph.D., Associate Professor, History

NASA West Virginia Space Grant Consortium Extension and Public Outreach Program, \$1,500: June 2017 – June 2018
Seeding Your Future Conference and Workshop Series

Funds support both the Seeding your Future Conference for middle-school girls (October 2017) and the Seeding Your Future Workshop series (throughout the year) for male and female students from grades 8th to 12th. The Seeding Your Future Initiative aims to engage and inspire students to pursue degrees and careers in STEM fields. Lead Project Director: Sytil Murphy, Ph.D., Assistant Professor, Physics

Academic Affairs

International Education Week

Shepherd observed International Education Week and Geography Awareness Week by hosting a special presentation featuring Martinsburg plastic surgeon Dr. J. Richard Casuccio titled “Doctors Overseas, Transforming Lives” on Monday, November 13, in the Robert C. Byrd Center for Congressional History auditorium.

Physical Education (PE) Conference

Shepherd faculty organized and hosted the annual meeting of the West Virginia Association of Health, PE, Recreation and Dance on October 26 and 27 at the Clarion Hotel and Conference Center.

International Agreement

An enrollment agreement and MOU was signed with the International University of Grand Bassam located in Cote d’Ivoire. The University sends many of its students to the United States for degree completion and features an American-style curriculum and core, with a focus on business, global studies and political science programs.

PBM Strategic Planning Session

A group of scientists, faculty and entrepreneurs from the U.S. and abroad met at the Bavarian Inn on October 21-22 to develop strategies for initiating a curriculum and training for photobio modulation (light) therapy treatment at Shepherd University. Led by Dr. Sharon Mailey and Acting Provost Scott Beard, the goal is to develop internships and faculty training that will lead to the establishment of a Center of Excellence for PBM.

Opiate Taskforce

Tom Carr led an Opiate Taskforce meeting at Erma Ora Byrd Hall. The meetings included legislators, DEA officials, public school parents and administrators, as well as faculty members from Shepherd’s Nursing program.

Council for the Accreditation of Educator Preparation (CAEP)

The Department of Education hosted a site team from the CAEP. The visit and subsequent exit interview indicated that the program met all five standards for accreditation with follow-up on one item to be addressed through the annual reporting process. Shepherd is the second teacher education program in the state to host a site visit for this new accrediting body that is required by the State.

Enrollment Management

Office of the Registrar

The Office of the Registrar has made a successful transition of diploma vendors, saving Shepherd significant money and increasing both our diploma production speed and our ability to respond to and resolve production issues for our graduates.

The Office of the Registrar, working with the Office of Financial Aid, the Business Office, and the Calendar Committee, has successfully realigned our three summer sessions into a single unified term, effective with Summer Term 2018. This structural change provides significant benefits to students and

the Institution, including streamlining registration, billing, financial aid packaging and payment processes; maximizing enrollment load and financial aid eligibility; and improving compliance with federal financial aid regulations and best practices regarding summer aid.

Team River Runner (TRR)-Shepherd, working in cooperation with the Shepherd University Foundation, has instituted a new memorial scholarship for Team River Runner veterans, encouraging them to remain supported at Shepherd by pursuing their degrees here. The First Annual Storm-Kersey Memorial Kayak Football Tournament was held on Veterans Day 2017 and raised over \$3000 for this scholarship. TRR-Shepherd also successfully implemented a whitewater instruction program this past summer, its fifth season of operation, expanding its offerings to two nights per week during the summer. This additional program increases both the number of veterans the chapter can serve, and the length of time veterans can continue pursuing this healthy lifetime activity which is very important to their recovery from combat.

Office of Financial Aid

Availability of the 2018-2019 Free Application for Federal Student Aid (FAFSA) opened on October 1. Future students enrolling in the Fall 2018 semester have started filing their FAFSA.

The financial aid awareness campaign is in full-swing with financial aid staff members visiting high schools in our three local counties to assist students and parents with completing the FAFSA for 2018-19. In addition, Shepherd collaborated with the Office of Admissions to host a FAFSA Filing Workshop on campus directly following the Open House on October 28. Within one month, Shepherd has received close to 800 FAFSA applications for 2018-2019.

Financial aid literacy continues to be another area of focus for the financial aid staff. Being able to assist our students with money topics will assist with default management and help keep the University's Cohort Default Rate (CDR) down. Shepherd's CDR is currently 8.9% which is down from the previous year of 9.5%. Shepherd has one of the lowest default rates among West Virginia public universities. Financial aid staff members have given 17 separate financial literacy presentations in First Year Experience Classes and TRiO, covering both financial aid and budgeting topics while reaching approximately 240 students.

Office of Admissions

Recruiting and admissions for both spring and Fall 2018 are running concurrently. Spring semester begins on January 8, 2018. The spring target for new first-time in college, transfer, and readmit student is 200. On December 14, the Office of Admissions will host a Transfer Decision Day for students who want to enroll for spring 2018. During this event admissions and financial aid counselors will meet with transfer students to help them through the admission and FAFSA processes in a "one-stop" environment.

The Fall Open Houses programs in September and October brought over 200 prospective students to campus. High school seniors, juniors, and transfer students were in attendance. This Fall, we have seen an increase in the number of academic departments hosting visitation days for their future majors. The Art and STEM departments featured hands-on experience in our laboratories and art studios for prospective students. The History department held its second annual Civil War Christmas campus visitation on December 1.

Admissions counselors are winding down the Fall recruitment travel season. Their final high school application days for Northern Virginia and Maryland concluded in November. The admissions team made high school visits and attended college fairs at over 250 schools this Fall.

Jane Hamann, new Enrollment Support Specialist, joined the admissions team on November 6. Jane was in a similar position at Eastern New Mexico University and brings extensive admissions experience.

High School Dual Enrollment

The High School Dual Enrollment program expansion into Berkeley County has begun. The offices of Academic Outreach and Admissions presented information for prospective students and families at high schools in Jefferson and Berkeley counties, aimed to double high school dual enrollment in Fall 2018.

Student Affairs

Shep-or-Treat

The 17th Annual Shep-or-Treat Campus and Community Event was held Wednesday, October 25 in the Wellness Center. Hundreds of local children and families visited campus to play games, collect candy, and enjoy a safe trick-or-treat evening. Residence life, dining services, wellness center, student center, and the Student Government Association collaborated to create a fun-filled evening. Dining services sponsored a special Halloween-themed meal for the campus and local community.

Freedom's Run

For the ninth consecutive year, Shepherd served as host and sponsor for Freedom's Run, a nationally recognized event attracting thousands of participants and volunteers to Shepherdstown and Shepherd's campus. Volunteers welcomed runners the day before the event, registering for the race in the Wellness Center while Ram Stadium served as the finish line for participants in the 5K, 10K, half, and full marathons and Kid's Run that covered two states and five national parks.

Homecoming

This year's Homecoming theme featured fairy tales and included the annual Quiz Bowl, Skit, and Banner Competition, as well as Founders Day, the Homecoming Parade, and the Big Game against West Liberty University. Shepherd alumnus and multiple-time Jeopardy winner Bob Fleenor hosted this year's Quiz Bowl. This year's Founders Day procession ended at Potomac Place with remarks from SGA President Sneha Reddy, Alumna of the year Holly McCall, and President Mary J.C. Hendrix.

Student Veterans Activities

Members of the Shepherd University Student Veterans Organization (SUSVO), members of the local VFW, and several staff members hosted veterans from the Martinsburg VA Center at the November 4 Ram Football game. Attendees enjoyed lunch and watching the football game as Shepherd claimed victory over the University of Charleston.

Veterans Support Services and SUSVO hosted a flag retirement ceremony on November 13. The Jefferson County Honor Guard and bugler performed the ceremony to retire the United States flag that flew on the memorial flag pole adjacent to the Butcher Center Plaza, between the Butcher Center and Frank Arts Center. A new United States flag now flies on this flag pole.

Performing Arts Series

The Performing Arts Series at Shepherd presented BalletX at the Frank Center on November 11. BalletX, Philadelphia's premier contemporary ballet, unites distinguished choreographers with an outstanding company of world-class dancers to forge new works of athleticism, emotion, and grace. Founded in 2005 by Christine Cox and Matthew Neenan, and now under the direction of Cox as Artistic and Executive Director, BalletX challenges the boundaries of classical ballet.

University Development

The comprehensive fundraising report below provides cumulative data from 7/1/17 through 10/31/17, with comparative data from the past two years. It includes data from fundraising programs managed through the Shepherd University Foundation and Shepherd Athletics Department.

During the first four months of the academic year, a total of \$649,640 was pledged and paid in new charitable gifts. New gifts for the same period Fall 2016 included a \$250,000 pledge from Smallwood and Small as well as gifts and pledges for the Business 2020 campaign of approximately \$650,000. Endowment gifts for Fall 2016 reflected receipt of a major bequest. The Fall 2017 capital category reflects gifts and in-kind gifts received for the All Steinway Campaign. Gift category results are summarized as follows:

- Private gifts designated to named endowments equaled \$122,018
- Gifts and pledges for annual giving programs yielded \$441,632
- Gifts in support of capital projects \$85,990

Support by giving constituencies, with comparative data from the same reporting period over the past two years, shows continued support from all donor categories. The number of gifts from alumni have increased by 213 over the same period in FY2017. Corporate and Foundation gifts show a steady incline.

SHEPHERD UNIVERSITY COMPREHENSIVE FUNDRAISING SUMMARY

Gift Category	7/1/2017-10/31/2017		7/1/2016-10/31/2016		7/1/2015-10/31/2015	
Annual Giving	\$441,632		\$1,365,336		\$217,054	
Endowments	\$122,018		\$313,484		\$77,699	
Capital	\$85,990		\$0		\$0	
Total:	\$649,640		\$1,678,820		\$294,753	
Donor Category	# Donors	7/1/17 - 10/31/17	# Donors	7/1/16 - 10/31/16	# Donors	7/1/15 - 10/31/16
Alumni	812	\$212,998	599	\$532,943	721	\$87,105
Friends	337	\$120,093	382	\$277,799	234	\$76,176
Corporations/Foundations	73	\$100,005	67	\$394,688	57	53,708
Others/Estates/Trusts	80	\$216,544	18	\$473,390	114	\$77,764
Total:	1,302	\$649,640	1,066	\$1,678,820	1,126	\$294,753

The information for the Volunteer Survey for Education (VSE), the annual national survey for higher educational fundraising, was submitted by the Shepherd Foundation in November. This allows Shepherd to participate in this benchmarking national report. The annual NACUBO endowment survey is in process.

The Foundation is funding a database screening to support an expansion of major gift fund raising. The information will identify prospective donors who fit the profile of having the means and the intent to be philanthropic. The screening is in process with staff members actively working to develop protocols for uploading and then utilizing the information.

The Fall 2017 President's Brunches have been well attended with approximately 100 guests plus staff and administrators. The events were held prior to home football games on October 21 and November 4. The events provided some of Shepherd's historically most generous donors to engage with University leadership and hear President Hendrix speak about University initiatives and priorities.

Alumni Affairs

A successful reception was held in Winchester on November 10 at the Eugene B. Smith Art Gallery, owned by 1976 alumnus, Eugene Smith. Over 40 alumni attended and heard Dr. Hendrix present an overview of campus initiatives.

The alumni directory is being updated using the services of PCI. The expected results include the updating and acquisition of additional emails and current employment information. The process will take approximately six to eight months to contact all alumni. Expected results include updated and expanded employment information and email addresses.

Athletics

Football

The Shepherd football program completed another season with an undefeated 10-0 record for its third straight Mountain East Conference (MEC) Championship. The team racked up a 30-0 regular season record over the last three seasons. Sixteen members of the MEC champion Shepherd football team gained All-MEC honors, and senior quarterback Connor Jessop was named MEC Offensive Player of the Year. Senior defensive end, Myles Humphrey, was selected as MEC Defensive Player of the Year, and head coach Monte Cater was named MEC Coach of the Year for the fourth time in five years.

Volleyball

The Shepherd volleyball team had an outstanding season, finishing with a 23-7 overall record and 12-4 in the MEC. The team tied for second in the conference with a third seed in the conference championship tournament. Three members of the volleyball team earned conference honors. Sophomore outside hitter Cambriea Hill and sophomore setter Jessica Karcz were selected as first team All-MEC honorees, while freshman middle blocker Nicole Murray was named to the MEC All-Freshman Team.

Women's Soccer

The Shepherd Women's Soccer team had a 5-7-7 overall record and a 5-4-7 record in the MEC. This record gave them fourth seed in the conference tournament, after a year off from the post season last year. The team played nationally ranked West Virginia Wesleyan in the first round of the tournament. Wesleyan came away from that match with a 1-0 victory. With a solid focus on recruiting, our program should continue to improve next season. Senior defender Regan Stout was a third team selection to the 2017 United Soccer Coaches NCAA Division II Women's All-Atlantic Region team.

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. The Shepherd Men's Basketball team recently signed a new teammate to its program. The program signed Evan Springer, a five-year old from Martinsburg, WV, who suffers from Type 1 diabetes. Evan will have a chance to spend time with the team at practices, games and shared meals with the team.

Capital Projects

Potomac Place

Potomac Place construction is complete in all respects; the building is fully functional and occupied. University staff are now with the Shepherd University Foundation Support Organization to finalize the USDA's forty-year loan, which will pay off the temporary Bond Anticipation Notes of the West Virginia Economic Development Authority that funded the construction.

Knutti Hall Building Envelope Repairs

This project is being developed to repair failing below grade building envelope conditions on Knutti Hall. The scope of work will involve excavating and repairing the building foundation, installation of new moisture barrier products around the building below grade, as well as the repair and/or replacement of sub-surface drainage lines. Bushey Feight Morin (BFM) Architects has surveyed the structure. BFM is currently working on scope development, specifications testing and inspection requirements, AIA documents and construction drawings for the project.

Shaw Hall Roof Replacement

This project is being developed for the complete removal and replacement of the failing roof and roofing systems, and repair of the parapet wall on Shaw Hall. We are currently working on scope development, specifications testing and inspection requirements, AIA documents and construction drawings for the project. Once scope development is complete, Shepherd will be able to seek proposals for construction through the RFP process. Shaw Hall has the original 1968 roof and is 19 years beyond its useful life.

Upcoming Events

Friday, December 15 – Saturday, December 23

High Drama Exhibit: Costumes, scenery, and visual dialogues of the Contemporary American Theater Festival, Center for Contemporary Arts II, Phase 2 Gallery. Sponsored by Department of Contemporary Art and Theater.

Saturday, December 16

2017 TubaChristmas, Front Steps of McMurran Hall. Sponsored by the Department of Music.

Sunday, December 17

"Democracy in Chains," presented by Dr. Nancy MacLean, Professor of History and Public Policy at Duke University in Reynolds Hall. Sponsored by Shepherd University Lifelong Learning Program, Department of Economics, Department of Political Science and Global Studies, Robert C. Byrd Center for Congressional History and Education, and Theta Epsilon Chapter of Phi Beta Delta Honor Society for International Scholars.

Monday, December 25 – Monday, January 1

University Closed for Winter Break

Thursday, January 11

Music Salon Concert Series: Pianist Jason Solounias, W.H. Shipley Recital Hall. Sponsored by Department of Music and Jefferson Security Bank.

Monday, January 15

University Closed for Martin Luther King Day

Monday, January 22

Voices on Campus: Mental Health, Robert C. Byrd Center for Congressional History and Education Auditorium. Sponsored by Multicultural Student Affairs.

Saturday, January 27

Ceremony Honoring Dr. Sara Cree, Butcher Center

Thursday, February 1

Music Salon Concert Series: Tenor Joseph Regan, Mezzo Soprano Melanie Rega, and Pianist Joseph Satava, W.H. Shipley Recital Hall. Sponsored by Department of Music and Jefferson Security Bank.

Monday, February 5

Voices on Campus, Robert C. Byrd Center for Congressional History and Education Auditorium. Sponsored by Multicultural Student Affairs.

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

STRATEGIC PLANNING REPORT UPDATE

Mr. Bill Sommers, Chair of the University Strategic Planning Committee and Vice President for Enrollment Management, will present an update to the Board of Governors on the Committee's progress and next steps related to the draft strategic plan. Mr. Sommers will then be available for any questions from members of the Board.

Shepherd University
Strategic Planning Committee Update
Fall 2017



Strategic Planning Committee

President's Charge

Create a five-year (2018-2023) strategic plan that will inform campus decision making and fundraising priorities resulting in a strong financial position. The plan will also serve as a strategic roadmap with implementation guidelines.

Strategic Planning Committee

Guidelines and Scope of Work

- Strategic planning will have a university-wide reach and impact on the overall health of the university and its fiscal position.
- Innovative and solutions-based conversations will be required to identify mission critical strategies that will lead to financial stability.
- A draft university strategic plan will be the outcome of the committee's work
- Implementation of university strategic plan will be a the responsibility of the appropriate divisions, departments, and functional areas throughout the university.

The Planning Process

November 2016-April 2017

- Reached closure on *Currents 2014-2017* strategic plan
- Completed Situation Analysis-University challenges, strengths, weaknesses, and new initiatives
- Completed an Environmental scan of higher education
- Five Committee taskforces were charged with writing strategic plan whitepapers.
 1. ENROLLMENT, RETENTION, MARKETING
 2. ACADEMIC INNOVATION, TEACHING AND LEARNING, NEW PROGRAMS AND MODALITIES
 3. REGIONAL AND COMMUNITY PARTNERSHIPS
 4. CAMPUS COMMUNITY
 5. FINANCIAL HEALTH

July–December 2017

- Defined strategic priorities, goals, and strategies
- Stakeholder Feedback Opportunities
- Draft strategic plan delivered to President

Strategic Goals

The Shepherd Image

Goal 1

Create a unified visual and communications identity that clearly relays to prospective students, collaborative partners, and the greater community, Shepherd University's distinctive brand of academic excellence and innovative spirit.

The Student Experience

Goal 2

Empower and support Shepherd's increasingly diverse students as they pursue a rigorous and transformative education that includes academic experiences beyond the classroom, preparing them for ongoing and future academic and career growth.

The Employee Experience

Goal 3

Encourage, recognize and reward faculty and staff for their contributions to the University's mission, within a collaborative working environment that fosters academic freedom and professional growth.

The Campus Environment

Goal 4

Establish a financially and environmentally sustainable campus environment.

Moving Forward

- Stakeholder Feedback-November & December
 - Campus Feedback Surveys
 - Presentations at Executive Leadership Team, Dean's Council, Classified Employees Council, Faculty Senate, Enrollment Director's, Student Success Committee, Board of Governors
 - Student Government Association, Enrollment Management Committee (January)
 - Published draft strategic plan on Shepherd's website, December 5th
 - Campus feedback survey #2, December 5th
- Strategic Plan Final Draft to President-December
- BOG Approval-February
- Begin Implementation Phase-Spring 2018
 - Form Implementation Team(s)
 - Establish and align measures and metrics
 - Assessment, reporting, and review timeline

To read the draft strategic plan, please visit:

<http://www.shepherd.edu/strategic-plan/>



ACADEMIC AFFAIRS ANNUAL REPORT

The Academic Affairs Annual Report focuses on benchmarking Shepherd University against two sets of peer institutions. MGT on all charts and graphs refers to the comparison group of peer institutions for Shepherd which were selected by the West Virginia Higher Education Policy Commission (HEPC) in 2016. COPLAC refers to the membership institutions of the Council of Public Liberal Arts Colleges.

MGT peers: Group of institutions selected by the HEPC as our peers in Fall of 2016.

- Athens State University
- Bemidji State University
- Black Hills State University
- Castleton College
- Eastern Connecticut State University
- Eastern New Mexico-Main Campus
- Eastern Oregon University
- Elizabeth City State University
- Fort Lewis College
- Fort Valley State University
- Francis Marion University
- Indiana University-East
- Keene State College
- Lander University
- Massachusetts College of Liberal Arts
- Northwestern Oklahoma State University
- SUNY Oneonta
- University of Arkansas at Monticello
- University of Maine at Farmington
- Western State Colorado University

COPLAC: Duplicates from the MGT list are in *italics*.

- *Eastern Connecticut State University*
- *Fort Lewis College*
- Georgia College
- Henderson State University
- Johnson State College
- *Keene State College*
- Mansfield University
- *Massachusetts College of Liberal Arts*
- Midwestern State University
- New College of Florida
- Ramapo College of New Jersey
- Sonoma State University
- Southern Oregon University
- Southern Utah University
- St. Mary's College of Maryland
- SUNY at Geneseo
- The Evergreen State College
- Truman State University
- University of Alberta, Augustana
(IPEDS data is not available for this institution.)
- University of Illinois at Springfield
- *University of Maine at Farmington*
- University of Mary Washington
- University of Minnesota Morris
- University of Montevallo
- University of North Carolina at Asheville
- University of Science and Arts of Oklahoma
- University of South Carolina – Aiken
- University of Virginia's College at Wise
- University of Wisconsin – Superior

Acting Provost Scott Beard will present the Academic Affairs annual report to the Board for information purposes, providing comparisons between the benchmarks and informing the Board of the progress being made towards the goals set out in the Campus Compact and the Crossroads Strategic Plan.



Academic Affairs Annual Report

Scott Beard, Acting Provost



Academic Affairs Includes

- All Faculty and Academic Programs
- Scarborough Library
- Center for Teaching and Learning
- Continuing Education and Lifelong Learning
- Institutional Research
- International Affairs and Study Abroad
- Martinsburg Center



Academic Deans and Divisions

- Virginia Hicks, Assistant Provost for Academic Community Outreach
- Dow Benedict, Dean, College of Arts and Humanities
- Stacey Kendig, Sharon Mailey and Elvira Sanatullova-Allison, Acting Co-Deans, College of Educational and Professional Studies
- Ann Legreid, College of Social and Behavioral Sciences
- Ben Martz, Dean, College of Business
- Laura Renninger, Dean, Center for Teaching and Learning, and Acting Dean, Library
- Richard Stevens, Acting Dean, Graduate Studies and Continuing Education
- Robert Warburton, Acting Dean, College of Natural Sciences and Mathematics



New Programs for 2017-2018

Newly approved degree programs:

- Master of Science, Data Analytics and Information Systems (to begin January 2018)
- Bachelor of Art, Contemporary Theater Studies
- Bachelor of Science, Engineering Science

New areas of study within existing degrees:

- Minor in GIS
- Concentration Environmental Geomatics
- Jazz Performance Concentration (BM)
- Systems Engineers (BS-Engineering)
- Renamed Women's Studies Program and Minor
- Renamed Political Science Department

June 2017:

- Graduate Certificate Health Administration
- Graduate Certificate Public Management
- Graduate Certificate Sport Management
- Human Services Concentration - RBA

September 2017:

- Concentration in IT
- Concentration in Management Information Systems
- Concentrations to begin in Fall 2018.



Full-Time Equivalent Headcount (FTE), Fall 2016

3,173 - Shepherd • 3,342 (Fall 2015)

3,575.6 - COPLAC Average

3,226 - MGT Peer Average



One-Year Retention Rates, Fall 2016

60% - Shepherd • 66% (Fall 2015)

74.1% - COPLAC Average

68.1% - MGT Peer Average



Six-Year Graduation Rates, 2010 Cohort

46% - Shepherd • 48% (2009 Cohort)

53.8% - COPLAC Average

41.2% - MGT Peer Average



Average ACT Composite Scores, 2016

22 - Shepherd • 22 (2015)

23 - COPLAC Average

N/A - MGT Peer Average



Ratio of FTE Students to FTE Faculty

15.2 - Shepherd • 15.6 (2015)

16.8 - COPLAC Average

N/A - MGT Peer Average



Average Faculty Salary, All Ranks, Fall 2016

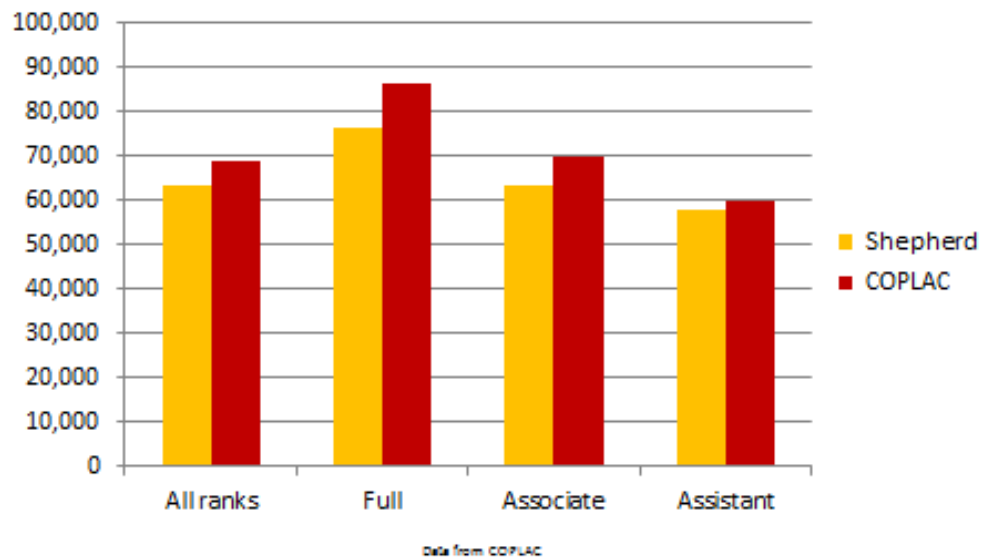
\$63,200 - Shepherd • \$61,700 (2015)

\$69,919 - COPLAC Average

N/A - MGT Peer Average



Average Nine-Month Base Salary by Rank, Fall 2016



Percentage of Instruction by Full-Time Faculty

FT: 66.3% (2017), 59.7% (2016)

PT: 33.7% (2017), 40.3% (2016)

COPLAC Average - 75%



Conclusions

- Shepherd University is near the COPLAC average in size, student-faculty ratio, and ACT composite.
- Graduation rates lag behind COPLAC averages by about 10%.
- One-year retention is even with HEPC peers, but is consistently below COPLAC norms.
- In response to declining enrollment, Shepherd has reduced the number of sections taught by adjuncts by more than 100 per term (over four years). This resulted in budget reductions from \$1.9M to \$1.2M over the previous two years.
- Salaries lag behind COPLAC averages by about 10%;
- Compression is a problem; full professors lag COPLAC averages the most.



ACADEMIC RESTRUCTURING MODELS

The Academic Restructuring Taskforce is chaired by Acting Provost Scott Beard and comprises a representative from each of the academic departments, deans' council, graduate studies, faculty senate, Center for Teaching and Learning, and the Library.

- **Overarching Goal and Definition:** Academic restructuring involves the realignment of colleges, programs, departments, and schools. The goal of academic restructuring is to find the configuration of academic programs that positions the university to meet the academic needs of the students, to provide opportunities for the faculty, and create ways of enhancing the academic quality of the institution and the financial health of the institution.
- **Why Are We Restructuring Our Academic Units?:** In addition to the reasons listed above, we know that the landscape of higher education is constantly changing. An adjusted structure will allow Shepherd to take full advantage of our academic strengths, as well as provide collaborative opportunities for new and innovative academic possibilities. This will help Shepherd prepare our students for careers and their role as model global citizens.
- **Process and Timeline**
 - **Framing of Questions and Work on Potential Models** (October - early November)
 - **Comparative Research**
 - **Discussion with Constituencies** (ongoing)
 - **Formation of Recommendations** (beginning of spring semester)
 - **Vetting of Recommendations** (spring semester)
 - **Presentation to President and Spring Assembly** (April 2018)
 - **Presentation to the BoG** (by May meeting)

The Taskforce met as a whole on October 17, with sub-groups meeting with the Provost on the 24th and 31st. The Taskforce met again on November 14 and explored the previous academic structures Shepherd has used over the last 40 years, in addition to our previous analysis of organizational structures at COPLAC and MGT peer institutions.

Brief History of Shepherd's Academic Structure

Through the decades, there have been a variety of academic structures at Shepherd University.

- Circa the 1980s, the academic structure was six divisions, each with a division chair. Business Administration, Creative Arts, Education, Languages and Literature, Science and Mathematics, Social Sciences.
- Around 1991, these divisions were merged into three Schools, each had a dean. Arts and Humanities, Natural and Social Sciences, Education and Professional Studies (included business and nursing).
- In 1994, the dean positions were eliminated and all departments reported to the vice president for academic affairs (VPAA), although the "schools" still technically existed.
- In 1997, four divisions emerged and were the basis for the school structure which lasted 20 years: Arts and Humanities, Business and Social Sciences, Education and Professional Studies, Natural Sciences and Mathematics.
- Circa 1999, the four divisions were converted to schools with deans.
- To help promote a culture of assessment, a Dean of Teaching and Learning position was created in 1999-2000.

- In 2002, the library director position transitioned into a dean's position.
- In 2003, Graduate Studies was added as a division, headed initially by a director.
- In 2008, the Graduate Studies director position transitioned into a dean's position.
- In 2011, the Graduate Studies Dean took on the additional responsibilities of Associate VPAA.
- In July 2016, the Graduate Studies Dean position was changed to Associate Provost.

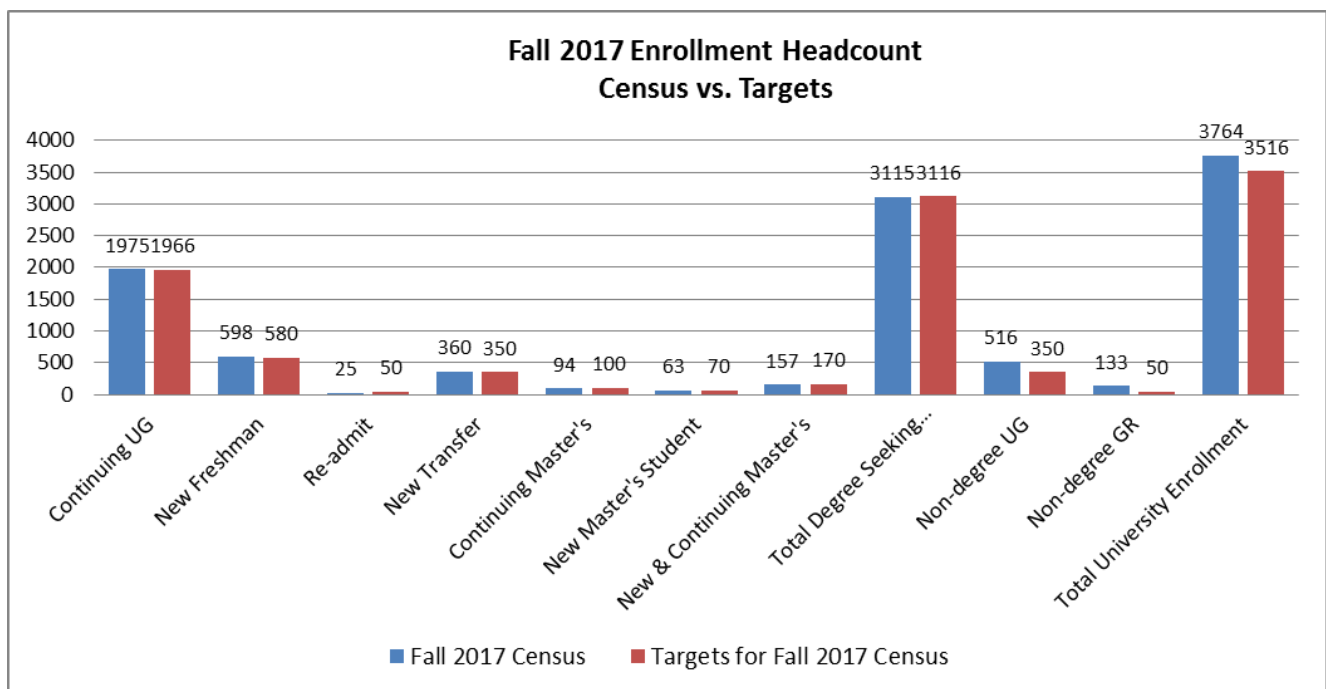
ENROLLMENT MANAGEMENT ANNUAL REPORT

The Enrollment Management Annual report will be presented by Mr. Bill Sommers, Vice President for Enrollment Management. The report will cover a summary of University recruitment and admissions, student persistence and retention, student financial aid and scholarship, and strategic enrollment initiatives.

The Office of Institutional Research (OIR) submitted the Fall 2017 enrollment census to the West Virginia Higher Education Policy Commission (HEPC) in early October. These data points reflect the dynamic and challenging higher education environment. The data shows how demographic declines and shifts in the traditional-aged, high school population are dramatically impacting enrollment at public and private institutions both in our region and across the United States. Institutions are seeing an increased need for student financial support, greater scrutiny of value, and heightened price sensitivity. These challenges are common among our peer institutions and not exclusive to Shepherd University.

University Enrollment Targets

Projected enrollment targets were set for each undergraduate and graduate student segment using a predictive model developed by Shepherd's Enrollment Management department. Data and information from the OIR and external sources were used. Eight out of 10 enrollment targets were achieved.



Sources: Enrollment Management and Office of Institutional Research

Marketing, Recruiting and Admissions

University Communications and the Offices of Admissions, Financial Aid and Registrar all played an important role throughout the recruitment year. The annual marketing and recruiting plan follows the college search, selection, and decision timeline (phases) of our future students, families, and decision influencers. The plan is time-sensitive and driven by enrollment goals, objectives, strategies, and tactics. The 2016-2017 undergraduate recruitment and enrollment cycle yielded 598 First-Time in College (FTIC), 360 transfers, and 25 readmit students enrolling Fall 2017, slightly exceeding the target of 980 students.

Key Marketing and Recruiting Strategies

- University Communications, Director of Marketing, collaborated with Admissions in running 38 geo-targeted social media campaigns prior to an admission counselor's visit to a high school, college fair, and open house events. These targeted campaigns resulted in 120,108 users being reached and 2,015 click-throughs to a dedicated website. A separate social media campaign targeting residents of the new Metro Scholarship counties was run during the 2016-2017 Thanksgiving and winter breaks and resulted in 80,666 users being reached and 1,803 click-throughs.
- Recruiting travel included visits to high schools, community colleges, and college fairs throughout West Virginia, Maryland, Virginia, Washington D.C., Pennsylvania, and Delaware. Over 300 visits were made during the 2016-2017 recruitment cycle. Personal visitations with prospective students and high school counselors are critical to strengthening Shepherd's position within these schools and markets.
- The Metro Scholarship was launched in October 2017. This scholarship focused on strengthening our position in key counties in Maryland and Virginia with a desired outcome of increasing out-of-state student enrollments and housing occupancy rates. The scholarship benefitted recruiting by increasing the conversion of accepted students who deposited and enrolled at Shepherd by 5%. At census, there were 78 students who accepted the Metro Scholarship and are living on campus.
- Revising the awarding process for academic department tuition waivers yielded better results by increasing the number of students with awards by 17% (18 students) while decreasing the amount of waived tuition revenue by 6% (\$7,822).

A survey of non-matriculated students (students that were accepted to Shepherd, but declined to enroll) was conducted in July and August 2017. The majority of those who responded were from outside West Virginia, and indicated they will be attending college at another institution. The responses represent students deciding to attend school in 11 different states and 36 different institutions. The most frequent results showed that our competitive challenges include a lack of quality facilities (particularly dining), the amount of scholarships offered compared to that offered by other institutions, and student's simply desiring a larger school experience. Fortunately, the overall impression of Shepherd was very favorable and complimentary to the campus and staff.

FTIC Freshman Admission Build

The FTIC admission build resulted in an intentionally, slightly lower conversion rate from applied to accepted student. Accepting qualified students who met admission requirements was a point of emphasis this year. The conversion from accepted to deposited was higher by 3% and deposit cancellations were slightly lower than the prior year. The FTIC academic profile at census resulted in a mean composite scores for ACT=21.4, SAT=1049 and high school GPA=3.4 showing a solid class of new students.

FTIC Students

	Fall 2015	Conversion	Fall 2016	Conversion	Fall 2017	Conversion
Applications	2,043		1,883		2,041	
Accepts	1,484	72.6%	1,417	75.2%	1,407	68.9%
Deposits	789	53.1%	660	46.5%	696	49.5%
Deposits Cancelled	99	12.5%	59	8.9%	56	8%
Net Deposits	690		601		640	
Enrolled	639	92.6%	564	93.8%	598	93.4%

Source: Admission Build Report, Office of Admissions

Transfer Student Admission Build

Transfer student admissions finished with more applicants than the prior two years. The acceptance rate was lower than the previous year, driven by a higher number of students who did not complete their admission file. In recent years, transfer students have remained enrolled at their community college through degree completion. Improvements in deposit cancellation rates resulted in a much higher enrollment yield (94.4%) compared to last year.

Transfer Admission Build

	Fall 2015	Conversion	Fall 2016	Conversion	Fall 2017	Conversion
Applications	755		857		923	
Accepts	577	76.4%	604	70.4%	598	64.7%
Deposits	510	88.3%	465	76.9%	424	70.9%
Deposits Cancelled	93	18.2%	50	10.7%	43	10.2%
Net Deposits	417		415		381	
Enrolled	376	90.1%	362	87.2%	360	94.4%

Source: Admission Build Report, Office of Admissions

Student Success, Persistence, and Retention

Student persistence and retention continues to be an opportunity for enrollment stability and a high priority with the offices of Student Affairs, Academic Affairs, and Enrollment Management. The growing financial need of our students, coupled with academic preparedness, continues to be the overarching barriers to student persistence. Many Shepherd students work on- and off-campus jobs while trying to maintain full-time student status (12 or more credit hours). That combination is very challenging and stressful for students and can attribute to poor academic performance.

- The Shepherd Success Academy (SSA) is a new student success program started this Fall with a cohort of 35 new students considered to be “at risk” based on low test scores and/or high school GPA. The program is an assisted effort to increase the number of full-time, first-time students who persist from the first year to the second year of college. Through weekly individual meetings with a personal success coach, each student is coached in the following areas over the course of the semester: preparing for classes, knowing when/how/where to get help on campus, improving study skills, staying organized, time management and working, campus procedures and deadlines, staying motivated, resiliency, and engaging on campus.

In the recent mid-semester assessment administered to all SSA students, 100% of students said the coaching has been “worthwhile and helpful”, and 92.86% said they are “enjoying their experience at Shepherd University”. As of November 2017, there have been only two Beacon

alerts for SSA students, both of which were immediately addressed and resolved. The academic performance and persistence of the first cohort will be assessed at the end of the Fall semester and compared to students who opted not to participate in the SSA. Each cohort will be tracked each subsequent semester for persistence and good standing.

- Twenty-three students were offered a Last Dollar Fund award before the drop for non-payment deadline in September. The Fund is intended to assist degree-seeking students who have exhausted other financial aid resources and are struggling to clear their bill. The process of identifying and awarding student's last dollar funds is a collaboration between several offices, including financial aid, business, and enrollment management.

Last Dollar Fund Awards:

- o The average student award was \$880 with amounts ranging from \$250 to \$1,500.
- o A high percentage of awards were to high financial need students -- 9 students had an expected family contribution (EFC) of \$0, and 5 students had an EFC under \$20k.

Last Dollar Grant Results:

- o Ten students were able to clear their Fall bill with the help of Last Dollar funds. An investment of \$8,010 dollars in Last Dollar Funds yielded \$54,435 in net tuition revenue and most importantly prevented 10 students from being dropped for non-payment.
- The Retention Intervention Team (RIT) provides timely interventions with students who are encountering academic challenges and are at risk of leaving the Institution. Seventeen staff members from three different offices are assigned a cohort of students at the beginning of each semester. RIT members communicate timely messages including available student support resources, reminders to see their academic advisor, upcoming registration dates, and follow-up calls with students who are not registered for the upcoming semester.

Retention of Full-time, First-time, Freshman Cohorts

After a dip with the Fall 2015, full-time, first-time student cohort retention rate, the Fall 2016 retention rate persisted at nearly 65%.

Semester	Cohort Headcount	Fall-to-Fall Retention
Fall 2014	634	66.1%
Fall 2015	631	59.9%
Fall 2016	559	64.9%
Fall 2017	590	Available Fall 2018

Source: Office of Institutional Research

University Enrollment Breakdown

New FTIC (freshman) student enrollments increased 5.7% over Fall 2016. Undergraduate transfer and graduate student enrollments remained stable compared to last year. Persistence of continuing undergraduate, degree seeking students showed improvement with 80% of students enrolled in spring 2017 continuing their enrollment in Fall 2017. Continuing to invest in, and focus on undergraduate degree-seeking student success and persistence is our greatest opportunity to stabilize and grow enrollment and must remain a priority of the University.

University Enrollment Census, Year-over-Year

Headcount by Student Segment	Census Fall 2015	Census Fall 2016	Census Fall 2017
Continuing Undergraduate	2,270	2,119	1,975
New First-Time in College (Freshman)	639	564	598
Re-Admit	44	51	25
New Transfer	370	362	360
Graduate, Master's-New and Continuing	144	151	157
Doctor of Nursing Practice (DNP)	15	22	25
Degree-Seeking	3,482	3,296	3,140
Non-Degree Undergraduate	376	388	516
Non-Degree Graduate	63	207	133
University Enrollment	3,906	3,867	3,789

Sources: Enrollment Census, Office of the Registrar and Institutional Research

Degrees Awarded

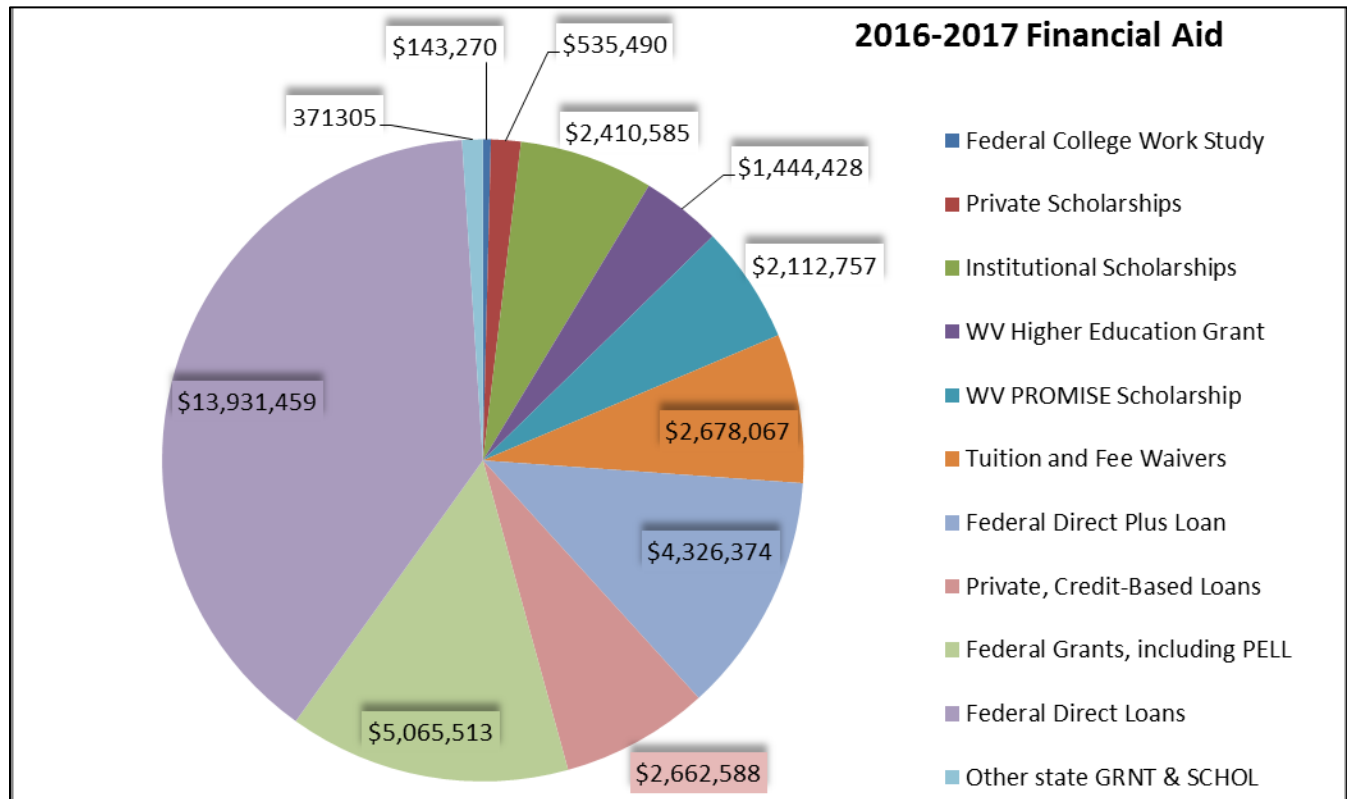
The number of degrees conferred increased when compared to last year. Degree production by academic program remained consistent when compared to previous years. The top five undergraduate degree programs include Regent Bachelor of Arts (RBA)/12%, Nursing/11%, Business Administration/10%, Recreation and Sports Studies 7%, and Secondary Education/7%.

Degrees Awarded by Level

Degree Level	2015-2016	2016-2017
Baccalaureates	708	760
Master	63	66
Total	771	826

Financial Aid and Student Scholarships

The increasing need for financial support, heightened price sensitivity, and resistance to student loan debt has increased the need to award more institutional aid to attract, enroll, and retain Shepherd students. Roughly 48% of Shepherd undergraduate students are either low income, first-generation, or both. The breakdown below shows the distribution and amounts of aid students have utilized.



Source: Office of Financial Aid and Scholarship

Strategic Enrollment Initiatives

Investing in data-informed strategic enrollment and retention initiatives will be critical for enrollment stability and growth moving forward. No one single student population will drive growth leading to significant enrollment growth and desired revenue levels. A broader view including delivery of instruction, scheduling, and degrees offered will need to be included moving forward. Below is a listing of several enrollment initiatives currently underway.

- Graduate Students
 - o Increase graduate student enrollment with an emphasis on marketing and recruiting post-bachelor students pursuing graduate studies. Market the new Master of Science in Data Analytics, approved in August 2017.
- International Students
 - o International pathway partnership agreements
 - o Marketing and recruiting international undergraduate and graduate students
 - o Market Intensive English Language program

- Underrepresented Student Populations
 - o The Western Interstate Commission for Higher Education, *Knocking at the College Door*, 2016 survey of high school graduation projections indicates a significant shift in the racial/ethnic composition of high school graduates. The survey shows white public high school graduates continuing to decline, while non-white students will continue to grow in the years to come.
- Underrepresented Student Populations
 - o The Western Interstate Commission for Higher Education, *Knocking at the College Door* 2016 survey of high school graduation projections indicates a significant shift in the racial/ethnic composition of high school graduates, with white public high school graduates continuing to decline while non-white students will continue to grow in the years to come.

Our Students

- The majority of Shepherd credit students are female.
 - o 57.8% Female, 42.2% Male
- Our credit student population is predominately white.
 - o 80.3% White, 7.9% Black, 4.2% Hispanic, 1.9% Asian, 2.7% Two or More
- Shepherd serves a wide, age range of students.
 - o 59% ages 18-22, 8% ages 23-24, 24% ages 25-44
- Most of our students are from West Virginia.
 - o 67% West Virginia, 19% Maryland, 9% Virginia, 2% Pennsylvania, 3% Other
 - o 33% of West Virginia undergraduate degree-seeking students are from Jefferson and Berkeley counties.
- Most of our undergraduate degree seeking students commute to campus.
 - o 70% commuters, 30% residential
- Most of our students are enrolled full-time
 - o 72% full-time, 27% part-time
- Many of our students hold a part-time or full-time job while enrolled.
 - o Over 60% of our new FTIC students indicated they will have a job.
 - o Close to 30% will work 20-hours or more per week.
- Most of our student Full-Time Enrollment (FTE) is enrolled at the undergraduate level.
 - o 92% undergraduate, 4% graduate, 3% doctoral

QUARTERLY FINANCIAL REPORT – 1ST QUARTER FY2018

Ms. Pam Stevens, Interim Vice President for Finance, will present the quarterly financial report.

Financial results are provided in the following three reports for 1st quarter of FY2018:

- 1) Statement of Net Position
- 2) Budget to Actual Report
- 3) State of Revenues Expenses and Other Changes (shows a year-to-year comparison with FY2017)

Overview of Comparison – with considerations below: 1st Quarter FY2018 compared to 1st Quarter FY2017

- 10.7%, \$2 million, decrease in Total Operating Revenues
- 5.7%, \$757,000, decrease in Total Operating Expenses
- 9.8%, \$1 million, decrease in Net Position
- 11.7%, \$2.4 million, decrease in Cash and Cash Equivalents
- 870%, \$966,000, increase in Deferred Revenue due to Potomac Place

Considerations:

Comparing financial results to budget provides a more accurate look at performance for the current fiscal year. While we traditionally compare results to the same period of the prior fiscal year, it is important to recognize that our landscape is changing.

For example, the addition of Potomac Place is likely the first of many major departures from operations of previous years. The revenue from this outstanding new housing arrangement resides with the Supporting Organization of the Foundation (SUFSO).

This reduces Shepherd's housing/auxiliary revenues and related expenses. The University will experience a new source of revenue as the managing entity, and will receive payment of ground lease rent in the form of a substantial residual sum of cash from the SUFSO at year-end.

Should additional outsourcing options become reality; a further variance of year-over-year operational results will be a certainty.

STATEMENT OF NET POSITION

Assets

Total Assets: Decreased approximately **4.68%** to **\$148 million**. Significant changes in assets from the prior year include a decrease in Cash, decrease in Grants and Contracts Receivable and a decrease in Capital Assets, net of accumulated depreciation. The largest decrease resulted from the strategic decision to delay capital projects. Therefore, the depreciation reduced the net value of existing assets.

Cash and Cash Equivalents: At the end of 1st Quarter FY2018, the University had sufficient cash and other resources on hand to meet operating and capital requirements. The Days Cash on Hand at the end of this period was **142** days, which reflects the timing of the startup of the academic year bringing significant amounts of cash into the University.

Cash balances **decreased** from 1st Quarter FY2017 to 1st Quarter FY2018 by **11.7%** to **\$18.1 million**.

While the enrollment for first-time students increased in the Fall semester, and the rate of decline has stabilized, overall enrollment continued to be down, causing a decline in Tuition and Fees and Auxiliary Enterprises revenue generated.

State Appropriations in FY2018 are **down \$48,000** resulting from the FY2017 **2.0%** mid-year reduction (**\$12,000/quarter**).

In addition, approximately **\$900,000** is due the SUSFO for Potomac Place.

Cash **increased** from FY2017 year-end by **3.5 million** from **14.6 million** to **18.1 million**.

Capital Assets Net: Capital Assets are presented net of Accumulated Depreciation and decreased **\$4.3 million** to **\$121.6 million**.

In the continuing effort to preserve cash flow, the University has strategically delayed some major capital expenditures.

Accumulated Depreciation for the quarter was **\$1.7 million**.

Liabilities

Total Liabilities: Decreased **.92%** to **\$58.6 million**. Significant changes include decreases in Accounts Payable, and Accrued Liabilities and Bonds/Leases Payable. Increases were in Deferred Revenue and Other Post-Employment Benefits (OPEB).

Accounts Payable: Accounts Payable decreased from **\$1.4 million** to **\$1.1 million**. This corresponds to the reduction in operating expenditures and an increase in Pcard usage. Utilization of the Pcard results in posting purchase amounts at the time of sale, producing a lower liability in Accounts Payable. Pcard holders are required to adhere to strict guidelines, ensuring proper and allowable transactions.

Deferred Revenue: Deferred Revenue increased **\$966,000** due to Potomac Place. All revenues generated by Potomac Place are owed to SUSFO.

Bonds/Leases Payable: Bonds and Leases Payable continue to **decline** due to the **payment of principle and lack of additional debt**. The **refinancing of the 2005 and 2007 bonds in spring 2017** has also allowed for the reduction in long-term debt.

STATEMENT OF REVENUES, EXPENSES AND OTHER CHANGES

Operating Revenues

The University continues to have a decline in operating revenues year-over-year.

Operating Revenues are **down 10.7%, \$2 million** compared to 1st Quarter FY2017.

Tuition and Fee Revenue is down due to the enrollment decline and is not fully offset by the increase in those charges to students.

The **Scholarship Allowance** for 1st Quarter FY2018 is higher than 1st Quarter FY2017, which is an indicator that additional institutional and financial aid resources are required to recruit and retain students. (The **Scholarship Allowance** is a formula-based calculation that encompasses all types of resources available to students including Federal and State aid in the form of grants and scholarships, loans from all sources, institutional scholarships, waivers and third party payments from sources such as National Guard and Veterans Administration.)

Auxiliary Enterprises Revenue generated from the operation of Auxiliary Enterprises for 1st Quarter FY2018 is **\$7.0 million, down 9.0%, \$689,000**, from **\$7.7 million** in 1st Quarter FY2017. This is a combined result of the enrollment decline and the opening of Potomac Place. **Housing Revenues** from Potomac Place are **excluded** from University revenues. The University retains board revenue from students residing in Potomac Place.

Operating Expenses

The University expended **21.5%** of budgeted Operating Expenses at the end of the 1st Quarter FY2018. Primary Mission Costs for **Instruction, Student Services, and Scholarships and Fellowships** are **less than 25% of budget YTD** at the end of 1st Quarter FY2018. **Academic Support** and **Institutional Support** increased to **26.7%** and **27.8%** of budget, respectively.

Operating Expenses are down **5.7%, \$757,000**, from 1st Quarter FY2018 compared to 1st Quarter 2017, with **increases** reflected only in **Instruction** and **Institutional Support**. The increase is primarily due to the salary equity adjustments provided to all faculty and many hourly classified staff, both full-time and part-time.

Non-operating Revenues and Expenses

Total Non-operating Revenues and Expenses for 1st Quarter FY2018 are **down 6.9%, \$324,000**, compared to 1st Quarter FY2017.

State Appropriations are **down 2.0%, \$48,000**, as a result of reduced State support for the current fiscal year. As previously stated, this was a mid-year reduction and results in a **quarterly reduction of \$12,000** for FY2018.

Non-operating federal revenue is **up 7.0%, \$165,000**. This line is for **PELL**.

Gifts are **up 18.7%, 79,000**, year-over-year. 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 Other Post-Employment Benefits (OPEB) are down compared to 1st Quarter FY2017, 120.4%, \$65,000.

Total Net Assets, at the end of 1st Quarter 2018, are **\$89.3 million** compared to **\$95.9 million** 1st Quarter FY2017, **down 6.9%, \$6.6 million**. This change continues to be driven by a decrease in the University's State appropriations, a decline in significant capital investments and a decline in enrollment.

Summary:

This fiscal year presents a variety of emerging trends and economic indicators for higher education. This will continue to be a challenging year as we strive to define and market Shepherd University to compete for the available population of students who are shopping for the best choice to fulfill their educational goals at the most economic price. This must be done in the environment of cost containment with no perceived disadvantage to the student population. And, Shepherd will provide exemplary service to the students in all facets of the educational experience.

The Finance Department is an integral part of all areas of the University. Fulfilling the responsibility to provide timely and accurate financial information to the Executive Leadership Team will guide many decisions for the present and future of Shepherd University.

Table 1

Shepherd University
Statement of Net Position
FY18 - For the Quarter Ending September 30, 2017
(Dollars in Thousands)

	QTD Actual 9/30/17	QTD Actual 9/30/16	% Change
ASSETS			
Current assets:			
Cash and cash equivalents	18,142	20,540	-11.67%
Accounts receivable net	1,903	1,957	-2.76%
Grants and contracts receivable, net	4,997	5,505	-9.23%
Due from the Commission	-	-	n/a
Inventories	603	558	8.06%
Loans Receivable	100	100	0.00%
Other assets	2	-	n/a
Total Current assets	25,747	28,660	-10.16%
Noncurrent assets:			
Restricted cash and cash equivalents	1	-	n/a
Investments	-	-	n/a
Loans receivable, net	368	411	-10.46%
Capital assets net	121,620	125,876	-3.38%
Other Noncurrent assets	255	307	-16.9%
Total Noncurrent assets	122,244	126,594	-3.44%
TOTAL ASSETS	\$147,991	\$155,254	-4.68%
Total Deferred Outflows of Resources (GASB 68)	\$88	\$43	104.65%
TOTAL ASSETS & DEFERRED OUTFLOWS	\$148,079	\$155,297	-4.65%
LIABILITIES			
Current liabilities:			
Accounts payable	1,101	1,417	-22.30%
Accrued liabilities	2,084	2,191	-4.88%
Due to the Commission	-	-	n/a
Due to other State agencies	-	1	-100.00%
Deferred revenue	1,077	111	870.27%
Long-term liabilities - current portion	2,502	2,341	6.88%
Total Current liabilities	6,764	6,061	11.60%
Noncurrent liabilities:			
Advances from federal sponsors	499	509	-1.96%
Deposits	179	178	0.56%
Other post employment benefits	11,249	10,878	3.41%
Compensated absences	342	339	0.88%
Net pension liability	391	449	-12.92%
Debt obligation due Commission	675	750	n/a
Leases Payable	289	432	-33.10%
Bonds Payable	38,208	39,544	-3.38%
Total Noncurrent liabilities	51,832	53,079	-2.35%
TOTAL LIABILITIES	58,596	59,140	-0.92%
Total Deferred Inflows of Resources (GASB 68)	195	235	-17.02%
TOTAL LIABILITIES & DEFERRED INFLOWS OF RESURCES	58,791	59,375	-0.98%
NET POSITION	89,288	95,922	-6.92%
TOTAL LIABILITIES AND NET POSITION	\$148,079	\$155,297	-4.65%

Table 2

Shepherd University
Budget to Actual Report
FY18 - For the Quarter Ending September 30, 2017
(Dollars in Thousands)

	Revised Annual Budget	YTD Actual	\$ Variance	% Budget
OPERATING REVENUES				
Gross Tuition and Fees	\$28,725	\$14,159	\$14,566	49.3%
Scholarship Allowance	(\$11,810)	(\$6,294)	(\$5,516)	53.3%
Federal Grants and Contracts	1,500	292	1,208	19.5%
State and Local Grants and Contracts	4,165	1,603	2,562	38.5%
Private Grants and Contracts	20	-	20	0.0%
Sales and Services of Educational Activities	20	-	20	0.0%
Auxiliary Enterprises	15,250	6,980	8,270	45.8%
Other Operating Revenues	529	330	199	62.4%
TOTAL OPERATING REVENUES	38,399	17,070	21,329	44.5%
OPERATING EXPENSES				
Instruction	17,700	3,294	14,406	18.6%
Academic Support	3,340	893	2,447	26.7%
Student Services	3,715	814	2,901	21.9%
Scholarships & Fellowships	14,310	6,393	7,917	44.7%
Scholarships Allowance	(11,810)	(6,294)	(5,516)	53.3%
Operations and Maintenance	4,410	985	3,425	22.3%
Institutional Support	5,989	1,662	4,327	27.8%
Research	245	46	199	18.8%
Public Service	240	70	170	29.2%
Auxiliary Expenses	12,560	2,953	9,607	23.5%
Depreciation Expense	7,250	1,657	5,593	22.9%
Transfers and Other (Additions) Subtractions	437	61	376	14.0%
TOTAL OPERATING EXPENSES	58,386	12,534	45,852	21.5%
NONOPERATING REVENUES AND EXPENSES				
State Appropriations	9,361	2,340	7,021	25.0%
Nonoperating federal revenue	5,400	2,516	2,884	46.6%
Investment Income	35	30	5	85.7%
Interest on capital asset related debt	(1,435)	(363)	(1,072)	25.3%
Loss on disposal of equipment	-	-	-	n/a
Gifts	1,500	501	999	33.4%
Payments on behalf of Shepherd University	-	-	-	n/a
Fees assessed by the Commission for interest and reserves	(38)	-	(38)	0.0%
TOTAL NONOPERATING REVENUES AND EXPENSES	14,823	5,024	9,799	33.9%
OTHER REVENUES, EXPENSES, GAINS OR LOSSES				
Other Post Employment Benefits (OPEB) expense	(645)	(119)	(526)	18.4%
Increase (Decrease) in Net Position	(5,809)	9,441	(15,250)	-162.5%

Table 3

Shepherd University
Statement of Revenues, Expenses and Other Changes
FY18 - For the Quarter Ending September 30, 2017
(Dollars in Thousands)

	Revised Budget FY18	YTD Actual	YTD Actual		
	Annual	9/30/17	9/30/16	% Change	\$ Change
OPERATING REVENUES					
Tuition and Fees	28,725	\$14,159	\$14,713	-3.8%	(\$554)
Scholarship Allowance	(11,810)	(\$6,294)	(\$5,398)	16.6%	(\$896)
Federal Grants and Contracts	1,500	292	312	-6.4%	(20)
State and Local Grants and Contracts	4,165	1,603	1,582	1.3%	21
Private Grants and Contracts	20	-	-	n/a	-
Sales and Services of Educational Activities	20	-	11	-100.0%	(11)
Auxiliary Enterprises	15,250	6,980	7,669	-9.0%	(689)
Other Operating Revenues	529	330	221	49.3%	109
TOTAL OPERATING REVENUES	38,399	17,070	19,110	-10.7%	(2,040)
OPERATING EXPENSES					
Instruction	17,700	3,294	3,193	3.2%	101
Academic Support	3,340	893	935	-4.5%	(42)
Student Services	3,715	814	862	-5.6%	(48)
Scholarships & Fellowships	14,310	6,393	6,078	5.2%	315
Scholarships Allowance	(11,810)	(6,294)	(5,398)	16.6%	(896)
Operations and Maintenance	4,410	985	1,083	-9.0%	(98)
Institutional Support	5,989	1,662	1,520	9.3%	142
Research	245	46	49	-6.1%	(3)
Public Service	240	70	74	-5.4%	(4)
Auxiliary Expenses	12,560	2,953	3,097	-4.6%	(144)
Depreciation Expense	7,250	1,657	1,733	-4.4%	(76)
Transfers and Other (Additions) Subtractions	437	61	65	-6.2%	(4)
TOTAL OPERATING EXPENSES	58,386	12,534	13,291	-5.7%	(757)
NONOPERATING REVENUES AND EXPENSES					
State Appropriations	9,361	2,340	2,388	-2.0%	(48)
Nonoperating federal revenue	5,400	2,516	2,351	7.0%	165
Investment Income	35	30	17	76.5%	13
Interest on capital asset related debt	(1,435)	(363)	(469)	-22.6%	106
Loss on disposal of equipment	0	-	-	n/a	-
Gifts	1,500	501	422	18.7%	79
Payments on behalf of Shepherd University	0	-	-	n/a	-
Fees assessed by the Commission for interest and res	(38)	-	(9)	-100.0%	9
TOTAL NONOPERATING REVENUES AND EXPENSES	14,823	5,024	4,700	6.9%	324
OTHER REVENUES, EXPENSES, GAINS OR LOSSES					
Other Post Employment Benefits (OPEB) expense	(645)	(119)	(54)	120.4%	(65)
Increase (Decrease) in Net Position	(5,809)	9,441	10,467	9.8%	(\$1,024)

LAST DOLLAR FUND

Ms. Sherri Janelle, Executive Director of Development, will discuss the Last Dollar Fund with the Board. Ms. Janelle will then be available for any questions from members of the Board.



Opportunity
LEADS TO **Success**

The **Shepherd University Last Dollar Fund** was established in 2016 and is intended to help undergraduate students who are experiencing financial challenges with clearing their semester bill. It is a need-based "gap filling" fund awarded to students with high financial need and limited or exhausted financial aid resources.

The Last Dollar Fund aims to assist in the support and retention of our students. We have many competent students who are in good academic standing but are struggling to start and complete their degree due to financial challenges. These students are capable of earning a degree and contributing significantly to the future of our communities. **Your partnership and donation to the Last Dollar Fund will continue to open doors, change lives, and build futures.**

FALL 2017 FACTS

THE LAST DOLLAR FUND HELPED CLEAR THE FINANCIAL CHALLENGES FOR:

23 STUDENTS

STUDENTS WERE AWARDED AN AVERAGE OF:

\$880

9 STUDENTS HAD AN EXPECTED FAMILY CONTRIBUTION OF:

\$0

To learn more about the Last Dollar Fund or to give a gift, please contact:

Sherri Janelle
Executive Director of Development
Shepherd University Foundation
304-876-5043 | sjanelle@shepherd.edu

COMMENTS REGARDING NOTICE OF AMENDMENT TO POLICY ON NAMING OR RENAMING OF BUILDINGS OR ORGANIZATIONAL UNITS

The existing Board Policy 3, *Naming or Renaming of Buildings or Organizational Units*, provides very little specification of the values and procedures which would be associated with consideration of naming of buildings or other components of the University. Because of the nature of this specific administrative topic, we are beginning the process of revising the Board Policy by developing a consensus among Board members as to conceptual guidelines, before campus discussions as to specific policy drafts are initiated.

The following components are offered as discussion points for the Board meeting.

- The Board will make the final decisions as to names of buildings and facilities, as well as commemorative names of any exterior area(s) of the campus.
- President has authority to name interior spaces of buildings, or to designate non-commemorative names for campus exterior spaces. The President is authorized to designate a name, generic in form, for new buildings and facilities during the design/ construction phase, pending assignment of a name by the Board.
- A small Committee, composed of senior level administrators designated by the President, serves as the Facilities Naming Committee. This Committee receives and reviews recommendations and proposals, or may originate proposals, and makes recommendations to the President. Character and integrity are essential considerations as to any naming.
- For names which require Board approval, the typical process would be for a recommendation to flow from the Committee to the President and then to the Board for review, but the Board can also act at its own initiative.
- Presumptively, current employees and active members of the Shepherd University community, as well as current holders of elective state or local office in WV, are excluded from consideration. The timeframe within which this exclusion ends would be discretionary.
- The duration of a designation of any name as to any building or facility or space is at the will and pleasure of the Board and/or the President, unless otherwise provided for in a Naming Agreement.
- Naming may occur to commemorate persons who have made substantial contributions to the welfare and excellence of the University or to the cause of education.
- Naming may occur to commemorate a benefactor of the University. In such cases, a substantial proportionality between the amount of the contribution(s) and the cost of construction/ renovation/ replacement value is generally expected. Pledged contributions may be considered in the context of the entire circumstances, as to the appropriateness and timing of a naming decision and/or implementation.
- Naming may occur in conjunction with a sponsorship of a particular component of the University. A sponsorship naming should always include a Naming Agreement which will include the terms and conditions as to the duration of the naming. In the case of a sponsorship, the naming terminates with the termination of the sponsorship.

Following a discussion among the members of the Board, the process would be for staff to develop a draft policy revision which incorporates the degree of consensus expressed by the Board members. The draft would be circulated on campus for a thirty-day comment period and a potential revision of the Board Policy would be anticipated as an agenda item for the February Board meeting.

The following resolution is recommended for adoption by the Board:

RESOLVED, That the Shepherd University Board of Governors approves the issuance of a Notice of Amendment of *Policy 3, Naming or Renaming of Buildings or Organizational Units*, to establish specifications and guidelines as to the values and procedures associated with such namings, 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.

CONSENT AGENDA FOR FUTURE MEETINGS

The President would like to develop a process for the Board Meetings by which several agenda items could be distributed sufficiently early to members, in writing, to allow the members to thoroughly review and be entirely satisfied with disposition of those matters in a Consent Agenda. To work effectively, the members have to be fully comfortable with taking action on the item(s) without the benefit of substantive discussions during the Board meeting. This would allow members to maximize time and depth of focus, during the Board meetings, on matters of the greatest importance for the Board's attention.

The General Counsel will lead a discussion of some alternative options for implementing the use of Consent Agendas in a manner that might increase the efficiency of Board meetings while preserving members' opportunity to be fully engaged in all matters that the Board takes action on.