

# Shepherd

UNIVERSITY

## Board of Governors

### Shepherd University's Debate and Forensics Team



### Meeting Agenda

March 1, 2018

#### Board Members

Marcia Brand, Chair

Tia McMillan, Vice Chair

Gat Caperton, Secretary

Ray Alvarez      Eric Lewis

David Avella      Bob Marggraf

Henry Kayes, Jr.      Sneha Reddy, Student

Ramona Kissel, Classified Staff      Chad Robinson

J.B. Tuttle, Faculty

Mary J.C. Hendrix, President

**SHEPHERD UNIVERSITY  
BOARD OF GOVERNORS MEETING**

**4:15 p.m.**

**March 1, 2018**

**Lower Level Multipurpose Room**

**Robert C. Byrd Center for Congressional History and Education  
Shepherdstown, WV**

**AGENDA**

Regular Session

- |                    |                    |
|--------------------|--------------------|
| 1. Call to Order   | Chair Marcia Brand |
| 2. Public Comments |                    |

Consent Agenda

Consent Agenda Cover Page

- |  |             |
|--|-------------|
| 1. Adoption of the Minutes of December 14, 2017 Board Meeting  | Chair Brand |
| 2. Approval of Strategic Plan 2018-2023  |             |
| 3. Approval of New Concentration in Tourism, Hospitality and Entrepreneurship                        |             |
| 4. Approval of New Minor in Crime and Society  |             |
| 5. Approval of New Minor in Geography  |             |
| 6. Approval of New Minor in Anthropology   |             |
| 7. Approval of New Concentration in Sustainable Food Production (ENVS)                               |             |
| 8. Approval of New Emphasis in Sustainable Food Production (RBA)                                     |             |
| 9. Approval of New Emphasis in Agricultural Entrepreneurship (RBA)                                   |             |
| 10. Approval of New Certificate in Sustainable Food Production                                       |             |
| 11. Approval of New Certificate in Agricultural Entrepreneurship                                     |             |
| 12. Approval of Affiliation Agreement with Shepherd Entrepreneurship and Research Corporation (SERC) |             |

Discussion/Presentation Agenda

- |   |   |        |
|---|---|--------|
| 1. President's Report (Special Focus on PEIA and New Funding Models for State Appropriations)   | President Hendrix   | 15 min |
| 2. West Virginia Legislative Issues and Updates   | Mr. Alan Perdue, General Counsel  | 15 min |
| 3. Report of the Academic Programs and Development Committee<br>a. University Development Annual Report                                 | Ms. Tia McMillan  | 15 min |
| 4. Report of the Enrollment, Student and Community Affairs Committee<br>a. Student Affairs Annual Report<br>b. Shepherd Success Academy | Mr. Chad Robinson   | 15 min |
| 5. Report of the Finance and Facilities Committee<br>a. Quarterly Financial Report: 2 <sup>nd</sup> Quarter FY2018                      | Mr. Eric Lewis  | 15 min |
| 6. Academic Restructuring   | Dr. Scott Beard, Acting Provost   | 10 min |
| 7. Proposed 2018-2019 Enrollment, Housing, Dining and Other Fees  | Ms. Pam Stevens, Vice President for Finance, Dr. Tom Segar, Vice President for Student Affairs and Mr. Bill Sommers, Vice President for Enrollment Management | 20 min |
| 8. New Business   | Chair Brand   |        |

Executive Session

- |                         |             |        |
|-------------------------|-------------|--------|
| 1. Awards and Honoraria | Chair Brand | 15 min |
|-------------------------|-------------|--------|

Regular Session

Adjournment

**SHEPHERD UNIVERSITY  
BOARD OF GOVERNORS MEETING**

**3:00 p.m. – 4:00 p.m.**

**March 1, 2018**

**Shepherdstown, WV**

Committee Agendas

Academic Programs and Development Committee

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

- University Development Annual Report
- Approval of New Concentration in Tourism, Hospitality and Entrepreneurship
- New Minor in Crime and Society
- New Minor in Geography
- New Minor in Anthropology
- New Concentration in Sustainable Food Production
- New Emphasis in Sustainable Food Production
- New Emphasis in Agricultural Entrepreneurship
- New Certificate in Sustainable Food Production
- New Certificate in Agricultural Entrepreneurship

Ms. Tia McMillan, Chair

Mr. Ray Alvarez

Mr. David Avella

Ms. Mona Kissel

Dr. Scott Beard, Staff

Ms. Monica Lingenfelter, Staff

Enrollment, Student and Community Affairs Committee

**Room 202, Ikenberry Hall**

- Student Affairs Annual Report
- Shepherd Success Academy

Mr. Chad Robinson, Chair

Mr. Gat Caperton

Ms. Sneha Reddy

Mrs. Holly Morgan-Frye, Staff

Mr. Bill Sommers, Staff

Dr. Tom Segar, Staff

Finance and Facilities Committee

**WV Room 309, Scarborough Library**

- Quarterly Financial Report: 2<sup>nd</sup> Quarter FY2018
- Enrollment, Housing, Dining and Other Fees FY2019

Mr. Eric Lewis, Chair

Mr. Henry Kayes, Jr.

Mr. Bob Marggraf

Dr. J.B. Tuttle

Mrs. Pam Stevens, Staff

## CONSENT AGENDA

At the December Meeting of the Board, members discussed the prospect of using a Consent Agenda format for the agenda books and meetings of the Board. A consensus was reached that as appropriate, staff will present the agenda book in a format in which items which may not require a deliberative discussion or debate during the business meeting of the Board would be consolidated to a unified Consent Agenda. This Agenda Book is formatted to meet that goal.

As agreed to during the December meeting:

- 1) Any member may email the Board Chair and the President to request extraction of one or more items from the Consent Agenda and inclusion in the Discussion Agenda. Any such request should be emailed before end of day Sunday, February 25, 2018. The Agenda Book would not be re-formatted, but the formal Agenda for the meeting would be adjusted to accommodate such requests, and modified draft resolutions would be completed and distributed prior to the March 1 meeting.
- 2) The Academic and Development Committee is the only committee with Consent Agenda items included in the Committee agenda for the March 1 meetings. If the Committee votes to extract one or more items to the Discussion Agenda, the Committee will report that at the outset of the Board Meeting for adjustment of the Agenda.
- 3) During the Board meeting, as the Consent Agenda is initiated, any member may move the extraction of one or more items to the Discussion Agenda. Upon a majority vote of the Board, the agenda would be so modified.

The following resolution is recommended for adoption by the Board:

**RESOLVED**, That the Shepherd University Board of Governors approves:

- 1) The Minutes of December 14, 2017 Board Meeting;
- 2) The Strategic Plan 2018-2023;
- 3) The New Concentration in Tourism, Hospitality and Entrepreneurship;
- 4) The New Minor in Crime and Society;
- 5) The New Minor in Geography;
- 6) The New Minor in Anthropology;
- 7) The New Concentration in Sustainable Food Production (ENVS);
- 8) The New Emphasis in Sustainable Food Production (RBA);
- 9) The New Emphasis in Agricultural Entrepreneurship (RBA);
- 10) The New Certificate in Sustainable Food Production;
- 11) The New Certificate in Agricultural Entrepreneurship; and
- 12) The Affiliation Agreement with Shepherd Entrepreneurship and Research Corporation [SERC], with each academic program approval to be effective August 1, 2018, and authorizes the President or designee to execute the SERC Affiliation Agreement and to amend the same from time to time, subject to approval as to form by counsel, as may be necessary and proper to maintain the appropriate relationship with the affiliated research corporation as contemplated by Code.

## **SHEPHERD UNIVERSITY BOARD OF GOVERNORS**

### **MINUTES OF THE MEETING OF DECEMBER 14, 2017**

The Shepherd University Board of Governors met on December 14, 2017 in a regular meeting. Members participating were: Ray Alvarez [phone], John Beatty [phone], Marcia Brand, Gat Caperton, Henry Kayes, Jr., Ramona Kissel [phone], Eric Lewis, Tia McMillan, D. Scott Roach, Chad Robinson [phone] and J.B. Tuttle. Also present were Shepherd University President Mary J.C. Hendrix, members of the executive staff and others. Board member Sneha Reddy was absent from the meeting.

**1. PUBLIC COMMENTS**

No public comments were made.

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

**M (Roach), S (Lewis), PASSED**, all members participating by phone were polled, that the minutes of the September 27, 2017 meeting of the Board of Governors be adopted as presented in the agenda book.

**3. ANNUAL AUDIT REPORT**

Mr. Alvarez reviewed general matters regarding the audit committee with the Board.

Ms. Pam Stevens, Interim Vice President for Finance, and Mr. Chris Kessler of CliftonLarsonAllen, LLP summarized the annual Audit Report. The presentation included a review of the Financial Statements as of and for the Years Ended June 30, 2017 and 2016, and the Independent Auditors' Reports. Mr. Kessler reported that the University received and unqualified, clean, opinion letter. He noted there were no material weaknesses and that the financial statement disclosures were neutral and clear. Mr. Kessler stated there has been a decrease in net position, but not to an alarming degree. He also noted there were no significant financial footnotes this year, and no material weaknesses were reported in the University's internal controls and financial reporting. The single finding from last year relating to collections was noted as resolved.

**4. PRESIDENT'S REPORT**

President Hendrix noted the glass wipes at seats of the members were a present, purchased with private funds. President Hendrix reviewed highlights of the ongoing initiatives for advancing Shepherd from among the comprehensive list provided in the President's Report. She noted WV Department of Agriculture representatives visited campus. She recognized the biochemistry program for receiving accreditation. Noting Shepherd is the only institution in WV to achieve such an accreditation and will help us with recruitment as well as our donor base. President Hendrix noted Shepherd will be offering a Master of Science degree in data analytics beginning January 2018. She recognized the October 16<sup>th</sup> West Virginia Research and Innovation Forum as being sold out with overflow being hosted in the Storer Ballroom. She noted the WV Art

Education Association held their annual professional development conference on campus. President Hendrix also noted Shepherd is now a part of the Chesapeake Watershed Cooperative Ecosystem Studies Unit, and the annual meeting hosted at Shepherd on November 1<sup>st</sup> was well attended. She recognized the campus conservation efforts and the budget savings Shepherd is realizing from these changes. She commented how Shepherd students collected more than 2,500 pounds of food for a local food pantry and how Shepherd teaches students to give back to the community. President Hendrix noted the debate and forensics teams have done well at recent tournaments and commented that Shepherd has the number one and number two parliamentary speakers in the nation. She asked Dr. Segar to speak about his leadership role at the recent Aspen Institute Session where he facilitated a discussion on Civil Discourse. Chair Brand thanked Dr. Segar for his representation. President Hendrix pointed out that the Potomac Applied Business Lab has several students signed up for January 2018 internships. She noted the work Jessica Kump and her colleagues are doing with grants. She asked Ms. Kump to share about the Veterans to Ag Program and the USDA approved \$300,000 fund commitment. Ms. Kump noted the USDA is very enthusiastic about the funding and there is a lot of community interest in the Tabler Farm project as well.

5. **STRATEGIC PLANNING REPORT UPDATE**

Mr. Bill Sommers, Vice President for Enrollment Management, presented to the Board a strategic planning report update.

6. **ACADEMIC AFFAIRS ANNUAL REPORT**

Dr. Scott Beard, Acting Provost, presented to the Board the Academic Affairs Annual Report and provided an update on academic restructuring models.

7. **ENROLLMENT MANAGEMENT ANNUAL REPORT**

Mr. Bill Sommers, Vice President for Enrollment Management, presented to the Board the Enrollment Management Annual Report.

8. **QUARTERLY FINANCIAL REPORT: 1<sup>ST</sup> QUARTER FY2018**

Ms. Pam Stevens, Interim Vice President for Finance, provided each Board member with a revised Table 2 and 3 and presented to the Board the Quarterly Financial Management Report for the period ending September 30, 2017.

Ms. Stevens introduced Mr. Jack Shaw, Assistant Vice President for Auxiliary Enterprises, to discuss bookstore outsourcing. Mr. Shaw also noted an RFP for dining would hopefully be issued, with possible outsourcing of those services by summer for the Fall 2018 opening. Mr. Shaw is also assessing a prospective RFI for print services.

Mr. Eric Shuler, Director of Facilities Management, noted that due to high turnovers in the campus facility custodial area, he and Mr. Shaw are working to augment the campus facility custodial work. Mr. Shuler also discussed a meeting with Manny Arvon, Superintendent of Berkeley County Schools, regarding an energy retrofit project done at the Berkeley County K-12 schools. He noted Shepherd is looking at a backlog of mechanical, electrical, plumbing and HVAC deferred maintenance. In a retrofit contract for energy management, the University would hope to leverage the debt service with positive cash flow per year with energy savings. We would look at a phased approach with planning occurring in 2018 and the first phase occurring in 2019.

9. **LAST DOLLAR FUND**

Ms. Sherri Janelle, Executive Director of Development, presented to the Board the Last Dollar Fund.

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

**M (Lewis), S (Kayes), PASSED**, all members participating by phone were polled, that the following resolution be adopted 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 naming's, 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.

11. **CONSENT AGENDA FOR FUTURE MEETINGS**

Mr. Alan Perdue, General Counsel, led a discussion with the Board on the topic of using a consent agenda for future meetings. A consensus for use of consent agendas was reached among board members.

12. **NEW BUSINESS**

Dr. Brand noted that she appreciates the Interim Board Reports. Dr. Brand also noted that the February 8<sup>th</sup> meeting would be moved to March 1<sup>st</sup>.

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Marcia Brand  
Chair

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Gat Caperton  
Secretary

## **APPROVAL OF STRATEGIC PLAN 2018-2023**

### **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.

### **Objective**

The Strategic Planning Committee will serve as a forward-thinking, solutions-oriented group of campus and community stakeholders who will develop, author, and deliver a draft strategic plan to the Office of the President in December 2017.

### **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 the university strategic plan will be the responsibility of the appropriate divisions, departments, and functional areas throughout the university.

### **Project Milestones, November 2016-December 2017**

- Reached closure on *Currents 2014-2017* strategic plan
- Completed university challenges, strengths, weaknesses, and new initiative analysis
- Completed an environmental scan of higher education
- Five Committee taskforces formed and charged with 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
- Defined university priorities, goals, and strategies
- Stakeholder feedback survey #1
- Publish draft strategic plan version 1 on website
- Stakeholder feedback survey #2
- Publish draft strategic plan version 2 on website
- Campus stakeholder group presentations and feedback
- Campus feedback survey #3
- Strategic plan final draft to President for feedback and revisions
- Strategic plan version 3 to BOG for approval, March 1, 2018



**Moving Forward-Implementation**

- BOG approval communication to campus community
- Form Implementation Team(s)
- Establish and align measures and metrics
- Establish assessment, reporting, and review annual timeline

**Strategic Plan  
2018-2023****Draft #3  
January 23, 2018**

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### **Message from the President**

Shepherd University has entered an era of historic change in higher education. Traditional structures and operations that worked well in the past will need to be reengineered for the future. Greater emphasis must be placed on creative and forward thinking to navigate the current and future challenges facing higher education. But while this necessitates that Shepherd become increasingly more innovative and resourceful, this change also ushers in an era of unparalleled opportunities.

As a regional public university, Shepherd University embraces and serves a broad range of undergraduate, graduate, and doctoral students by providing access to higher learning. During this time of dynamic change, Shepherd should continue to seek new, innovative approaches to enhance our identity, structure, operations, learning delivery methods, and resources associated with student learning and success, as we strengthen our foundation and shape our future for providing exceptional experiences for our students, employees, and partners.

With these challenges and opportunities in mind, my charge to the Strategic Planning Committee was to create a five-year 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. Shepherd University must attain financial stability to provide a world-class liberal arts education for the next generation of professional leaders and model citizens and to serve as an educational resource for the community.

Thank you for being part of Shepherd and believing in the possibilities that will shape our future. Together, we can address our challenges and maybe have a little fun along the way!

With best wishes and great expectations,  
Mary J.C. Hendrix

## **The University Context and Environment**

The fundamental shifts that have transformed the higher education landscape over the past decade have been driven primarily by demographic, economic, cultural, and political influences.

Since 2011, many colleges and universities have experienced decreasing undergraduate student enrollments due to declining high school-aged student populations across the nation. Shepherd has been able to maintain strong enrollment numbers for in-state West Virginia students, but out-of-state enrollment has declined in direct proportion to the lower number of high school-aged students in Maryland, Virginia, and Pennsylvania. This dwindling market has led to unprecedented competition among colleges and universities and has driven the need for more scholarships and an increase in discount rates. Shepherd is no longer contending with only regional schools, but is now competing in a highly-coveted recruitment market with public, private, and proprietary institutions from across the entire eastern seaboard.

The demographic composition of traditional-aged students will change as well over the next decade with incoming student populations becoming more ethnically diverse. In addition, economic challenges are influencing students and families to question the value of earning a college degree, particularly when compared to the costs of attendance and related debt following graduation. Both of these factors will require the university to re-evaluate current learning models and continue to promote and enhance the value of a Shepherd degree to our current and future students.

Over the last five years, Shepherd has experienced a decline in full-time equivalent (FTE) students and a significant reduction in state appropriations. As the lowest funded public baccalaureate institution per FTE in West Virginia, Shepherd has become increasingly reliant on tuition, fee, and room and board revenue to fund basic operations as well as to fund operating cost increases. In order to achieve our mission, add new initiatives, and address deferred maintenance, Shepherd must develop a financial model that meets current needs, allows for investments in the future, and builds a contingency reserve.

## Mission

Shepherd University, a West Virginia public liberal arts university, is a diverse community of learners and a gateway to the world of opportunities and ideas. We are the regional center for academic, cultural, and economic opportunity. Our mission of service succeeds because we are dedicated to our core values: learning, engagement, integrity, accessibility, and community.

## Vision

Shepherd: A Premier Public Liberal Arts University

We will be a nationally respected community of learners where passion, purpose, and experience unite to inspire individuals to shape the world.

## Core Values

Committed to excellence, Shepherd University embraces the following five core values:

- **Learning**-Shepherd University creates a community of learners who integrate teaching, scholarship, and learning into their lives. In order to create challenging, relevant experiences, inside and outside of the classroom, the university continually evaluates and assesses various aspects of student learning. We recognize and accommodate diverse learning styles and perspectives necessary for global understanding.
- **Engagement**-Shepherd University fosters environments in which students, faculty, staff, and members of the community engage with each other to form mutually beneficial relationships. We believe that meaningful engagement, with ideas and with people, promotes deep learning and nurtures critical thought and dialogue.
- **Integrity**-Shepherd University strives for an environment of honesty and fairness in its actions. University officials seek input from students, faculty, and staff and make informed and objective decisions. We expect all members of the community to act in accordance with this core value.
- **Accessibility**-Shepherd University provides services to all qualified students. Our staff and faculty are available to students and are committed to respecting and meeting individual needs. University governance and budgeting structures reflect our commitment to transparent processes and public access to information.
- **Community**-Shepherd University comprises a community that includes students, faculty, staff, alumni, and involved citizens. We meet the needs of this community through assessment, development, and implementation of innovative programs and initiatives. We strive to create a safe environment based on mutual respect and acceptance of differences.

## The Shepherd Image

**Goal 1:** *Create a unified identity that clearly relays Shepherd University's distinctive brand of academic excellence and innovative spirit to prospective students, collaborative partners, and the greater community.*

### *Strategies*

- Develop an integrated marketing plan that creates a unified visual and communications identity.
- Strengthen and enhance strategic recruitment and enrollment efforts for in-state, out-of-state, and international undergraduate and graduate students.
- Position Shepherd University as a leading provider of academic, cultural, entrepreneurial, and continuing education opportunities.
- Develop innovative and collaborative solutions with the community, when appropriate, such as the co-development of academic programs, improvement of facilities, and identification of new funding sources.

## The Student Experience

**Goal 2:** *Empower and support Shepherd's increasingly diverse student body as they pursue a rigorous and transformative education that includes academic experiences beyond the classroom, preparing them for ongoing and future academic growth and a successful career path.*

### *Strategies*

- Ensure that qualified students—regardless of financial, academic, or environmental obstacles—have the ability to enroll, persist, and succeed at Shepherd.
- Offer a flexible, high-quality education that accommodates varied learners through traditional, evening, weekend, summer, and online course structures.
- Provide enhanced academic advisement that ensures students will be able to successfully navigate the requirements for graduation.
- Strengthen access to and from Shepherd through increased partnership agreements with high schools, community colleges, and professional and graduate schools.
- Expand internship and career-related opportunities, preparing our students as professionals in a global, competitive workforce.

## **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.*

### ***Strategies***

- In conjunction with institutional financial indicators, create benchmarks for offering salary and merit increases for all faculty and staff.
- Offer alternative benefits to improve work/life balance such as telecommuting, tuition remission for dependents and spouses, and childcare.
- Encourage faculty innovation that incorporates new instructional techniques and learning modalities that increase opportunities for Shepherd's diverse student body.
- Create increased professional development opportunities for staff and faculty that enrich the profile of the institution.

## **The Campus Environment**

**Goal 4:** *Establish a financially stable and environmentally sustainable foundation on which to grow the institution.*

### ***Strategies***

- Focus on creating a sustainable campus and a mindset of energy conservation and recycling practices, as well as electronic solutions for internal business processes.
- Diversify income streams and enhance budgets with extramural funding through grants, sponsored research, fundraising initiatives, public-private partnerships, and potential lease and rental agreements.
- Evaluate and adjust academic and administrative structures to meet current and future demands.
- Continue to work in alliance with the Shepherd University Foundation to support university-community partnerships.
- Ensure the efficient use of campus facilities and assets.

## Moving Forward

Shepherd University's strategic plan is just the starting point. Reaching and exceeding our strategic goals will hinge on full participation from stakeholders across the campus community and our strategic partners. The next three steps, as we move from the planning phase to the action phase, are implementation, measures and metrics, and outcome assessment:

- Implementation teams, aligned with the strategic goals, will be formed and include stakeholders from all divisions at all levels across the university. Strategic goals and implementation strategies will be aligned with current operations in order to make timely forward progress.
- Existing and new measures and metrics will need to be defined and documented.
- An implementation timeline and schedule of annual assessment will be developed to serve as a guide for staying on-course as we collectively move through the lifecycle of the strategic plan.

Information will be shared publicly throughout the lifecycle with the campus community and may also be tracked at the Strategic Plan website: <http://www.shepherd.edu/strategic-plan/>

## Strategic Planning Committee

William Sommers, Chair	Vice President for Enrollment Management
Evora Baker	Assistant Director, TRiO Upward Bound Program
Scott Beard	Acting Provost
Cara Burkner	Clinical Faculty in Nursing Education
Sonya Evanisko	Professor of Art
Tuncer Gocmen	Professor of Economics and Finance
Tim Haines	Director of Marketing and Digital Strategy
Brian Hammond	IT Administrative Analyst and Budget Officer
Stacey Kendig	Chair and Acting Co-Dean, HPERS
Ramona Kissel	Administrative Assistant, College of Business
Christopher Lovelace	President, Faculty Senate
Aniqua Lower	Student Representative
Cecelia Mason	Staff Writer, University Communications
Keerthana Mesineni	Student Representative
Colleen Nolan	Professor of Biology
Laura Renninger	Dean, Center for Teaching, Learning and Instructional
Resources Richard Stevens	Acting Dean, Graduate Studies and Continuing Education
Meredith Wait	Community Member
Ralph Wojtowicz	Associate Professor of Mathematics

## **APPROVAL OF NEW CONCENTRATION IN TOURISM, HOSPITALITY AND ENTREPRENEURSHIP**

### **Rationale**

This program is a response to the growing hospitality market, which is mostly made up of tourism and other experiential services. In many cases, this means businesses and corporations are marketing services not goods. In this environment, success centers on creating a feeling in the consumer; one that the consumer wants to repeat. West Virginia embraces tourism as an economic engine – in 2015 tourism created \$5.1 billion in sales which in turn provided over \$707 million in State and local taxes as it employs more than 46,000 workers in the state. According to the Bureau of Labor Statistic, tourism is projected to grow by 6% (higher than the nationwide average). The Tourism, Hospitality, and Entrepreneurship program combines the key components of the industry into a comprehensive major focused on understanding the market from the experiential side to the business side. For example, the embedded business courses help insure that the graduating student recognizes the importance of good business practices along with the creative nature of providing good experiences.

The hospitality industry is mostly made up of tourism and other experiential services. Hospitality sales are different from consumer goods sales because marketers must sell both tangible and intangible products. In many cases this means that businesses are marketing services rather than goods, and success hinges on creating the right *feeling* in the consumer. For example, a resort will want to cultivate a relaxing and fun atmosphere that is recognizable to customers and inspires those same feelings in the consumer. Leisure and hospitality related employment is the third largest “industry” in West Virginia. <https://www.bls.gov/eag/eag.wv.htm>

Tourism has been a growing sector of West Virginia’s economy for years and now accounts for over \$5.1 billion in sales. Tourism has been the ambassador of economic development on many levels. <https://www.wvhta.com/legislative/2015-legislative-positions.html>

This program will be housed in the Department of Health, Physical Education, Recreation and Sport Studies (HPERS).

### **Catalog Description**

This concentration is designed to prepare students for sustainable careers in Tourism, Hospitality, and Entrepreneurship with a business emphasis complementing the areas of entertainment, tourism administration and management, and international travel and tourism concepts. The concentration is also designed to expand student’s knowledgebase of local, regional, and national tourism and hospitality opportunities using a variety of business concepts to help assure the ongoing success of the opportunity.



**Required Courses: (30 Hours)**

RECR 125 – Introduction to Tourism (3 cr)  
RECR 343 – 21<sup>st</sup> Century Tourism (3 cr)  
RECR 344 – Hospitality Industry (3 cr)  
RECR 201 – Sport Finance OR ACCT 201- Intro to Accounting (3 cr)  
BADM 150 – Introduction to Business (3 cr)  
BADM 311 – Exploring Entrepreneurship (3 cr)  
BADM 319 – Business Ethics (3 cr)  
BADM 359 – International Business (3 cr)  
BADM 395 – Consumer Behavior (3 cr)  
RECR 350 – Fieldwork (3 cr)

**Free electives: (3-6 Credits)**

\*Note: This concentration does not require external approval by the West Virginia Higher Education Policy Commission (HEPC) or the Higher Learning Commission (HLC).

## **APPROVAL OF NEW MINOR IN CRIME AND SOCIETY**

### **Rationale**

The Eastern Panhandle of West Virginia has the two fastest growing counties in the State and borders Loudon County in Virginia, one of the fastest growing counties in the United States (Source: Statista 2017). With rapid population growth, crimes of all kinds increase, as does the need to manage and police larger, more diverse populations. Thus, there is a growing need for more credentials and future preparation of criminal justice practitioners (Lindsay, 2014). Correspondingly, interest in policing and opportunities for employment in crime-related fields in our region will continue to increase, giving rise to interest in courses designed for students considering employment in fields involving evidence collecting, analyzing, investigating, clinical support, and skilled services. Anticipating current and future needs and interests, the proposed minor in Crime and Society will provide broad knowledge about scholarship, service, and character building in the criminal career field. The curriculum of the proposed minor explores crime and deviance at the individual, group, community, organizational, and social structural levels. Students enrolled may wish to learn more about law enforcement, forensic science, corrections, legal services, victim's services, and security. This minor will also bolster graduate school applications in areas such as forensic science, criminal law, abnormal psychology, and deviance studies. Additionally, the proposed minor will provide prospective students an attractive opportunity to enroll at Shepherd University. The Crime and Society minor will be housed in the Sociology and Geography Department and administered by its faculty members.

The program will be housed in the Department of Sociology and Geography.

### **Courses and Catalog Description: Crime and Society Minor**

This program is designed to a) provide students with the knowledge and experience necessary to understand the origins and consequences of crime on society; b) help students explore crime and deviance at the individual, group, community, organizational, and social structural levels; c) improve students' reading, writing, and overall communication abilities related to evidence collecting, analyzing, and investigating; and d) promote lifelong learning. Students will learn how to apply their knowledge of crime and deviance to real-world contexts.

**Required Courses: (6 credits)**

CRIM 200 – Introduction to Criminal Justice

SOCI 402 – Criminology

**Elective Courses: Systems and Organizations (Choose two; 6 credits)**

CRIM 310 – Principles of Criminal Law

CRIM 311 – Criminal Justice Procedures

CRIM 315 – Criminal Investigation

CRIM 325 – Corrections

CRIM 425 – Policing

CRIM 440 – Probation and Parole

ANTH 316 – Forensic Anthropology

PSCI 300 – State and Local Government

CHEM 350 – Forensic Chemistry

ENVS 390 – Geographic Information Systems

**Elective Courses: Individuals and Society (Choose two; 6 credits)**

CRIM 415 – Gender and Crime

CRIM 340 – Treatment and Rehabilitation

ANTH 315 – Cultural Anthropology

SOCI 312 – Juvenile Delinquency

SOCI 321 – Social Stratification

SOCI 403 – Ethnic Relations

SOCI 413 – Urban Sociology

SOCI 419 – Internship in Sociology/Criminal Justice

GEOG 307/SOCI 307 – Population and Development

PSYC 309 – Abnormal Psychology

PSCI 409 – Topics in Constitutional Law

PSCI 419 – International Politics of Human Rights

\*Note: This new minor does not require external approval by the HEPC or the Higher Learning Commission (HLC).

## **APPROVAL OF NEW MINOR IN GEOGRAPHY**

### **Rationale**

Geography is by nature an interdisciplinary and integrative science that overlaps numerous academic disciplines through its theory and methods in areas such as social geography, political geography, medical geography, cultural geography, physical geography, and economic geography. At Shepherd University the geography curriculum is “international” and rooted in the social sciences. The curriculum offers incremental learning opportunities that focus heavily on international issues and conditions, from the core curriculum courses World Cultural Geography and World Regions to more advanced, specialized courses such as Economic Geography and the Geography of Asia. The geography curriculum is consistent with “The Essential Learning Outcomes” and Liberal Education and America’s Promise (LEAP) standards as presented by the Association of American Colleges and Universities (AAC&U). The AAC&U’s four “Essential Learning Outcomes” are integral to the proposed program, most notably “Knowledge of Human Cultures and the Physical and Natural World” and “Integrative Learning.” The remaining two learning outcomes are also highly relevant and supported, i.e., “Intellectual and Practical Skills throughout the Curriculum” and “Personal and Social Responsibility.”

The American population is known for its poor geographic literacy. The proposed Geography Minor will build geographic literacy and advance the LEAP outcomes by: building student knowledge and appreciation of diverse populations, cultures, and environments; developing student critical and spatial reasoning skills; promoting understanding and respect for other peoples and their cultures; promoting civic engagement in both domestic and international settings; and challenging students to integrate multiple perspectives within an interdisciplinary framework. The program is expected to attract both domestic and international students interested in building their knowledge of regional geographies as well as specific global issues and environments, in that, the world and its regions through a geographic lens.

Students will move incrementally through the proposed minor from core curriculum foundations courses to the more advanced Economic Geography or Population and Development and other 300- and 400-level geography courses. A three-credit elective course can be taken from a variety of options, e.g., Global Studies, Sociology, Political Science, Biology and Recreation. GLBL 350 International Experience is among the restricted electives, more specifically, an international experience through an international exchange program, internship, or service project.

A Geography Minor is a natural complement to the new Global Studies B.A.-Environmental Concentration emphasis. It also has courses listed among the options in the Global Studies Economic Development and History and Culture concentrations. Geography is also closely intertwined with Sociology (Faculty in geography and anthropology teach in the sociology program.) As curriculum has evolved in recent years, the existing Anthropology-Geography Minor has not enrolled well. The inclusion of geography courses in the Core Curriculum, on the other hand, has increased enrollment in geography courses (a 40% increase in World Cultural Geography over the past four years); more and more students express an interest in geography as a program of study and as preparation for a variety of careers.

The proposed program strongly supports the “global,” “engaged,” “scientific inquiry,” “social justice,” and “well-being” components of the mission statement and Strategic Plan of the College of Social and Behavioral Sciences, 2017-2022. It is consistent with the Geography Strategic Plan, 2017-2022, and Shepherd’s Internationalization Strategic Plan, 2012-2022, to increase international and intercultural curricular options for our students. It also supports Shepherd University’s mission as “a gateway to the world of opportunities and ideas.”

The majority of institutions of higher learning in West Virginia offer a major and/or minor in geography; some institutions offer the option of an interdisciplinary BA or BS where a program with a geographic emphasis can be shaped. Only Shepherd has a combined minor. Nearly all of Shepherd’s peer institutions in COPLAC have majors and/or minors in geography.

“Internationalization” is a statewide initiative directed by the Higher Education Policy Commission (HEPC) and we expect that Shepherd will continue to benefit from its participation in state programs promoting internationalization. The Shepherd University Compact (2014, Strategy 3) explicitly sets out goals for the internationalization of the campus, “to offer a rigorous plan of study to increase intercultural and global knowledge and opportunities/experiences through curricular and co-curricular initiatives.” The Geography Minor at Shepherd will also be supported by the statewide Faculty and Course Development in International Studies (FACDIS) program which provides teaching resources, workshops, and assorted funding for professional development.

The proposed minor will promote international student recruitment and academic exchanges. It will bring greater focus to geography on the Shepherd campus, promote internationalization, build synergy with existing programs, and provide opportunities for faculty-led research/presentations with geographic focus.

Students in this minor will have the foundation for advanced study in Geography, particularly in graduate programs that emphasize cultural and regional geographic study. They will also have important geographic/spatial skills that will aid them in humanitarian service, international business, marketing, education, military service, non-governmental organizations (NGO’s), and other arenas with a strong international focus.

Constituents in the Eastern Panhandle express a growing interest in programs that prepare our students for life in a highly dynamic and interconnected world. Government agencies, NGO’s, and corporations seek broadly educated, articulate, and globally aware employees, those with the intercultural skills to move easily in a diverse world. At the more advanced level, geographers bring specific skills to the workplace, such as in cartography, spatial data analysis, geographic information systems, and remote sensing. But technology and data analysis are not enough. Geographers have a solid liberal arts foundation that helps them to understand the world in both its cultural and physical complexity. Understanding the world means they are equipped to make sound decisions and to interact intelligently and meaningfully with people from around the world.

The program will be housed in the Department of Sociology and Geography.

## **Courses and Catalog Description**

This minor provides for the study of world cultures and regions and human-land relationships. Students are introduced to geographic methods and perspectives and basic tools of the discipline.

### **Total hours required: 18 hours**

#### **Required courses: 9 hours**

GEOG 105 – World Cultural Geography (3 cr)  
GEOG 202 – World Regions (3 cr)  
GEOG 301 – Economic Geography, OR  
GEOG 307 – Population and Development (3 cr)

#### **Electives: 9 hours**

Free electives, 6 hours (Any 300- or 400-level courses in geography)  
Restricted elective, 3-4 hours (Choose one course)

Anthropology – Any 300- or 400-level course (3 cr)  
APST 309 or HIST 309 – West Virginia and the Appalachian Region (3 cr)  
BADM 359 – International Business (3 cr)  
BIOL 303 – General Ecology (4 cr)  
ECON 320 – Urban Economics (3 cr)  
ECON 326 – International Trade (3 cr)  
ECON 330 – Economics of Developing Countries (3 cr)  
ENVS 390 – Geographic Information Systems (4 cr)  
GLBL 350 – International Experience (3 cr)\*  
GSCI 301 – Physical Geology (4 cr)  
GSCI 303 – Meteorology (4 cr)  
HIST 345 – Introduction to Public History (3 cr)  
PSCI 304 – Introduction to Comparative Politics (3 cr)  
PSCI 408 – Global Problems (3 cr)  
RECR 343 – 21<sup>st</sup> Century Tourism (3 cr)  
SOCI 309 – Sociology of Religion (3 cr)  
SOCI 334 – Urban Sociology (3 cr)  
SPAN 307 – Latin American Culture and Civilization (3 cr)

\*NOTE regarding GLBL 350 International Experience: Each student will participate in an international experience appropriate to his or her concentration and/or language study for the major. The international experience must be at least six weeks in length and outside the U.S., approved in advance by the Global Studies Director, and be a part of a program or partnership authorized by Shepherd University. In rare instances the Director may approve a shorter international experience. An international experience may take a variety of forms, e.g., semester abroad or at sea, summer immersion courses, teaching practicum, international volunteer work, and an international internship.

\*Note: This new minor does not require external approval by the HEPC or the Higher Learning Commission (HLC).

## **APPROVAL OF NEW MINOR IN ANTHROPOLOGY**

### **Rationale**

Shepherd University distinguishes itself as one of the 30 COPLAC institutions dedicated to a quality undergraduate liberal arts education. The COPLAC institutions are our peers and with them we share our commitment to the LEAP “Essential Learning Outcomes.” Among these outcomes are a number for which Anthropology is particularly well suited, including:

1. Gaining Knowledge of Human Cultures and the Physical and Natural World;
2. Gaining Intellectual and Practical skills in critical thinking and analysis;
3. Gaining personal and social responsibility through local and global civic knowledge and engagement; and
4. Gaining both Integrative and Applied learning across general and specialized studies.

Anthropology is the broadest of the social sciences and includes sub-disciplines of cultural anthropology, linguistics, archaeology, and physical (biological) anthropology. Students of anthropology use diverse methodologies to explore exactly what it means to be human—from both the cultural and biological perspectives. By nature, the discipline is cross-cultural in its search for patterns in human behavior, as well as cross temporal in the study of past cultures.

Anthropology majors or minors are currently offered at 75% of our COPLAC peer institutions. With the recent formation of the College of Social and Behavioral Sciences, the opportunity exists to modernize programs and bring them into greater consistency with peer institutions. The proposed anthropology minor provides students with an excellent introduction to all of the sub-disciplines and allows them freedom in selecting those social science electives most relevant to their interests. More than a quarter of Shepherd’s COPLAC peers have joint anthropology-sociology majors, and this new minor allows for closely aligned sociology courses to be used as electives. Students also have the freedom to select from a wide variety of geography elective to gain additional knowledge in global regions and cultures.

This program will be housed in the Department of Sociology and Geography.

### **Courses and Catalog Description**

#### **Anthropology Minor**

This minor encourages the study of human cultures past and present, as well as human-environmental relationships from a bio-cultural perspective. Theoretical perspectives, and approaches from each of the major anthropological sub-areas provide for a comprehensive view of the discipline.

**Total Hours Required:** 18 hours

**Required Courses:** 12 hours

ANTH 203 – Introduction to Anthropology

ANTH 315 – Cultural Anthropology

ANTH 314 – Physical Anthropology and Archaeology

ANTH 300 – Introduction to Archaeology

**Elective Courses:** 6 hours

Anthropology and Sociology—Any 300- or 400-level course

Geography---Any 300- or 400-level course

\*Note: This new minor does not require external approval by the HEPC or the Higher Learning Commission (HLC).



## **APPROVAL OF NEW CONCENTRATION IN SUSTAINABLE FOOD PRODUCTION (ENVS)**

### **Rationale**

Organic and sustainable food production currently is one of the fastest growing industries in the U.S. and globally. The Sustainable Food Production concentration will afford students the opportunity to obtain solid background in Environmental Science while honing skills in agricultural production and economics that are critical to our species' food security for future generations. An Environmental Sustainability (ENVS) major degree option with concentration in a fast-growing area that is highly sought-out by the private sector, governmental agencies and NGOs will significantly enhance our offerings and has excellent potential to attract new students to our program.

The concentration was developed in conjunction with the College of Business and utilizes courses in BADM and ACCT. The Dean of the College of Business has indicated there is already capacity in these courses to accommodate 5-10 additional students annually.

This program repackages existing courses regularly offered by the Institute of Environmental and Physical Sciences (IEPS) and the College of Business and leverages extant full-time and adjunct faculty with expertise in sustainable agriculture, soil science, IPM, GIS and other areas. Two new practicum courses in sustainable agricultural production and marketing techniques would either be taught by current faculty during summer months OR by a new staff position supported via external funding; the curriculum also permits use of extant internship courses in ENVS and BADM in place of the practicum courses, in the event that the staff position is vacant at any time. External funding also will support program coordination, teaching core program courses at an increased frequency, conducting outreach and recruiting, seeking additional external funding and coordinating adjuncts for special topics short course offerings. No initial costs for materials or equipment are anticipated at this time, as the program leverages existing infrastructure at the IEPS Sustainability Site, the Tabler Farm, and external funding already secured. The program may need additional course sections as it evolves.

This concentration will be housed in the Institute of Environmental and Physical Sciences.

### **Courses and Catalog Description**

#### **Sustainable Food Production (74 Hours):**

The Sustainable Food Production concentration provides fundamental knowledge in environmental science, soil, water and pest management science and essential practical experience in agricultural economics and production techniques that are environmentally, socially and economically viable. The concentration prepares students to launch a successful sustainable agriculture production enterprise or for employment in the organic and sustainable food industry, in global, national and state governmental agencies, and in non-governmental organizations promoting sustainable food production.

In addition to the Environmental Core and Portfolio Requirements, above, students will complete the following:

**Environmental Core Requirements: 12 Hours**

ENVS 201 – Foundations in Environmental Science I (3 cr)  
ENVS 201L – Foundations in Environmental Science I Lab (1 cr)  
ENVS 202 – Foundations in Environmental Science II (3 cr)  
ENVS 202L – Foundations in Environmental Science II Lab (1 cr)  
ENVS 462 – Environmental Capstone (4 cr)

**Additional Required Courses: 22 Hours**

ENVS 340 – Sustainable Agriculture and Lab (4 cr)  
ENVS 300 – Integrated Pest Management and Lab (4 cr)  
ENVS 362 – Soil Science and Lab (4 cr)  
ENVS 350 – Sustainable Food Production Practicum (6 cr)  
OR  
ENVS 461 – Environmental Research (6 cr)  
ENVS 351 – Agricultural Marketing Practicum (1 cr)  
OR  
BADM 385 – Business Externship (1 cr)  
MATH 314 – Statistics (3 cr)

**Elective Courses: 40 Hours**

**Complimentary Sciences, 8 Hours (choose one sequence):**

BIOL 103 – General Biology (4 cr)  
AND BIOL 104 – General Biology (4 cr)  
OR  
BIOL 211 – Fundamentals of Biology I: Molecular and Cellular Function (4 cr)  
AND BIOL 212 – Fundamentals of Biology II: Diversity of Life (4 cr)  
OR  
CHEM 207 – General Chemistry I (3 cr)  
AND CHEM 207L – General Chemistry I Laboratory (1 cr)  
AND CHEM 209 – General Chemistry II (3 cr)  
AND CHEM 209L – General Chemistry II Laboratory (1 cr)  
OR  
PHYS 301 – Energy (4 cr)  
AND PHYS 302 – Physical Computing\* (4 cr)

**Agricultural Economics: 6 Hours**

ACCT 201 – Introductory Accounting I (3 cr)  
BADM 150 – Introduction to Business (3 cr)  
BADM 310 – Principles of Management (3 cr)  
BADM 311 – Exploring Entrepreneurship (3 cr)  
BADM 340 – Principles of Marketing (3 cr)

**Technological Applications for Agriculture: 8 Hours**

CHEM 333 – Environmental Chemistry \*\* (3 cr)  
AND CHEM 333L – Environmental Chemistry Lab \*\* (1 cr)  
ENVS 345 – Sustainable Development and Laboratory (4 cr)  
ENVS 341 – Sustainable Energy and Lab (4 cr)  
ENVS 390 – Geographic Information Systems (4 cr)  
ENVS 391 – Remote Sensing (4cr)  
ENVS 395 – Advanced GIS (4 cr)  
PHYS 302 – Physical Computing\* (4 cr)

**Agricultural Resources: 8 Hours**

BIOL 315 – Plant Biology \*\* (4 cr)  
BIOL 363 – Mycology \*\* (4 cr)  
BIOL 412 – Comparative Animal Physiology (4 cr)  
ENVS 301 – Wildlife Management and Lab (4 cr)  
ENVS 302 – Forestry Management and Laboratory (4 cr)  
ENVS 344 – Ichthyology (4 cr)  
ENVS 401 – Conservation Ecology (4 cr)  
ENVS 441 – Hydrology and Lab (4 cr)  
GSCI 301 – Physical Geology (4 cr)

**Social Resources: 3 Hours**

ANTH 300 – Introduction to Archaeology (3 cr)  
ANTH 315 – Cultural Anthropology (3 cr)  
ENVS 306 – Environmental Policy (4 cr)  
ENVS 322 – Environmental History (3 cr)  
ENVS 323 – Environmental Ethics (3 cr)  
HIST 300 – Historic Preservation and Interpretation (3 cr)

**Electives: 7 Hours**

ENVS 298 ST – Special Topics in Sustainable Food Production (3 cr)  
Choose any 300-level or above BIOL, CHEM, ENVS or GSCI course.

\*PHYS 302 can be applied only once within the program: EITHER in Complementary Sciences OR in Technological Applications for Agriculture.

\*\* CHEM 209, CHEM 209L, BIOL 315, BIOL 363 and BIOL 412 have prerequisites.

\*Note: This new concentration does not require external approval by the HEPC or the Higher Learning Commission (HLC).

## **APPROVAL OF NEW EMPHASIS IN SUSTAINABLE FOOD PRODUCTION (RBA)**

### **Rationale**

The number of farms nationwide continues to decline while urban food deserts, global human population and associated food demands are increasing. According to the most recent U.S. agricultural census, the overall number of U.S. farms declined from 2.5 million in 2007 to 2.1 million in 2012. Furthermore, the cohort of experienced farmers is rapidly aging (average age of U.S. farmer: 58.3 year in 2012), while the number of new farmers entering the business continues to decline at a rate of 20% from 2007 to 2012 (U.S. Department of Agriculture, National Agricultural Statistics Service, 2012). To address this gap, the USDA is providing funding and training assistance for new farmers to replace the aging farmer population through the “Beginning Farmer and Rancher Development Program.” The 2014 Farm Bill officially designated veterans as a distinct class of beginning farmers and set aside funding for veteran retraining via the “Outreach and Assistance to Socially Disadvantaged and Veteran Farmers and Ranchers Program.” The National Guard recognizes national food security as a current priority and has begun supporting training programs that prepare active duty service men and women for an agricultural career after completing their service. The USDA promotes organic and sustainable farming practices through an array of programs delivered by the Farm Service Agency, the Natural Resource Conservation Service and the National Institute of Food and Agriculture, and specifically encourages the adoption of renewable energy technologies on farms, providing funding via the Farm Bill for solar, biodiesel and wind energy applications in agriculture.

Shepherd University’s 150+ acre Tabler Farm is a tremendous resource that could be used to provide field-based educational and research opportunities to our students. Tabler Farm is composed of mature woods and 55 acres of arable land (some of which is designated as ‘prime farmland’) and with significant infrastructure, including wells and outbuildings that could be rehabilitated to serve as packing shed, farm stand, storage buildings and a central common house serving as a base for faculty and student research and field studies. By repackaging extant coursework offered by the College of Natural Sciences and Mathematics, and offering hands - on practicum courses at the campus farm, we have the opportunity to offer new curricula that address the agricultural education gap in our region. New curricula in Sustainable Food Production and Agricultural Entrepreneurship (incorporating selected courses in BADM) would potentially attract new traditional students seeking a 4-yr degree in these growing industries. Furthermore, the RBA degree curricular options would enable us to recruit from an untapped pool of prospective students: those civilians, active duty Guardsmen/Guardswomen and veterans with prior life experience that now seek agricultural retraining in order to re-launch in a new field.

This emphasis will be housed jointly in the Institute of Environmental and Physical Sciences and the Regents Bachelor of Arts (RBA) program.

## **Courses and Catalog Description**

### **Curriculum for Emphasis in Sustainable Food Production: 29 Hours**

The Sustainable Food Production emphasis provides fundamental knowledge in environmental science, soil, water and pest management science and essential practical experience in agricultural economics and production techniques that are environmentally, socially and economically viable. The concentration prepares students to launch a successful sustainable agriculture production enterprise or for employment in the organic and sustainable food industry, in global, national and state governmental agencies, and in non-governmental organizations promoting sustainable food production.

### **Prerequisite Courses: 11 Hours**

ENVS 201 – Foundations in Environmental Science I (3 cr)

ENVS 201 L – Foundations in Environmental Science I Lab (1 cr)

ENVS 202 – Foundations in Environmental Science II (3 cr)

AND ENVS 202 L – Foundations in Environmental Science II Lab (1 cr)

ENVS 298 ST – Special Topics in Sustainable Food Production (3 cr)

### **Upper Division Courses: 18 Hours**

BADM 340 – Principles of Marketing (3 cr)

OR BADM 311 – Exploring Entrepreneurship (3 cr)

ENVS 300 – Integrated Pest Management and Lab (4 cr) OR

ENVS 362 – Soil Science and Lab (4 cr)

ENVS 340 – Sustainable Agriculture and Lab (4 cr)

ENVS 461 – Environmental Research (6 cr)

OR ENVS 350 – Sustainable Food Production Practicum (6 cr)

BADM 385 – Business Externship (1 cr)

OR ENVS 351 – Agricultural Marketing Practicum (1 cr)

\*Note: This new RBA emphasis does not require external approval by the HEPC or the Higher Learning Commission (HLC).

## **APPROVAL OF NEW EMPHASIS IN AGRICULTURAL ENTREPRENEURSHIP (RBA)**

### **Rationale**

The number of farms nationwide continues to decline while urban food deserts, global human population and associated food demands are increasing. According to the most recent U.S. agricultural census, the overall number of U.S. farms declined from 2.5 million in 2007 to 2.1 million in 2012. Furthermore, the cohort of experienced farmers is rapidly aging (average age of U.S. farmer: 58.3 year in 2012), while the number of new farmers entering the business continues to decline at a rate of 20% from 2007 to 2012 (U.S. Department of Agriculture, National Agricultural Statistics Service, 2012). To address this gap, the USDA is providing funding and training assistance for new farmers to replace the aging farmer population through the “Beginning Farmer and Rancher Development Program.” The 2014 Farm Bill officially designated veterans as a distinct class of beginning farmers and set aside funding for veteran retraining via the “Outreach and Assistance to Socially Disadvantaged and Veteran Farmers and Ranchers Program.” The National Guard recognizes national food security as a current priority and has begun supporting training programs that prepare active duty service men and women for an agricultural career after completing their service. The USDA promotes organic and sustainable farming practices through an array of programs delivered by the Farm Service Agency, the Natural Resource Conservation Service and the National Institute of Food and Agriculture, and specifically encourages the adoption of renewable energy technologies on farms, providing funding via the Farm Bill for solar, biodiesel and wind energy applications in agriculture.

Shepherd University’s 150+ acre Tabler Farm is a tremendous resource that could be used to provide field-based educational and research opportunities to our students. Tabler Farm is composed of mature woods and 55 acres of arable land (some of which is designated as ‘prime farmland’) and with significant infrastructure, including wells and outbuildings that could be rehabilitated to serve as packing shed, farm stand, storage buildings and a central common house serving as a base for faculty and student research and field studies. By repackaging extant coursework offered by the College of Natural Sciences and Mathematics, and offering hands - on practicum courses at the campus farm, we have the opportunity to offer new curricula that address the agricultural education gap in our region. New curricula in Sustainable Food Production and Agricultural Entrepreneurship (incorporating selected courses in BADM) would potentially attract new traditional students seeking a 4-yr degree in these growing industries. Furthermore, the RBA degree curricular options would enable us to recruit from an untapped pool of prospective students: those civilians, active duty Guardsmen/Guardswomen and veterans with prior life experience that now seek agricultural retraining in order to re-launch in a new field.

This emphasis will be housed jointly in the Institute of Environmental and Physical Sciences and the Regents Bachelor of Arts (RBA) program.

## **Courses and Catalog Description**

### **Curriculum for Emphasis in Agricultural Entrepreneurship: 29 Hours**

The Regents Bachelor of Arts Degree provides a structured, yet flexible means for adult students to complete regular college work and to receive college equivalent credit for selected diverse life and work experiences. Students complete a comprehensive general education course of study without the requirement of a major or minor, but they may choose to focus on a specific discipline or area of interest consistent with their needs and/or life goals. (Minimum 2.0 required for each upper division course in the emphasis.) An “emphasis” in Agricultural Entrepreneurship is appropriate preparation for launching a successful agricultural enterprise.

### **Curriculum for Emphasis in Agricultural Entrepreneurship: 29 Hours**

#### **Prerequisite Courses: 14 Hours**

BADM 150 – Introduction to Business (3 cr)  
OR ACCT 201 – Introductory Accounting I (3 cr)  
ENVS 201 – Foundations in Environmental Science I (3 cr)  
ENVS 201 L – Foundations in Environmental Science I Lab (1 cr)  
ENVS 202 – Foundations in Environmental Science II (3 cr)  
AND ENVS 202 L – Foundations in Environmental Science II Lab (1 cr)  
ENVS 298 ST – Special Topics in Sustainable Food Production (3 cr)

#### **Upper Division Courses: 11 Hours**

BADM 310 – Principles of Management (3 cr)  
BADM 311 – Exploring Entrepreneurship (3 cr)  
ENVS 461 – Environmental Research (2 cr)  
OR ENVS 350 – Sustainable Food Production Practicum (2 cr)  
BADM 385 – Business Externship (3 cr)  
OR ENVS 351 – Agricultural Marketing Practicum (3 cr)

#### **Agricultural Science Elective: 4 Hours**

ENVS 340 – Sustainable Agriculture and Lab (4 cr)  
ENVS 362 – Soil Science and Lab (4 cr)

\*Note: This new RBA emphasis does not require external approval by the HEPC or the Higher Learning Commission (HLC).

## **APPROVAL OF NEW CERTIFICATE IN SUSTAINABLE FOOD PRODUCTION**

### **Rationale**

The number of farms nationwide continues to decline while urban food deserts, global human population and associated food demands are increasing. According to the most recent U.S. agricultural census, the overall number of U.S. farms declined from 2.5 million in 2007 to 2.1 million in 2012. Furthermore, the cohort of experienced farmers is rapidly aging (average age of U.S. farmer: 58.3 year in 2012), while the number of new farmers entering the business continues to decline at a rate of 20 percent from 2007 to 2012 (U.S. Department of Agriculture, National Agricultural Statistics Service, 2012). To address this gap, the USDA is providing funding and training assistance for new farmers to replace the aging farmer population through the “Beginning Farmer and Rancher Development Program.” The 2014 Farm Bill officially designated veterans as a distinct class of beginning farmers and set aside funding for veteran retraining via the “Outreach and Assistance to Socially Disadvantaged and Veteran Farmers and Ranchers Program.” The National Guard recognizes national food security as a current priority and has begun supporting training programs that prepare active duty service men and women for an agricultural career after completing their service. The USDA promotes organic and sustainable farming practices through an array of programs delivered by the Farm Service Agency, the Natural Resource Conservation Service and the National Institute of Food and Agriculture, and specifically encourages the adoption of renewable energy technologies on farms, providing funding via the Farm Bill for solar, biodiesel and wind energy applications in agriculture.

Shepherd University’s 150+ acre Tabler Farm is a tremendous resource that could be used to provide field-based educational and research opportunities to our students. Tabler Farm is composed of mature woods and 55 acres of arable land (some of which is designated as ‘prime farmland’) and with significant infrastructure, including wells and outbuildings that could be rehabilitated to serve as packing shed, farm stand, storage buildings and a central common house serving as a base for faculty and student research and field studies. By repackaging extant coursework offered by the College of Natural Sciences and Mathematics, and offering hands-on practicum courses at the campus farm, we have the opportunity to offer new curricula that address the agricultural education gap in our region. New curricula in Sustainable Food Production and Agricultural Entrepreneurship (incorporating selected courses in BADM) would potentially attract new traditional students seeking a 4-yr degree in these growing industries. Furthermore, the RBA degree curricular options would enable us to recruit from an untapped pool of prospective students: those civilians, active duty Guardsmen/Guardswomen and veterans with prior life experience that now seek agricultural retraining in order to re-launch in a new field.

Preparing students for employment in an environmental career is an intended student outcome of the Environmental Studies program. Organic and sustainable food production currently is one of the fastest growing industries in the U.S. and globally. The Sustainable Food Production certificate will prepare non-degree seeking students with the theory, practice and real-life experience needed to manage or launch a successful sustainable agriculture production enterprise.



This undergraduate certificate will be housed in the Institute of Environmental and Physical Sciences.

**Courses and Catalog Description: 21 hours**

The Regents Bachelor of Arts Degree (RBA) provides a structured, yet flexible means for adult students to complete regular college work and to receive college equivalent credit for selected diverse life and work experiences. Students complete a comprehensive general education course of study without the requirement of a major or minor, but they may choose to focus on a specific discipline or area of interest consistent with their needs and/or life goals. (Minimum 2.0 required for each upper division course in the emphasis.) An “emphasis” in Agricultural Entrepreneurship is appropriate preparation for launching a successful agricultural enterprise.

The Sustainable Food Production Certificate is a non-degree, 21 credit-hour program that couples foundational knowledge in sustainable agriculture and marketing with critical hands-on experience in food production techniques that are environmentally, socially and economically viable. The Certificate prepares students with the theory, practice and real-life experience needed to manage or launch a successful sustainable agriculture production enterprise.

**Curriculum for Certificate in Sustainable Food Production (21 Hours)**

**Core Courses: 14 hours**

BADM 340 – Principles of Marketing (3 cr)  
OR BADM 311 – Exploring Entrepreneurship (3 cr)  
ENVS 340 – Sustainable Agriculture and Lab \* (4 cr)  
ENVS 461 – Environmental Research (6 cr)  
OR ENVS 350 – Sustainable Food Production Practicum (6 cr)  
BADM 385 – Business Externship (1 cr)  
OR ENVS 351 – Agricultural Marketing Practicum\* (1 cr)

**Agricultural Science Elective: 4 Hours**

ENVS 300 – Integrated Pest Management and Lab \* (4 cr)  
ENVS 362 – Soil Science and Lab \* (4 cr)

**Electives in Sustainable Food Production: 3 Hours**

ENVS 298 ST – Special Topics in Sustainable Food Production (1-3 cr, repeatable up to 3 cr)

*\*ENVS 300, 340 and 362 have prerequisites of ENVS 201/201L and 202/202L.*

\*Note: This certificate will require external approval by the HEPC and the Higher Learning Commission (HLC). Because of the current sanctions on the state of West Virginia, the HEPC will also move this forward for approval by the Department of Education.

## **APPROVAL OF NEW CERTIFICATE IN AGRICULTURAL ENTREPRENEURSHIP**

### **Rationale**

The number of farms nationwide continues to decline while urban food deserts, global human population and associated food demands are increasing. According to the most recent U.S. agricultural census, the overall number of U.S. farms declined from 2.5 million in 2007 to 2.1 million in 2012. Furthermore, the cohort of experienced farmers is rapidly aging (average age of U.S. farmer: 58.3 year in 2012), while the number of new farmers entering the business continues to decline at a rate of 20 percent from 2007 to 2012 (U.S. Department of Agriculture, National Agricultural Statistics Service, 2012). To address this gap, the USDA is providing funding and training assistance for new farmers to replace the aging farmer population through the “Beginning Farmer and Rancher Development Program.” The 2014 Farm Bill officially designated veterans as a distinct class of beginning farmers and set aside funding for veteran retraining via the “Outreach and Assistance to Socially Disadvantaged and Veteran Farmers and Ranchers Program.” The National Guard recognizes national food security as a current priority and has begun supporting training programs that prepare active duty service men and women for an agricultural career after completing their service. The USDA promotes organic and sustainable farming practices through an array of programs delivered by the Farm Service Agency, the Natural Resource Conservation Service and the National Institute of Food and Agriculture, and specifically encourages the adoption of renewable energy technologies on farms, providing funding via the Farm Bill for solar, biodiesel and wind energy applications in agriculture.

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Preparing students for employment in an environmental career is an intended student outcome of the Environmental Studies program. The Agricultural Entrepreneurship Certificate will prepare students to launch a successful agricultural enterprise.

This undergraduate certificate will be housed in the Institute of Environmental and Physical Sciences (IEPS).

**Courses and Catalog Description:**

The Agricultural Entrepreneurship Certificate is a non-degree, 21-hour program providing foundational knowledge in business and agricultural science and hands-on experience in agricultural production techniques. The Certificate prepares students to launch a successful agricultural enterprise.

**Curriculum for Certificate in Agricultural Entrepreneurship (21 Hours)****Core Courses: 14 Hours**

BADM 150 – Introduction to Business (3 cr)  
OR ACCT 201 – Introductory Accounting I (3 cr)  
BADM 310 – Principles of Management (3 cr)  
BADM 311 – Exploring Entrepreneurship (3 cr)  
ENVS 461 – Environmental Research (2 cr) OR  
ENVS 350 – Sustainable Food Production Practicum (2 cr)  
BADM 385 – Business Externship (3 cr)  
OR ENVS – 351 Agricultural Marketing Practicum (3 cr)

**Agricultural Science Elective: 4 Hours**

ENVS 340 – Sustainable Agriculture and Lab \* (4 cr)  
ENVS 362 – Soil Science and Lab \* (4 cr)

**Electives in Sustainable Food Production: 3 Hours**

ENVS 298 ST – Special Topics in Sustainable Food Production (1-3 cr, repeatable up to 3 cr)

*\*ENVS 340 and 362 have prerequisites of ENVS 201/201L and 202/202L.*

\*Note this certificate will require external approval by the HEPC and the Higher Learning Commission (HLC). Because of the current sanctions on the State of West Virginia, the HEPC will also move this forward for approval by the Department of Education.

## **APPROVAL OF AFFILIATION AGREEMENT WITH SHEPHERD ENTREPRENEURSHIP AND RESEARCH CORPORATION (SERC)**

The University is proceeding with implementation of the new research corporation. Under the terms of Article 12 of Chapter 18B of the Code, universities are authorized to cause the creation of 501c3 research corporations and to affiliate with them “to provide research assistance for state institutions of higher education.”

The principle statutory requirements relating to university research corporations are that:

- The institutional president and appointees from the institution must constitute a majority of voting directors;
- The corporation must be a 501c3 entity;
- Meetings of the corporation are governed by the Open Governmental Proceedings Act; and
- Upon dissolution of the corporation, the university governing board controls disposition of assets.

SERC complies with all aspects of these provisions.

The attached Affiliation Agreement would establish the central framework within which the University, as a State agency, and the corporation, as an affiliated 501c3, will work interactively to advance the University’s research and innovation agenda. The SERC Board of Directors approved the agreement on February 15 and has authorized its Executive Director to execute the agreement on its behalf.

Approval of an Affiliation Agreement by the Shepherd University Board of Governors is the final pre-requisite for the initiation of regular operations by the corporation as Shepherd’s research corporation.

## AFFILIATION AGREEMENT

### SHEPHERD UNIVERSITY and SHEPHERD ENTREPRENEURIAL RESEARCH CORPORATION

**THIS AGREEMENT**, made this \_\_\_\_\_ day of March, 2018, by and between Shepherd University, an agency of the State of West Virginia [“University”], and the Shepherd Entrepreneurial Research Corporation, a not for profit corporation [“SERC”] chartered under the laws of the State of West Virginia.

#### WITNESSETH:

**WHEREAS**, the Legislature of West Virginia has determined that the future economic development in the State will depend in part upon research developed at state institutions of higher education, and enhanced research opportunities for state institutions of higher education will promote the general economic welfare of the citizens of West Virginia, and

**WHEREAS**, the Legislature has determined that in order to enhance the competitive position of state institutions of higher education in the current environment for research and development, expenditures for equipment and material for research projects must be handled in an expeditious fashion, and the acquisition and utilization of research grants can be simplified and expedited through the utilization of corporations; and

**WHEREAS**, the Legislature has determined that the interests of the citizens of the State will be best met by agreements entered into and carried out by the governing boards and corporations to provide research assistance for state institutions of higher education; and

**WHEREAS**, in order to facilitate research and development grants and opportunities for state institutions of higher education, the Legislature has authorized the governing boards to contract with corporations organized for the purpose of providing such services to state institutions of higher education; and

**WHEREAS**, SERC has been created to foster an support research at Shepherd University and to provide evaluation, development, patenting, management and marketing services for inventions of the faculty, staff and students of the University; and

**WHEREAS**, SERC and the University desire to describe the features, purposes and mechanisms of the relationship by which SERC and the University will implement an affiliation between the parties in accordance with legislative findings and objectives.

**NOW, THEREFORE**, in consideration of the promises and mutual covenants contained herein, the parties hereto mutually agree and contract as follows:

## 1. THE AGREEMENT

- 1.1 This Affiliation Agreement shall constitute the entire agreement between SERC and University.
- 1.2 This Agreement is effective for the period beginning March 2, 2018, and will be automatically renewed from fiscal year to fiscal year unless terminated in writing by either party within ninety (90) days of the commencement of each new fiscal year.
- 1.3 In the event that the university shall elect to not renew this Agreement, the University shall endeavor to give SERC prompt notice of said election by the University to not renew.
- 1.4 This agreement may be amended at any time upon the mutual written agreement of the parties hereto, with said amendments to be executed by the Executive Director of SERC and the President of the University.
- 1.5 The parties enter into this Agreement with the express intention of implementing, fulfilling and complying with all requirements of Article Twelve of Chapter 18B of the West Virginia Code, and this Agreement shall in all respects be interpreted to effectuate such intentions. This Agreement shall be governed by the law of West Virginia.

## 2. SERC as GRANT AGENT

- 2.1 On the effective date of this Agreement, SERC shall be charged with the responsibility of serving as fiscal agent for designated sponsored projects conducted by the faculty, staff and students of Shepherd University, and designated grants shall be accepted by SERC on behalf of the University and assigned to SERC for fiscal management.
- 2.2 SERC shall provide evaluation, development, patenting, licensing, management and marketing services, as requested by the University, for inventions, processes, trademarks, copyrights or other intellectual property developed by faculty, staff and students of Shepherd University.
- 2.3 SERC shall have the right to determine the application of the proceeds from any invention, process, trademark, copyright or any other intellectual property developed by or on behalf of SERC by faculty, staff and students of Shepherd University, unless otherwise expressly agreed to between SERC and University.
- 2.4 SERC shall have the right to determine the application of the proceeds from any invention, process, trademark, copyright or any other intellectual property assigned to SERC by University or assigned by faculty, staff and students of Shepherd University
- 2.5 SERC shall have such additional responsibilities and authority related to the administration of research and development at Shepherd University as is necessary or desirable to facilitate the development of research and entrepreneurialism at the University and in the University community.
- 2.6 Upon termination of this Agreement, the funds or grants paid or held by SERC shall be paid to Shepherd University or its designee, as may be directed by the Shepherd University Board of Governors, provided however that any designated recipient must be an entity within the meaning of Section 501(c)(3) of the Internal Revenue Code.
- 2.7 SERC may utilize both its own employees as well as personnel of Shepherd University in the execution of SERC operations; provided, however, that SERC may pay the costs incurred by Shepherd University including personnel funded on grants

and contracts, fringe benefits of personnel funded on grants and contracts, administrative support costs and other costs which may require reimbursement and shall include as costs any applicable overhead and fringe benefit assessments necessary to recover the costs expended by Shepherd University pursuant to the terms of this Agreement, it being the intention that Shepherd University may be reimbursed for expenses incurred by it pursuant to this Agreement, but that the University may at its discretion elect to not be reimbursed, from time to time. Any work performed hereunder by Shepherd University employees shall be in compliance with applicable State and institutional ethics rules.

- 2.8 SERC and the University will cooperate in the development and the implementation of a Center for Regional Innovation in the management of projects in accordance with provisions of the West Virginia Code. SERC and the University will cooperate in fostering the purposes of the Center, including supporting research and entrepreneurial economic development projects, education and training services and technical assistance in transfer of technology to the private sector, preparing business plans, improving management strategies and skills, enhancing marketing opportunities, and maximizing the integration of student applied learning experiences into all of these areas of cooperation. SERC may act as an agent of the University or the Center in pursuing Federal, State and private-sector grants, gifts and contracts. SERC may act as an agent of the University in designated entrepreneurial and revenue generating initiatives, including but not limited to revenue streams developed from the marketing of the University.
- 2.9 SERC will submit a semi-annual report on its financial operations to the Finance Committee of the Board of the University.

### 3. OPERATIONAL COOPERATION

- 3.1 Upon the effective date of this Agreement, SERC is authorized to enter into an Operations Agreement with Shepherd University, to be executed by officers of each. The Operations Agreement shall describe the relationship between SERC and the University concerning the use of University facilities and personnel, and shall contain provisions for the accounting and discretionary recovery of expenses incurred by the University pursuant to this Affiliation Agreement; provided, however, that the terms of such Operations Agreement shall not contravene the terms of this Affiliation Agreement or amendments thereto, or any applicable state or federal law.
- 3.2 For those activities described under Article II herein, a specific instrument shall be executed as to each, between SERC and the University, consistent with this Affiliation Agreement and the Operational Agreement.
- 3.3 Any student activity related to SERC shall be appropriate for the students' educational experience and shall be consistent with the mission of the University.
- 3.4 SERC and the University grant to each other the right to publicize this Affiliation Agreement and any of the general activities undertaken by virtue of its existence. However, it is agreed that any proprietary or business information known to either party through or in relation to SERC activities will not be divulged to any other party except as required by law.
- 3.5 It is agreed that SERC shall not give, without specific written permission of the University, the right to use the name of SERC or Shepherd University in any advertising or promotion to any person, business organization or agent.

- 3.6 The operations of SERC shall be subject to an annual audit by an independent auditor retained by SERC or by University, if so requested by SERC. The auditor's opinion and report on the financial statements of SERC shall be presented to the University within 105 days of the end of the fiscal year, and shall be consolidated in the financial statements of the University consistent with national auditing standards.

SHEPHERD UNIVERSITY  
by

SHEPHERD ENTREPRENEURIAL  
RESEARCH CORPORATION, by

\_\_\_\_\_

Its

\_\_\_\_\_

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## PRESIDENT'S REPORT

### *Advancing Shepherd University*

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**Collaborative Opportunities:** Dr. Masaharo Seno, Vice President for International and Interdisciplinary Graduate Programs at Japan's Okayama University, visited campus on November 30<sup>th</sup> to meet with Dr. Charles Nieman, Director of International Affairs, Shepherd academic leaders, and President Hendrix to discuss potential collaborative opportunities between Shepherd and Okayama University, as part of an official partnership agreement.

**Proposal Presented to Farmers and Mechanics Insurance:** President Hendrix and Dr. Ben Martz, Dean of the College of Business, presented a proposal to the board of Farmers and Mechanics Mutual Insurance Company of WV for Shepherd to train the next generation of risk assessment professionals. The Shepherd proposal was developed by College of Business faculty at the insurance company's request. Farmers and Mechanics, located in Martinsburg, is the largest domiciled property and casualty carrier in WV.

**Chemistry 2+2 Agreement with Virginia Lord Fairfax Community College:** Shepherd has signed a chemistry 2+2 agreement with Lord Fairfax Community College (LFCC), Shepherd's first 2+2 program articulation with the Virginia community college. A ceremonial signing took place November 29<sup>th</sup> with Dr. Virginia Hicks, Assistant Provost for Academic Community Outreach, representing Shepherd. Dr. Hicks credits Dr. Dan DiLella, Chair of the Department of Chemistry, for leading the work to develop a seamless pathway for LFCC's science majors to obtain a Bachelor of Science degree in chemistry at Shepherd.

**Model U.N. Team:** Shepherd's Model United Nations team participated in the National Model U.N. Conference November 3-5 in Washington, D.C. Shepherd team members competed in a field of more than 900 students from 67 universities from every region of the world.

**Seven Rams Earn D2CCA All-Region Honors:** Seven members of the football team have been named to the 2017 D2CCA All-Super Region 1 Team. Senior quarterback Connor Jessop, senior defensive end Myles Humphrey, senior offensive lineman Lavonte Hights, senior inside linebacker James Gupton, and sophomore tight end D.J. Cornish earned first team accolades, while junior wide receiver Ryan Feiss and senior center Jaime Colon were second team selections.

**Chemistry Society Earns National Honors:** The American Chemical Society (ACS) has selected Shepherd's student chapter to receive an honorable mention for its activities during the 2016-2017 academic year. The Chapter will be among those honored during the ACS 255<sup>th</sup> national meeting March 18-22 in New Orleans. Shepherd's Chapter is one of 139 from across the country receiving honorable mentions that are listed in the November/December 2017 issue of "*inChemistry*," the student member magazine.

**Football Trio Named Associated Press All-Americans:** Senior offensive lineman Lavonte Hights, senior defensive end Myles Humphrey, and sophomore tight end D.J. Cornish have been named Division II All-Americans by the Associated Press. Hights, Humphrey, and Cornish were first team selections.

**Women's Soccer Players Named to NCAA II Women's Scholar All-South Region Team:** Senior defender Brianna Gorman and senior midfielder Taylor Harwood were named to the 2017 United Soccer Coaches NCAA II Women's Scholar All-South Region Team. Gorman and Harwood are third team selections. Gorman has a 3.62 grade point average as an education major. Harwood has a 3.97 grade point average as a health promotion and exercise science major.

**Humphrey Earns Academic All-America Honors - Nominated for Cliff Harris Award:** Senior football defensive end Myles Humphrey was named to the 2017 Academic All-America Division II Football Team as selected by the College Sports Information Directors of America. Humphrey gained second team honors for the second consecutive year. Humphrey, a four-year starter at defensive end for the Rams, has a 3.57 cumulative grade point average as a recreation/leisure studies major with a concentration in sport communication. Humphrey has also been nominated for the Cliff Harris Award, announced by the Little Rock Touchdown Club December 13<sup>th</sup>. The Cliff Harris Award is presented to the nation's top small college defensive player from Division II, Division III, and the National Associate of Intercollegiate Athletics.

**Shepherd Hosted Leadership Jefferson:** A group from Leadership Jefferson visited campus on December 13<sup>th</sup> for a two-hour introductory session held in the new Applied Business Lab. The group was welcomed and given an overview of new initiatives at Shepherd by Acting Provost Scott Beard. Presenters and their topics included Holly Morgan Frye, Community Relations, Service Learning, and Tourism Initiative; Dr. Ben Martz, Potomac Applied Business Council and Center for Regional Innovation; Jessica Kump, Office of Sponsored Projects Initiatives and Funding; Dr. Virginia Hicks, Dual Enrollment and 2+2 Programs; Bill Sommers, Enrollment Overview, New Programs, and Scholarship Opportunities; Dr. Richie Stevens, Graduate Programs; and Dr. Jason Best, Strategic Research Initiatives. The Leadership Jefferson session concluded with a walking tour of campus. The primary goal of Leadership Jefferson is to educate current and future community leaders about Jefferson County's assets, opportunities, and hurdles in order to strengthen the sense of community and ensure a prosperous future. During the ten-month program, participants develop leadership skills and hone their leadership abilities through training sessions and guidance from peer mentors.

**Design by Art Students Chosen for Promotions:** Snowshoe Resort has chosen graphic designs by Shepherd students enrolled in the Professional Practices II class to promote several upcoming special events. The class presented design concepts on December 1<sup>st</sup> to Snowshoe's creative, event, and marketing teams. Work by Shane Harris, Shepherdstown, was chosen to promote the Winter 2018 Homegrown Festival; Mathew Wheatley, Germantown, Maryland, created a design that will be used to promote the Summer 2018 Homegrown Festival; a design by Ariana Hagenau, Shepherdstown, will promote the Wine and Jazz Festival; and Andrea Cooper, Bridgeport, Tori Chopin, Charles Town, and Christina Rossomondo, Woodbine, Maryland, created a design that will be used to promote Beats on the Basin.

**Shepherd Assisted with West Virginia's National Guard's Fitness Training Program (WVNG):** Shepherd was among six WV colleges that entered into an agreement with the WVNG to provide help with the Guard's Fitness Training Program. Students from the Department of Health, Physical Education, Recreation, and Sport Studies (HPERS) and the Department of Nursing Education will gain experience working with Air and Army Guard unit members and their families who participate in the fitness program, which is designed to provide a holistic approach to physical fitness and wellness. Dr. Stacey Kendig, Acting Dean for and Chair of the Department of HPERS, represented Shepherd at the agreement signing in Charleston on December 14<sup>th</sup>.

**Appalachian Studies Launched Program with the University of the West of Scotland (UWS):** Sean Murtagh, an Appalachian Studies graduate certificate student, is the first from Shepherd to participate in a newly created exchange program with the UWS in Paisley and Ayr. Murtagh is spending the spring 2018 semester taking courses at UWS that will lead to completion of an M.A. in creative media practice, which he will complete on his return to Shepherd under the direction of Dr. Sylvia Bailey Shurbutt, coordinator of the Appalachian Studies program and UWS graduate coordinator.

**Shepherd Leadership Met with Eastern Panhandle Legislators:** Members of the Eastern Panhandle legislative delegation attended a meeting, in the Applied Business Lab, with President Hendrix on January 2<sup>nd</sup> to discuss the continued economic impact of Shepherd University on the Eastern Panhandle and the State of WV. Attending the meeting were Senator Patricia Rucker; Delegate Mike Folk '92; Delegate John Overington; House Majority Leader Daryl Cowles; Delegate Paul Espinosa, chair of the House Education Committee; Dr. Marcia Brand, chair of the Shepherd University Board of Governors; Gat Caperton, Board of Governors secretary; Dr. Ben Martz, Dean of the College of Business; Acting Provost Scott Beard; Alan Perdue, General Counsel; and Holly Morgan Frye '09 M.A., Assistant Vice President of Student Affairs and Director of Community and Congressional Relations.

**Martinsburg Initiative Received Federal Grant to Fight Opioid Abuse:** The Martinsburg Initiative, an innovative partnership that has developed a model solution to the national problem of opioid addiction and abuse, has taken a giant step forward with the awarding of a twelve-month, \$135,000 federal grant to Berkeley County Schools to administer the program. The program is spearheaded by the Martinsburg Police Department, Berkeley County Schools, Shepherd University, and the Washington/ Baltimore High Intensity Drug Trafficking Area Program. Shepherd will conduct an on-going study to assess results, contribute volunteer interns to help run the program, and provide mentors for youth.

**Alumnus Brandon Dennison '08 named 'WV Living' Magazine's West Virginian of the Year:** Brandon Dennison '08 was named WV Living magazine's inaugural West Virginian of the Year for his work in establishing the Coalfields Development Corporation to address unemployment and underemployment in southern WV. He earned a B.A. in history and a B.S. in political science at Shepherd.

**Shepherd to Offer NEH Institute for Teachers:** Public school teachers from all disciplines and grade levels—elementary, middle and high school, as well as librarians and theater arts instructors from across the country—are encouraged to apply to the 2018 National Endowment for the Arts Summer Institute at Shepherd titled "Voices from the Misty Mountains: The Power of Storytelling," July 8-28. This is the fourth NEH Institute for Teachers that Shepherd has hosted.

**George Tyler Moore Center Hosted the State Department's Scholars Institute:** Participants in the Study of the U.S. Institutes for Scholars and Secondary Educators (SUSI) National Security Policymaking Institute, a program of the U.S. Department of State administered by the University of Delaware, visited Shepherd on January 12<sup>th</sup> to attend lectures by Dr. James Broomall, Assistant Professor of History and Director of the George Tyler Moore Center for the Study of the Civil War, and alumnus Dennis Frye '79, Chief Historian at Harpers Ferry National Historical Park. This is the second year in a row that the institute has visited Shepherd to hear lectures by Broomall and Frye. The George Tyler Moore Center for the Study of the Civil War is hosting the institute's visit to Shepherd.

**Butcher Center Display Honors Dr. Sara Cree:** The life and legacy of the late Dr. Sara Cree is being honored with a permanent display featuring memorabilia from former Sara Cree Hall. The exhibit will also include items recovered from a cornerstone from the building, which was taken down last summer. The cornerstone was one of two opened during a private Masonic Lodge ceremony in August 2017.

**Second Annual Musical Showcase for Scholarships:** The special concert, “A Musical Showcase for Scholarships,” will be held on Friday, March 2<sup>nd</sup>, at 8 p.m. in the Frank Center Theater. The concert will feature The White House Band, a nine-member jazz ensemble that includes two vocalists, the Shepherd Saxophone Quartet, and Shepherd music students and alumni. Money raised from the concert will be used to provide scholarships to Shepherd music students. Eleven students are enrolled this year thanks in part to scholarships they were awarded that range between \$2,000-\$8,000.

**Gat Caperton Highlighted in Washington Post, West Virginia Public Broadcasting Stories:** Gat Caperton was featured in a story that ran in the January 14<sup>th</sup> issue of the Washington Post titled “He retooled a struggling furniture factory into a lean machine.” The story is available online at [https://www.washingtonpost.com/business/economy/he-retooled-a-struggling-furniture-factory-into-a-lean-machine/2018/01/12/cc542f6-f573-11e7-b34a-b85626af34ef\\_story.html?utm\\_term=.9d9af68bbc91](https://www.washingtonpost.com/business/economy/he-retooled-a-struggling-furniture-factory-into-a-lean-machine/2018/01/12/cc542f6-f573-11e7-b34a-b85626af34ef_story.html?utm_term=.9d9af68bbc91). West Virginia Public Broadcasting also featured Caperton and his company in a story titled “W.Va. Timber: Furniture Company Thriving in Berkeley Springs” <http://wvpublic.org/post/wva-timber-furniture-company-thriving-berkeley-springs>.

**Dr. Carol Plautz is a West Virginia Professor of the Year Finalist:** Dr. Carol Plautz, professor of biology, is one of five finalists for the Faculty Merit Foundation of West Virginia 2017 Professor of the Year. Plautz, who teaches a range of classes from general biology for non-majors to upper-level courses, said she’s “flattered, delighted, and excited” to represent Shepherd. Plautz has taught full time at Shepherd since 2008. She said a lot of her teaching philosophy is shaped by her own undergraduate experience at the New College of Florida, where she was heavily involved in research.

**Department of Nursing Unveils a Major New Light-Based Health Initiative:** Shepherd University, in partnership with the PBM Foundation, announced a new strategic health education initiative promoting the use of light-based health treatments, also known as photobiomodulation (PBM), during a daylong workshop on January 24<sup>th</sup>. The workshop introduced PBM to Shepherd’s advanced practice nurses and is the first step in bringing the science and application of light-based treatments into the nursing curriculum.

**Potomac Applied Business Company (PABC) Announced First Contract:** The PABC has landed its first contract providing digital media strategic service to commercial clients. In addition, PABC has hired its first three student interns and its first part-time employee. CEO Frank Genco said PABC will teach the interns—Hunter Koppenhaver, an art major from Shenandoah Junction; Yani Meda, a communication and new media and art major from Charles Town; and Christina Rossomondo, an art major from Woodbine, Maryland—how to deliver client services in a cost-effective manner with a focus on quality and value.

**Coach Cater to Retire:** Coach Monte Cater, Shepherd’s all-time winningest football coach, has announced his retirement after 31 seasons. Named head coach in 1987, Cater boasted a 245-93-1 record in his 31 seasons and led the Rams to 16 conference titles while earning 12 conference coach of the year honors. Ernie McCook, assistant head coach/offensive coordinator, has been named as the 13<sup>th</sup> head coach of the football team. McCook has coached at Shepherd from 1999-2008 and 2010-present. He has previously coached at Liberty University, Frostburg State University, Wesley College, and Susquehanna University.

**Jefferson County Chamber Meets at Shepherd:** Nearly 50 members of the Jefferson County Chamber of Commerce met for their monthly lunch meeting at Shepherd’s Applied Business Lab on January 25<sup>th</sup>. Attendees heard remarks from President Hendrix, Dr. Ben Martz, and Holly Morgan Frye about the economic impact of Shepherd and the new opportunities available through the business lab.

**George Mason University (GMU) Engineering Grad Students to Perform Energy Feasibility:** GMU engineering graduate students will be performing a two-prong energy feasibility study that will examine implementing a renewable energy microgrid and optimizing energy usage at Shepherd. Eric Shuler, Assistant Vice President of Facilities/Operations, will be working with the GMU group over the next several weeks as they study Shepherd's infrastructure data, energy conservation, tax credit options, and extramural funding. GMU's Dr. Michael Heib, who serves with President Hendrix on the BROCADE Project leadership team, was instrumental in arranging the feasibility study. BROCADE identifies opportunities in the Appalachian region to build community-based, collaborative economies that leverage innovative technologies and public-private partnerships.

**Debate and Forensics Team:** Shepherd's Debate and Forensics Team took first place in team sweepstakes at the January 26-27 Collegiate Forensic Association Winter Tournament in Ottawa, Ontario, Canada. Shepherd faced teams from Virginia, New York, Pennsylvania, and Florida.

**PEIA Working Group Formed:** President Hendrix has convened a PEIA Working Group to examine issues that Shepherd employees and retirees are encountering with PEIA. Appointed to the group are Dr. Ann Marie Legreid, Dr. John "Quincy" Adams, Dr. Marie DeWalt, Tammy Gill (serving as chair), Michelle Lawson, and Cecelia Mason. Among the issues to be examined include rate increases, the ability to obtain and continue medical care with physicians in the quad-state region (not just in WV), difficulty employees have encountered in receiving preapproval for medical procedures, and the exploration of offering healthcare through a different insurance company (via joining COPLAC for a discounted member rate). Employees who would like to join the Working Group should contact Tammy Gill.

**Friends of Popodicon:** In 2017, President Hendrix formed the Friends of Popodicon (FOP), a community-based volunteer group that is helping to bring the house and gardens back to their former beauty. After several inquiries from interested parties, and in an effort to generate additional revenue for the University, President Hendrix decided to offer the home to the community as a rental venue, while intermittently hosting University activities. Among the events held at Popodicon in 2017 were a Friends of Music concert on the front lawn, a wedding in the newly restored gardens, the Jefferson County Historical Society annual picnic on the front lawn, the Potomac Pedalers Touring Club's Back Road Century post-ride event on the grounds, and Jefferson High School's homecoming dance under a tent on the front lawn. This list is only a partial compilation of community entities that have rented the venue, and the venue has continued to be used by many Shepherd departments for hosting events as well. The FOP quickly realized that to continue to use the property as a rental venue, it is imperative that the kitchen be renovated and the appliances upgraded to accommodate food preparation and catering. A small kitchen committee was created by the FOP and plans developed. Alumni Paul '74 and Pattie '73 Wilmoth, FOP kitchen committee members and home contractors for 30 years, took on the task of creating the layout with input from Shepherd's catering and facilities departments, as well as FOP committee members. The kitchen renovation includes asbestos flooring abatement, new cupboards, countertops, and appliances for the kitchen, and improvements to the attached half bath and laundry room. The renovation cost is estimated to be \$49,195. To date, with the donation of kitchen cabinets (\$10,000) by the Wilmoths, a donation of the plumbing fixtures for the kitchen and bath by alumnus Brian Humphreys '00, Shepherd University capital funding to cover asbestos abatement and a few other small capital items, and funds received from the Shepherd University Foundation, the FOP are pleased to announce that the renovation project is moving forward with only \$12,595 remaining to be raised. The renovations will start mid-June and run through the end of August with the home available again for rental in early September. Donations for Popodicon inside and the gardens can be made at <http://www.shepherd.edu/popodicon/popodicon-donation>.

*FY2018 Pending Grant Proposals to Date: (February 2018)*

Submitted and awaiting decision on award.

Total current pending proposals to date: \$807,018

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**National Institute of Standards and Technology (NIST), \$47,500 for 5 Fellowships: Summer 2018  
May 21, 2018 – August 10, 2018 *Summer Undergraduate Research Fellowship***

Proposal nominates five undergraduate students in the College of Natural Sciences and Mathematics for summer fellowships in NIST laboratories at the Gaithersburg campus. Fellowships provide housing and a \$5,500 stipend for 11 weeks during the summer while selected participants work closely with NIST mentors on research projects in their field of interest.

**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

**USDA Natural Resource Conservation Service (NRCS) Conservation Technical Assistance Program, \$300,000 for 5 years: May 1, 2018 – April 30, 2023  
*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 and potentially create certification programs. Programs will target veterans in the region in need of retraining opportunities, but will be available to the general public as well as existing and potential Shepherd students. Project Director: Peter Vila, Associate Professor, Environmental Sciences Institute

*FY2018 Awarded Grant Proposals to Date: (February 2018)*

Total awarded proposals to date for FY2017-2018: \$1,989,327

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**National Science Foundation (NSF) WV EPSCOR Instrumentation Grants Program, 2 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).

**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 gene influences metastatic melanoma tumor growth and response to chemotherapy. Lead Principal Investigator: Qing Wang, Ph.D., Associate Professor, Computer Science and Mathematics

**West Virginia Idea Network of Biomedical Research Excellence (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**

***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 wind up enrolling at their host campus after graduating from high school. This proposed program extends the purview of TRiO staff from just retention efforts to outreach and recruitment of future Shepherd students. Lead Project Director: Cynthia Copney, M.A., Director, TRiO Student Support Services

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

***Take STOC: Smoking and Tobacco off Campus***

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

**West Virginia Higher Education Policy Commission: \$10,000 for 1 year, July 1, 2017 – June 30, 2018**  
***2018 Diversity for Equity at Shepherd 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. Tom Segar, Vice President of Student Affairs

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

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

Funding supports another annual NEH-sponsored Institute 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

## *Academic Affairs*

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### **Chesapeake Watershed Cooperative Ecosystem Studies Unit (CESU)**

Dr. Dan Filer, Network Coordinator, was on campus on February 2<sup>nd</sup> to meet with students and faculty in the humanities and the sciences to discuss partnerships and research opportunities. The grant process through CESU is “guaranteed,” as they come to us for potential researchers, allowing for a streamlined process that benefits faculty and students with scholarship outcomes, and also indirect cost sharing with the institution.

### **Career Fest**

Shepherd University hosted its annual career fest on February 27<sup>th</sup> in the Wellness Center. Students have the opportunity to meet with a number of potential employers, and can scan opportunities through the College Central Career Network. <http://www.shepherd.edu/career-center/career-fair>

### **West Virginia Public Education Collaborative (WVPEC)**

Dr. Beard met with leaders from across the state in a strategic planning meeting for the WVPEC. The group is headed by Secretary of Education and the Arts, Gayle Manchin, and is operated through the Provost’s office at WVU. Funding and guidance is provided by the Hunt Institute and the Benedum Foundation. The group also had a presentation from West Virginia Forward, a group also organized through WVU, with participation from the Commerce Department and also Marshall University. Dr. Beard will work with the steering committee of this group to have Shepherd involved in this initiative that has at its center the purpose of advancing ideas to ensure a bright economic future for the State.

### **Articulation Agreements**

We are finalizing articulation agreements for additional pathway programs with Montgomery Community College, Hagerstown Community College and also our first international agreement with an institution in Micronesia.

We are finalizing a 3+3 agreement between our Political Science and Global Studies program and the College of Law at WVU. This will allow students to save a year of tuition by completing their senior year at WVU, which will also be their first year taking graduate law school courses. The plan is to also pursue agreements for law school pathways with other institutions.



## *Enrollment Management*

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The summer and Fall 2018 class schedules are available for students to start searching for classes. Academic advising will begin in March with registration for continuing students opening in April. Information has been distributed regarding the new summer term structure. The new structure realigned our three summer sessions into a single unified term. 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.

The admission build for Fall 2018 has entered the deposit phase of the recruiting cycle. The Offices of Admissions, Financial Aid, and Residence Life are communicating with students about scholarships, financial aid awards, and securing housing. The Office of Financial Aid has received over 3,000 2018-2019 FAFSA's to-date, which is up 50.4% over last year. Accepted Student Day is March 3<sup>rd</sup> and will kick-off registration for Orientation Step 1 (new student orientation) in June.

Shepherd's Registrar, Tracy Seffers, is part of a working group assigned to produce a white paper guiding institutions in the recent changes to Rule 22 regarding repeated coursework and academic forgiveness. Ms. Seffers has participated at a meeting at HEPC office and remotely.

## *Student Affairs*

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### **Holiday Giving**

The annual holiday giving program at Shepherd provides multiple opportunities for the campus to positively influence the lives of community members during the months of November and December. Students, staff, faculty, and community members collected food items for Thanksgiving meals that were delivered to senior shut-ins and hundreds of holiday gifts were collected for children who otherwise would've gone without.

### **Midnight Breakfast**

The Division of Student Affairs hosted the 36<sup>th</sup> Midnight Breakfast on Sunday, December 10<sup>th</sup> with over 370 students in attendance and several dozen staff and faculty preparing and serving food. This long-standing Shepherd tradition brings together faculty, staff, and students for a lively meal the night before Final Exam Week. Students enjoyed a free deluxe breakfast, prizes, and music.

### **Welcome Shepherd Students**

Orientation was held on Friday, January 5<sup>th</sup> for all new and transfer students. The program began with Convocation, the ceremonial beginning of the semester, with a welcome from Sneha Reddy, Student Government Association president; Dr. Jeff Groff, Associate Professor for Physics and Recipient of the 2016-2017 Outstanding Teacher Award, and Dr. Scott Beard, Acting Provost. The Orientation component of the day featured informal departmental gatherings where new students had the opportunity to meet faculty and other students in their field of study, an advisement session with faculty, registration for classes, and an information fair. The Orientation program included two presentations that aided in our new students learning about the Shepherd community. The first presentation was conducted by Annie Lewin, Title IX Coordinator; Naim Muhammad, Graduate Assistant for the Dean of Students; and student leader Molly Lovern, who presented on Interpersonal Violence Prevention. In addition Keira Cale, Graduate Assistant for Multicultural Student Affairs presented on Diversity and Civility, engaging new Shepherd students in healthy conversations and dialogue around key topics.

### **Dr. Martin Luther King Day of Service**

The Multicultural Leadership Team (MLT) continued their annual commitment to the Martin Luther King Jr. Day of Service on Monday, January 15<sup>th</sup>. The team of 21 students assisted the Berkeley County Senior Center with organizing and relocating computers, monitors, and printers. Several team members set up network printers and other IT-related functions. Team members ate lunch with seniors and even enjoyed a brief lesson from the dance instructor. The Berkeley Senior Center staff expressed their gratitude to the MLT and were impressed with the quality of work and dedication to service demonstrated by the students.

### **Student Activities**

Program Board, a group of student leaders who help to create community on campus, provided many events during the first two months of the Spring 2018 semester including Waffle Day, Bingo, Snow Tubing, Donuts and Cocoa, Shepflix, Trivia Night, Build-a-Buddy, and Paint Night.

### **Vagina Monologues**

Three performances of Vagina Monologues were held in February. The show was directed by Annie Lewin, Title IX Coordinator and Keira Cale, Multicultural Student Affairs Graduate Assistant, and performed by an ensemble of students. Purpose of the show is the ending violence against women and girls. The Vagina Monologues is more than just theater, it is an artistic uprising, a radical act, and an act of resistance. More than \$1000 was raised which will directly benefit Shenandoah Women's Center and community organizations to prevent violence against women and girls.

### **Trip to Storer College**

A trip to Storer College in Historic Harpers Ferry was offered to students, staff and faculty on February 16<sup>th</sup>. The purpose of the trip was to learn the roots of the civil rights movement and the rich narrative of this historical college and its connection to the Niagara Movement and the NAACP. The event was sponsored by Student Activities and Leadership and Multicultural Student Affairs in partnership with the Shepherd Student Center.

### **Voices on Campus**

Voices on Campus is a continuing series that gives a voice to those who may otherwise not have the opportunity. Each month focuses on a different theme. In January and February, the topics included mental health and black voices, respectively.

### ***University Development***

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The comprehensive fundraising report below provides cumulative data from 7/1/17 through 12/31/17, with comparative data from the past two years. It includes data from fund raising programs managed through the Shepherd University Foundation and Shepherd Athletics.

During the first six months of the academic year, a total of \$3,032,549 was pledged and paid in new charitable gifts. Gift category results are summarized as follows:

- Private gifts designated to named endowments equaled \$318,051
- Gifts and pledges for annual giving programs yielded \$696,512
- Gifts in support of capital projects \$87,290

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 171 over the same period in FY2016 with the total dollar slightly higher.

**SHEPHERD UNIVERSITY  
COMPREHENSIVE  
FUNDRAISING SUMMARY**

Gift Category	7/1/17 - 12/31/17		7/1/16 - 12/31/16		7/1/15 - 12/31/15	
Annual Giving	\$696,512		\$1,616,527		\$560,916	
Endowments	\$318,051		\$444,504		\$222,774	
Capital	\$87,290		\$0		\$0	
Total:	\$1,101,853		\$2,061,031		\$783,690	
Donor Category	# Donors	7/1/17-12/31/17	# Donors	7/1/16-12/31/16	# Donors	7/1/15-12/31/15
Alumni	1,065	\$377,745	981	\$702,668	1,030	\$269,698
Friends	632	\$239,074	517	\$348,746	398	\$157,759
Corporations/Foundations	135	\$146,787	95	\$446,962	86	\$101,070
Others/Estates/Trusts	110	\$338,247	183	\$562,655	254	\$255,163
Grants	17	\$1,930,696	12	\$939,287	12	\$335,030
Total:	1,959	\$3,032,549	1,788	\$3,000,318	1,780	\$1,118,720

### Events and Dates

Women Investing in Shepherd (WISH) completed the 2017 year with a record 230 members providing \$115,000 in funding for the 2018 grant awards. The 2018 grant award cycle has begun with Letters of Inquiry due to the Foundation by March 1<sup>st</sup> from community non-profits and Shepherd University learning programs.

Attendance at special events by members of the Board of Governors is always appreciated. For information on specific events, please contact the Foundation office. A sampling of the spring 2018 events sponsored by the Foundation Development team include:

The second annual Musical Showcase for Scholarships will be held on Friday, March 2<sup>nd</sup> beginning at 8 p.m. in the Frank Center. A pre-concert cocktail reception for the hosts and sponsors is planned with a post-concert meet-the-artists dessert reception to follow the performance. Led by volunteers, Marcia Brand and Alan Gibson with Foundation staff support, this event is on track to meet and surpass the goal to provide \$25,000 in 2018-19 music scholarships.

The Delaware Shepherd Alumni group is celebrating the Shepherd Alumni Eggstravaganza on Saturday, March 24<sup>th</sup> at 6 p.m. in Mulligan's Point, Georgetown, DE. Alumni Affairs Director Kim Hutto will travel to join the festivities.

The Community Reading Room dedication will be held on Sunday, March 25<sup>th</sup> at 4 p.m. in the Scarborough Library. This project was funded by the Scarborough Society.

The next Scarborough Society Art and Lecture Series is set for Thursday, April 12<sup>th</sup>, beginning at 7 p.m. in the Scarborough Library Reading Room. Shepherd alumnus Steve Logston '75 will discuss his nonfiction book, *Even Her Tears Were Yellow*. Written to promote organ donation awareness, the book describes his stepdaughter Chelsea's struggles and perseverance throughout her illness, as well as the special bond she shared with her mother and stepfather. A reception will follow.

The annual McMurrin Society Dinner Reception is scheduled for Saturday, April 21<sup>st</sup> at 6 p.m. in the Erma Ora Byrd Atrium. A formal dinner and musical program will welcome new members, honor current members and provide the opportunity for those considering membership to learn more about the impact of the Society.

Women for Shepherd University will hold a Little Black Dress Party, a fundraiser for the benefit of the Friends of Popodicon, at Popodicon on Wednesday, May 10<sup>th</sup> at 6:30 p.m. House tours and a cork pull will highlight the evening.

WISH will hold a social for all Frederick County, Maryland alumnae at Dutch's Daughter in Frederick on Thursday, April 12<sup>th</sup> at 5:30 pm and one for all Washington County, Maryland alumnae at Bulls and Bears in Hagerstown on Thursday, May 3<sup>rd</sup> at 6:30pm.

## *Athletics*

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### **Football**

The Shepherd Athletics Department formally announce the retirement of legendary football coach Monte Cater on January 24<sup>th</sup>. Coach Cater has been a staple at Shepherd for the last 31 years. He has won over 240 games, has been named coach of the year 12 times and won 17 conference championships. We are excited to name Coach Ernie McCook as the 13<sup>th</sup> Head Football Coach in the history of our great program.

### **Men's Basketball**

Shepherd Men's Basketball is having a solid season and currently sit 5<sup>th</sup> in the Mountain East Conference with an 11-8 overall and 7-6 in conference play.

### **Women's Basketball**

The Shepherd Women's Basketball team is working through some adversity, as they sit in 8<sup>th</sup> place with a 9-10 overall record and a 5-8 record in the MEC.

### **Career Services**

During the spring semester, the Shepherd Athletics department has teamed with the Shepherd University Career Services department to implement a Career Jump-Start Series. This will be a 3-part series to include sessions on career development, financial planning and a panel and roundtable discussion with former student-athletes that are having professional success.

### **Spring Sports**

The spring sports season is upon us as well. Our coaches and student-athletes are diligently preparing to compete in Baseball, Softball, Women's Lacrosse, Men and Women's Tennis and Men's Golf.

## *Capital Projects*

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### **Potomac Place**

On January 19<sup>th</sup> the Shepherd University Foundation Support Organization (the University's P3 partner in the project) successfully completed the closing of a forty-year loan agreement with the USDA at a 2.875% interest rate. The loan, to be repaid in monthly installments, fully paid off, on time, the temporary construction bonds for the project which were issued by the WV Economic Development Authority.

## *Upcoming Events*

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### **Friday, March 2**

Musical Showcase for Scholarship featuring White House Band, Frank Center Theater. Sponsored by Department of Music.

### **Monday, March 5**

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

### **Friday, March 9**

Screening of "The Brother from Another Plant," by John Sayles, Reynolds Hall. Sponsored by Shepherd University Scarborough Society and Shepherdstown Film Society.

### **Tuesday, March 20**

President's Lecture Series, "A Wild Solution for Climate Change," Presented by Dr. Thomas Lovejoy, Robert C. Byrd Center for Congressional History and Education Auditorium. Sponsored by Shepherd Lifelong Learning Program and the Shepherd University Foundation.

Speak Story Series: Elizabeth Ellis, Reynolds Hall. Sponsored by Shepherd University Appalachian Studies Program.

### **Wednesday, March 21**

Screening of "Nobody Speak: Trials of the Free Press," Robert C. Byrd Center for Congressional History and Education Auditorium. Sponsored by Robert C. Byrd Center for Congressional History and Education and Shepherd University Lifelong Learning Program.

### **Thursday, March 22**

Music Salon Concert Series: Atlantic Reed Consort, Frank Center, W.H. Shipley Recital Hall. Sponsored by Department of Music and Jefferson Security Bank.

### **Saturday, March 24**

U.S. Navy Band Commodores presents "Jazz at Shepherd," Frank Center Theater. Sponsored by Department of Music.

**Wednesday, March 28**

“Folk Songs from the West Virginia Hills,” presented by Patrick Ward Gainer and Emily Hilliard, Robert C. Center for Congressional History and Education Auditorium. Sponsored by Shepherd University Appalachian Studies.

**Friday, March 30 – Saturday, March 31**

The Rude Mechanicals, “Holy Harlots” and “Sassy Virgins,” by Hrothsvita, Reynolds Hall. Sponsored by Rude Mechanicals Medieval and Renaissance Players.

**Tuesday, April 3**

Historic Preservation Lecture, Nicholas Redding '08, Executive Director of Preservation Maryland, Robert C. Byrd Center for Congressional History and Education. Sponsored by the George Washington Institute of Living Ethics, the Historic Preservation and Public History Program, and the George Tyler Moore Center for the Study of the Civil War.

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

## **WEST VIRGINIA LEGISLATIVE ISSUES AND UPDATES**

The annual Legislative Session is fully underway in West Virginia.

The General Counsel will lead a discussion update on legislative developments and prospects for outcomes in the Session.

## UNIVERSITY DEVELOPMENT ANNUAL REPORT

This report reflects activities and results for FY2017. Shepherd University's development program is an integrated effort led by the Shepherd University Foundation and supported by staff from units including Alumni Affairs, Annual Giving, Leadership Gifts, and Athletics. Fund raising data reflects competitive grants awarded through the efforts of our faculty, administration and the Office of Sponsored Programs. Important assistance is provided by our partners in the Office of the President, Office of University Communications and the Shepherd University Alumni Association.

### **FY2017 Data and Year-Over-Year Notes**

The comprehensive fundraising report provides cumulative data for the fiscal year ending June 30, 2017. The data includes external fundraising programs and donors managed through the Shepherd University Foundation, Shepherd Athletics and the Office of Sponsored Programs.

### SHEPHERD UNIVERSITY COMPREHENSIVE FUNDRAISING SUMMARY

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

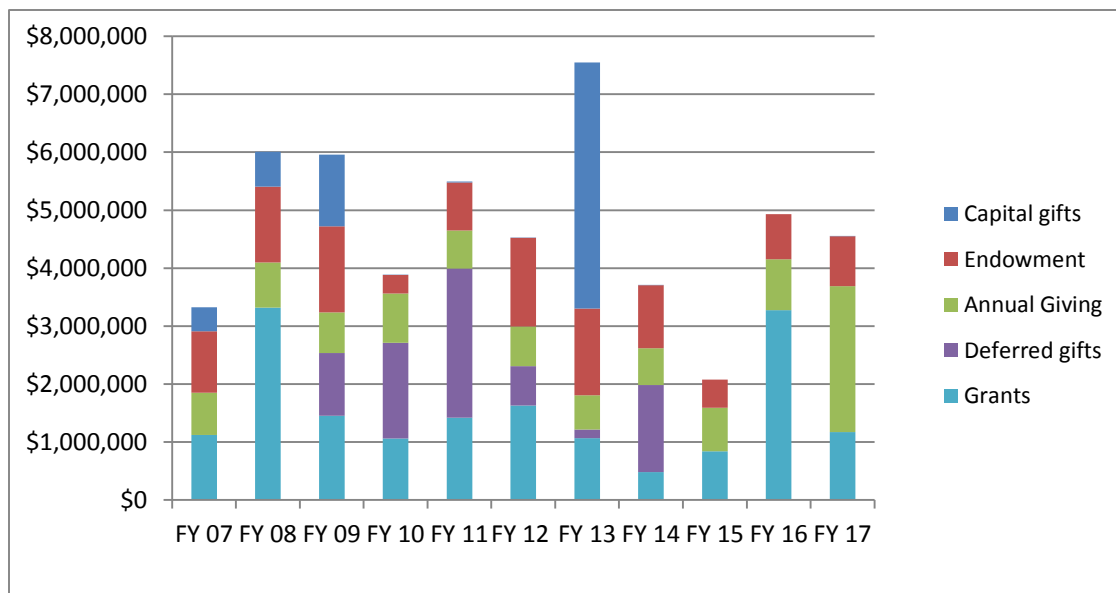


- Total gift and grants for FY2017 equaled just over \$4.5m.
- Grants for FY2017 were 65% less than FY2016 which was a high water year.
- Private donations designated as annual funding increased 187% over FY2016 totals. The increase in these managed fundraising areas included large new gifts to create the Shepherd Success Fund (\$400,000), build the Smallwood and Small Pavilion at Ram Stadium (\$250,000), support of the College of Business/Business 2020 Campaign (\$660,000), and fund the McMillan Family International Initiative (\$125,000). Additionally, increased charitable gifts were received for the Ram Gridiron Club, Rural Financial Planning, WISH, Friends of Popodicon and the Center for Regional Innovation.
- Gifts to endowments in FY2017 were 10% higher than 2016.
- Under the donor categories, the total number of donors increased for FY2017 by almost 300, which is a 12.5% increase over 2016. Increases in the number of donors were across several programs and categories, but were specifically supported by new gifts to the Shepherd Fund, Women Investing in Shepherd (WISH) and Business 2020.

### **Ten Year Giving Summary FY2007 - 2017**

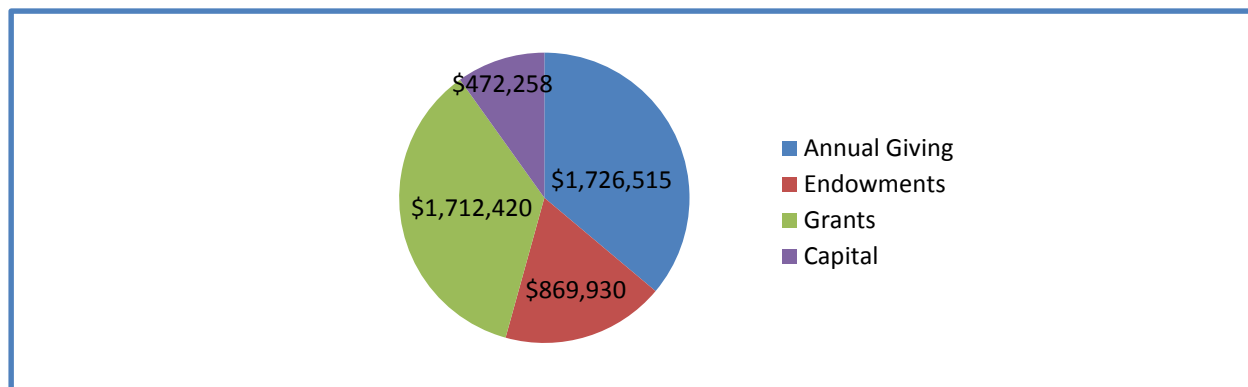
The following graph illustrates long-term giving trends in terms of total amounts secured as new gifts, grants, and pledges. Over the past five years, annual fundraising results have averaged \$4,563,376. The ten-year average, which includes five years of the comprehensive campaign results, is \$5,200,348. In FY2017, total new funds raised were \$4,550,472 which maintains the five-year average but does not meet the campaign era benchmark.

**Ten Year Giving Summary FY2007 - 2017**



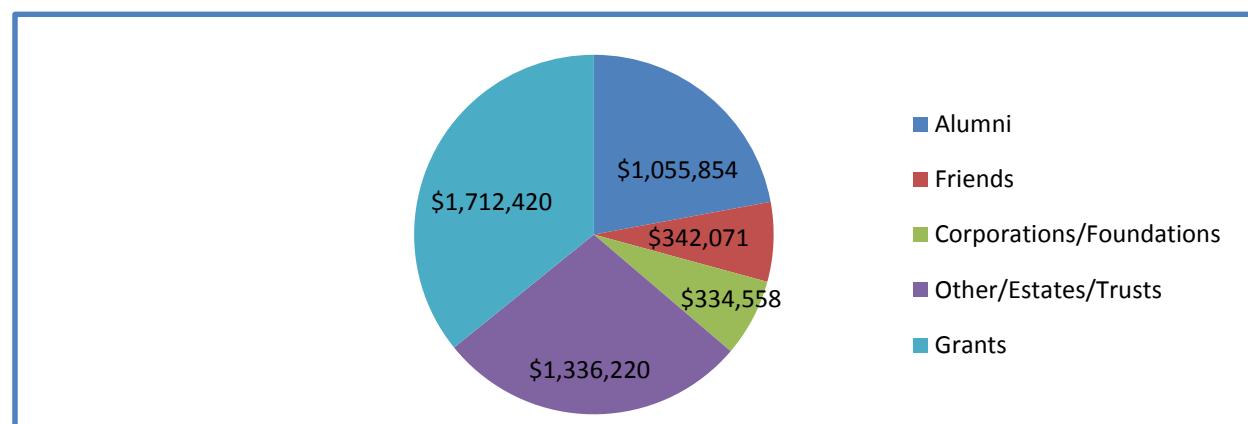
### **Cash and Stock Contributions FY2017**

Actual cash and stock contributions received during FY2017 through the development program, not including pledges or deferred gifts, totaled \$4,781,123, a 57% increase over the FY2016 amount of \$3,048,252. The chart below illustrates the proceeds generated by each of the four major fundraising programs.



### **Giving by Constituency**

The chart below illustrates total gifts received by each of Shepherd's primary constituency groups, not including pledges or deferred gifts. The private gifts and competitive grant awards are used for student success initiatives and scholarships, faculty research and development, academic equipment and other core needs.



### **Benchmark Comparison of Alumni Giving Rates**

According to the most recent alumni giving statistics published by Blackbaud, alumni participation rates continued to fall through 2016 with the median for public universities at 5%. The table below provides alumni giving rates for the public institutions among our US News Best Colleges National Liberal Arts Colleges peer group that reported this statistic. The percentage of Shepherd alumni who made gifts during FY2017 rose to 8% compared to 7% in FY2016. We will continue to strategize ways to keep this upward trend moving forward to improve both the retention and recruitment of alumni donors.

**US NEWS BEST COLLEGES  
NATIONAL LIBERAL ARTS COLLEGES**

School	2016 Alumni Giving Rate	2017 Alumni Giving Rate
United States Military Academy (NY)	31%	32%
Virginia Military Institute	30%	30%
United States Naval Academy (MD)	19%	17%
New College of Florida	18%	17%
United States Air Force Academy (CO)	14%	14%
St. Mary's College of Maryland	11%	12%
University of Minnesota-Morris	12%	11%
University of Virginia-Wise	10%	9%
U. of North Carolina-Asheville	9%	9%
Massachusetts Col. of Liberal Arts	10%	8%
Shepherd University (WV)	7%	8%
Purchase College-SUNY	5%	4%
Louisiana State University-Alexandria	3%	4%
West Virginia State University	3%	4%
Fort Lewis College (CO)	2%	3%
Univ. of Wisconsin-Parkside	1%	1%
University of Maine-Machias	0.20%	0.20%

**Benchmark Comparison with COPLAC Universities**

The Council for Aid to Education (CAE) produces an annual report for Voluntary Support of Education (VSE). The VSE reports data on private giving to colleges and universities. The data is submitted voluntarily by participants using carefully defined reporting standards. The VSE does not include all sources of external funds but does provide a validated source of data that can be used for benchmark purposes. The chart below shows the reported results among the 21 COPLAC schools reporting data for the FY ending June 30, 2016 (the latest data available). The 2017 ranking for Shepherd will be higher with total support dollars of \$3,068,375 for fiscal year ending 2017.

**2016 VSE Total Support Dollars  
COPLAC Benchmarks  
(Dollars in Millions)**

<b>Name of University</b>	<b>Total Support</b>
University of Alberta, Augustana	\$85,265
Sonoma State University	\$9,087
University of North Carolina at Asheville	\$6,837
University of Mary Washington	\$5,782
The Evergreen State College	\$4,771
Fort Lewis College	\$4,013
SUNY at Geneseo	\$3,944
Ramapo College of New Jersey	\$3,762
Midwestern State University	\$3,543
Truman State University	\$3,491
University of Illinois at Springfield	\$2,887
Georgia College and State University	\$2,335
Keene State College	\$2,243
Southern Oregon University	\$2,175
Eastern Connecticut State University	\$2,121
<b>Shepherd University</b>	<b>\$1,958</b>
University of South Carolina - Aiken	\$1,616
Massachusetts College of Liberal Arts	\$1,196
New College of Florida	\$1,196
Mansfield University of Pennsylvania	\$954
University of Maine at Farmington	\$381

**Funding Provided by University Foundation Development Program 2017-2018**

Ultimately, fundraising efforts and fiduciary management by the Shepherd University Foundation lead to the annual award budget. The private gifts and grants that are recruited from donors are used to fund the annual awards in the form of student scholarships and paid internships, faculty excellence awards, academic program support, and university support for a variety of University needs, are reflected in the table below. Additionally, the operating budget for the Foundation represents expenses that would be carried by the University if the Foundation were not an independent organization, providing these personnel, technology, cultivation, stewardship, fiduciary management and other operating costs for the benefit of the University.

**Shepherd University Foundation  
Award and Operating Budgets 2017-2018**

Year	Operating Budget	Scholarships, Academic Programs, Faculty Excellence, University Support Award Budget	Total
17-18	\$559,700	\$1,945,000	\$2,504,700
16-17	\$515,500	\$1,957,000	\$2,472,500
15-16	\$497,250	\$1,807,000	\$2,304,250
14-15	\$498,400	\$1,708,000	\$2,206,400
13-14	\$477,200	\$1,625,121	\$2,092,321

**The Year in Review and Emerging Strategies**

Looking back at FY2017 and looking ahead, it is clear that meaningful alumni engagement results in increased opportunities for charitable gifts to support student scholarships, faculty excellence awards, and innovative academic programs. Programs that provide internships, mentoring and career opportunities for our graduates are our future. Private and corporate gifts of time, talent and fiscal resources will strengthen all aspects of our University. Public-private partnerships are proving to be an effective strategy for leveraging our assets and relationships. University leadership are embracing the partnership possibilities and the Shepherd Foundation leadership has been fully supportive. The construction of the Potomac Place Residence Hall using the public-private partnership model has been an unqualified success.

During the 2016-2017 year, approximately fifty events were managed or significantly supported by Foundation and Alumni Affairs staff and volunteers. Outreach must remain a priority to continue to expand the base of alumni and friends who will support Shepherd with financial gifts and other opportunities for our students and academic programs, such as mentoring, internships, and in-kind gifts of technology. Cultivation of new donors and the ongoing stewardship of those who have already stepped up to invest in Shepherd is essential. Thanking our donors and volunteers for their gifts is part of a cycle which serves to cultivate future gifts. Special events on campus or in the region serve to engage alumni and others with the University, nurturing mutually beneficial relationships. Just as important are the individual meetings and contacts with donors and prospects that lead to significant donations. Major gift fundraising success depends on the development of trust and the inspiration of donors to make an impact. Our governing and leadership boards, faculty, staff and alumni all have a role in promoting Shepherd University.

The \$1m All-Steinway Campaign was launched spring 2017 to inspire student growth creatively, artistically, and professionally. Achieving this designation will inspire our students, including 110 music majors, over 150 students in the Music Appreciation classes and 300 more in the Ram Band, Jazz and Choral Ensembles, as they experience these exquisite instruments. Private gifts will fund the purchase of 28 Steinway Grands or Steinway Boston Uprights which symbolize the highest levels of excellence and commitment to quality. These pianos are expected to be used for 60-100 years, serving as a legacy of excellence for the donors who choose to name them.

Athletic fundraising continues to receive our full support with staff meeting regularly with athletic representatives and volunteers to plan and assist with events, mailings, fund raising initiatives, memberships and philanthropic gifts.

During the 2016-17 academic year, eighteen new named award funds were created by donors with private gifts through the Foundation. They will support awards for scholarships and funding for athletic and academic programs.

A major upgrade of the software that manages our gift entry, database and prospect management systems was completed during the past year. This required the development and testing of new protocols and training for all staff members.

The Alumni Affairs office is working with a vendor to update the Alumni Directory that will also provide updated contact and business information, specifically email addresses, which will enhance our ability to reduce postage and printing costs. An online alumni newsletter has been developed to engage alumni and friends.

The Foundation will launch a redesigned website in April 2018 with an updated content management system and a more functional and responsive design and interface. The update will allow us to maintain the site in a timelier and more cost efficient manner and enhance our on-line giving.

We will continue to work with the Office of Communications to produce content for the two issues of the Shepherd University Magazine, the annual President's Report and Honor Roll, numerous press releases, online planned gift newsletter and social media posts.

The Foundation has funded and managed the screening of the alumni and friend's database in order to identify prospective donors and update business and personal contact information. This will provide an important tool in support of all fund raising objectives, most especially the areas of major and planned gifts. Protocols are being developed to support an organized prospect management system.

Our fundraising program will continue to follow a donor centered approach and a prospect manager portfolio based model with prospective donors. We recognize that every major donor and lead volunteer deserves to have a single individual whose role it is to understand their philanthropic interests, manage the cultivation and solicitation process, and steward their gifts made to the University. To that end, each staff person with responsibility for gift solicitation has been assigned a portfolio of prospects. Major gift officers, development staff and lead volunteers strive to match each donor's personal philanthropic goals with the priorities of the University. In May 2017, Foundation and alumni affairs staff, led by current Board of Governors member and former Shepherd University Foundation president, Ray Alvarez, held a retreat to develop a three-year strategic plan for fundraising. Staff members are refining the plan and the metrics, with the final version to be lined up with the University's strategic plan to be released spring 2018.

We are one year into the restructuring of our development program and our team has come together as an effective, efficient working group. We are building the systems that support a strategic, organized fund raising program and enthusiastically meeting the challenges of the ever growing need for private funds in support of Shepherd University.

Shepherd University Board of Governors  
Report to the Enrollment, Student and Community Affairs Committee  
March 1, 2018  
Discussion/Presentation Agenda Item No. 4-a

## **STUDENT AFFAIRS ANNUAL REPORT**

The Enrollment, Student and Community Affairs Committee representative will lead a discussion with the Board on the Student Affairs Annual Report, as presented by Dr. Tom Segar, Vice President for Student Affairs. The presentation will include an overview of the Division of Student Affairs activities, functions and outcomes related to Student Affairs auxiliaries, student engagement, student success, student services and student leadership.

# **Student Affairs Annual Report**



**Board of Governors Meeting  
March 1, 2018**

Thomas C. Segar, Ph.D.  
Vice President for Student Affairs

Shepherd University





**Mission:** *To support Shepherd University's mission and core values through promoting student learning, engagement, success, service, and satisfaction through services, programs, and functions.*

Shepherd University



## Shepherd ranks nationally as a most promising place to work in student affairs



"Shepherd University is one of 13 colleges and universities on the 2018 Most Promising Places to Work in Student Affairs list. This is the fourth time in five years Shepherd has made the list, which examines the administrative structures, commitment to diversity, and workplace or staffing practices of the student affairs department through a study conducted George Washington University in partnership with the American College Personnel Association (ACPA) member institutions." – *Cecilia Mason, University Communications*

Shepherd University





# STUDENT ENGAGEMENT

## *Purposeful Leadership and Involvement*

- Community Service & Service Learning
- Student Programming via RamPulse
- New Student Programming
- Multicultural Student Affairs
- Fraternity and Sorority Life
- Program Board
- Performing Arts Series at Shepherd



Shepherd University



## Student Engagement *Highlights: Commitment to Service*

### Student Community Service & Service Learning

	2012-13	2013-14	2014-15	2015-16	2016-17
Service Learning Hours	13,627	10,636	10,491	10,631	9,124
Community Service Hours	20,421	26,036	22,687	21,208	17,910
<b>Total Service Hours</b>	<b>34,048</b>	<b>36,672</b>	<b>33,178</b>	<b>31,839</b>	<b>27,034</b>
<b>Avg. Hours Per Student</b>	<b>8.8</b>	<b>9.9</b>	<b>9.5</b>	<b>9.6</b>	<b>8.7</b>

Shepherd students consistently demonstrate a sustained commitment as reflected in their continued participation in service projects, initiatives, and course work.



## Student Engagement

### *Highlights: New Student Programming*

- Created a new comprehensive printed calendar for orientation participants listing campus support offices and important dates
- All new students met with academic advisors within their respective departments
- Implemented one-day January Orientation for all new students



## STUDENT SUCCESS

### *Fostering Student Persistence*

- Beacon Early Alert System
- Student Strengths Inventory
- Retention Intervention Team (RIT)
- Behavioral Intervention Team (BIT)



Shepherd University



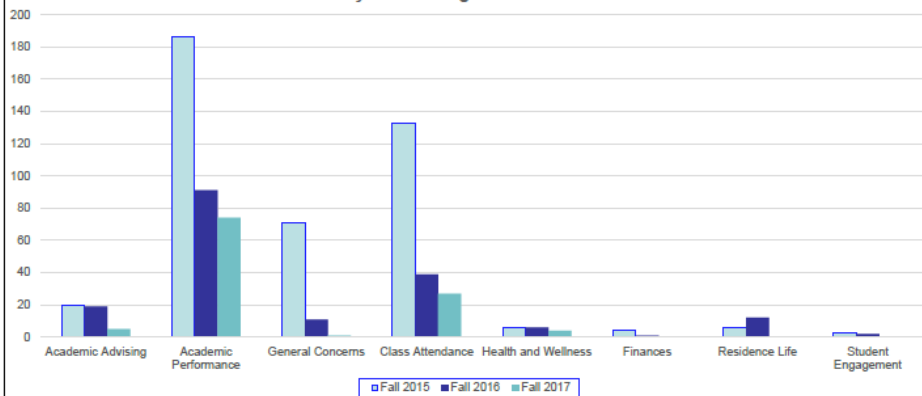
# Student Success

## Highlights: *Beacon Early Alert System*

Frequency of Use of Beacon Early Alert System

Semester	Faculty and Staff Issuing Alerts	Notifications	Number of Students
Fall 2015	64	379	266
Fall 2016	87	429	232
Fall 2017	34	211	135

Early Alert Categories of Concern



## Student Success : *Student Strengths Inventory*

### The Students Strength Inventory (SSI)

48-item assessment measuring six non-cognitive factors:

- Academic Engagement
- Academic Self-Efficacy
- Social Comfort
- Educational Commitment
- Resiliency
- Campus Engagement

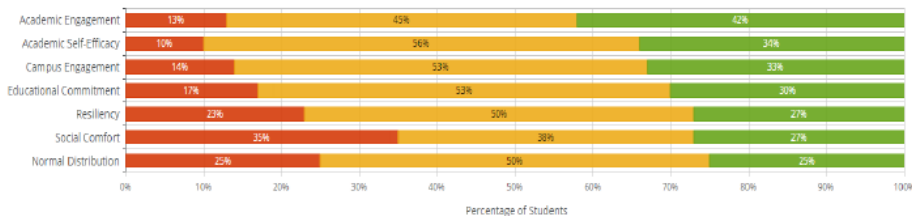
SSI measures the probability of academic success and the likelihood of retention.

Recommends specific actions that students may take in order to strengthen their scores and increase the likelihood for success.

The SSI was administered to first year students entering the university in Fall 2016 and Fall 2017

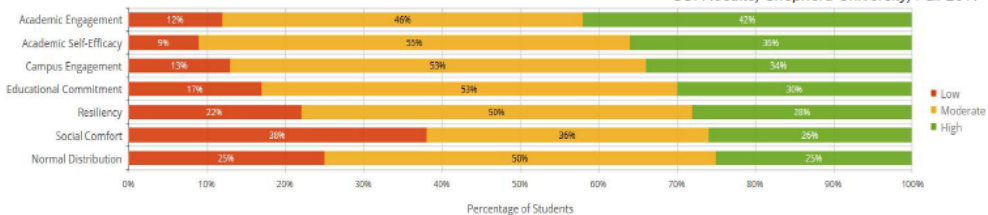
Factor Distribution

SSI Results, Shepherd University, Fall 2016



Factor Distribution

SSI Results, Shepherd University, Fall 2017





# STUDENT SERVICES

## *Fostering Student Persistence*

- Leadership by the Dean of Students
- Counseling Services
- Disability Support Services
- Student Conduct
- Veterans Support Services
- Health Center
- International Student Services
- Multicultural Student Affairs



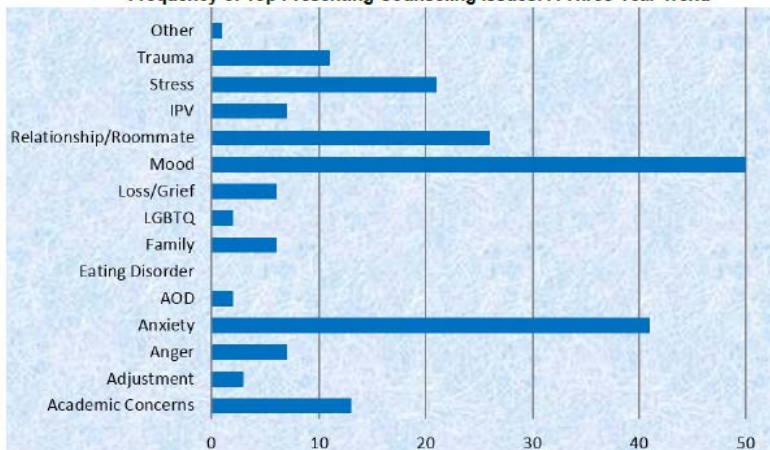
Shepherd University



## Student Success

### *Highlights: Counseling Services*

Frequency of Top Presenting Counseling Issues: A Three-Year Trend

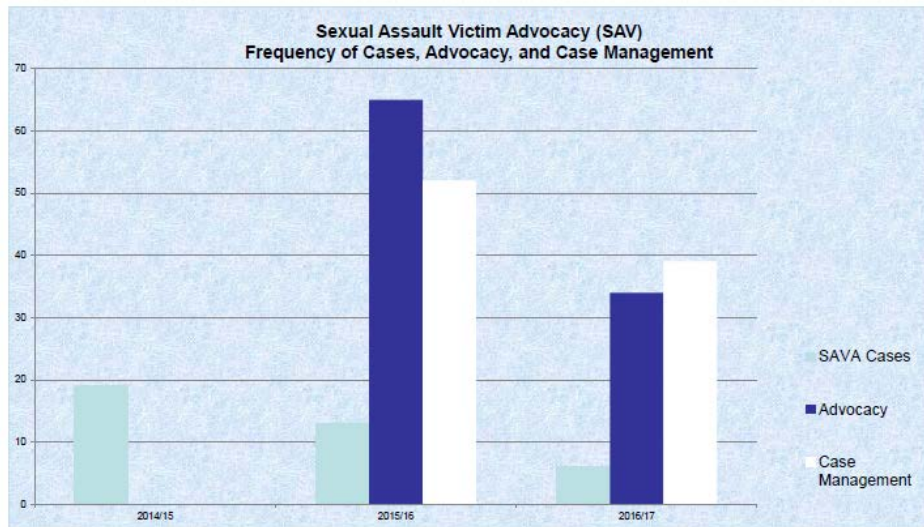


"Mood, anxiety, and relationship/roommate issues are our most frequently seen presenting problems. This is not surprising as mood and anxiety issues are often manifest for the first time during the 18-24 year age bracket. In addition, the number of students coming to us with pre-existing mental health concerns continues to increase.."

-Shanan Spencer, Director, Counseling Services

## Student Success

### Highlights: *Counseling Services*



## Student Engagement

### Highlights: *Veterans Support Services*

#### Veterans Support Services Achievements

- WISH Grant
  - Three student veteran employees who assisted with the following:
    - Reached out directly to the 200+ students using military benefits
    - Created green zone program giving students a safe space where veterans feel supported
    - Dog tags coming to campus to educate and design a program for connecting service dogs to veterans
    - Trainer came to campus to discuss and educate the invisible disabilities that students veterans carry
- Building social opportunities through reach out and coffee hours
- Coordinating weekend hiking trips
- Participation in River Runners programs



# AUXILIARIES

## *Providing Essential Student Services*



**Residence Life**  
**Dining Services**  
**Student Center**

Shepherd University



## Auxiliaries

### *Highlights: Residence Life*

Undergraduate Enrollment at Fall Census			
Academic Year	2015-16	2016-17	2017-2018
Total Undergraduate Headcount	3320	3094	2,956

Housing Occupancy at Fall Census			
Academic Year	2015-16	2016-17	2017-18
First-Year Students	389	307	302
Returning Students	590	492	520
Transfer Students	78	75	63
Readmitted Students	2	4	1
<b>Total Students</b>	<b>1059</b>	<b>878</b>	<b>886</b>

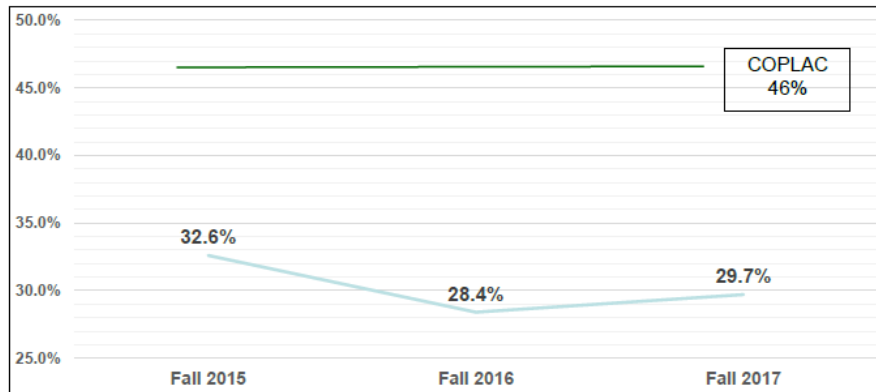
Shepherd University



## Auxiliaries

### Highlights: *Residence Life*

#### Residential Housing Percentage of Part-Time and Full-Time Undergraduate Population



## Auxiliaries

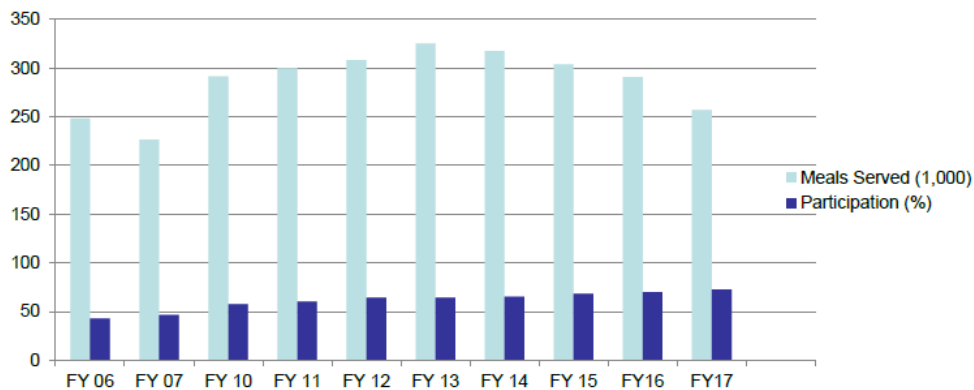
### Highlights: *Residence Life*

- FY17 total revenue of \$5.5 million with bottom line net revenue of \$174K and net cash flow of (\$163K).
- Completed construction of Potomac Place in July, 2017 with residents moving in August 2017. The project was completed on-time and under budget and was the result of a P3 partnership with EdR. Construction was financed with short term bonds that were recently liquidated by a USDA Rural Development loan.
- Sponsored 366 educational programs including wellness, student success, and diversity
- Developed a "Choose You" Marketing campaign to retain current residents and to recruit new students
- Developed plans to update residential spaces in Thacher and Burkhart halls to include replacing carpet with LVT laminate flooring
- Revamped student staff training to focus on practical application and hands-on learning experiences in order to support student success.
- Partnered with Enrollment Management Offices to support student success via personal reach-outs and coaching.
- Kenamond and Turner Halls are currently offline; Gardiner Hall is used for other University purposes.
- Invested in infrastructure to address mold issues in Shaw, Thacher, and West Woods.



## Auxiliaries

### Highlights: Dining Services



- Although board transaction meals served have fallen over the past two years (from a high of 325,133 in FY13 to 290,527 in FY16), **participation has increased every year**. Participation in FY16 was at 70.1%, well within industry norms and much improved from a decade prior.
- 85% of all apartment residents elected to purchase a meal plan through the year.

## Auxiliaries

### Highlights: Dining Services

- FY17 total revenue of \$3.7 million with a bottom line net revenue of \$162K. Positive net cash flow of \$123K for the year.
- Meal plan participation climbed 2.7 percentage points to 72.8%. Board plan meals served in retail operations now account for 62% of total board meals served. Typical institutions similar to Shepherd serve between 60% - 70% of meals in residential "all you can eat" facilities presenting a challenge for future serve. Food cost as a percentage of sales was down 2.8 percentage points from year prior. Labor cost down \$40K from year prior.
- Added flexibility to the 19 and 15 traditional meal plans. Previously, plans allowed for one meal per meal period. Moving the plans to an "unrestricted" format allowed for students to use up to four meals per day in any combination at any meal.
- Aida Blanco, Food Service Director, resigned from her position in July, 2017 to take a similar position in the Elder-Care sector.
- Riverside Market, located within Potomac Place, opened in August, 2017.



## Auxiliaries

### Highlights: *Student Center*

- FY17 revenue equaled \$903K with net revenue at +\$352K.
- Continued to reduced labor cost throughout building operations, cost down \$60K from year prior.
- Jim Sweeney, Wellness Center Director, has taken over direct oversight of Student Center and Rambler Card office on temporary basis.
- Michael Golze, Assistant Director, resigned his position in February. No immediate plans to fill position.



## CHALLENGES

### *for the Division ...*

- Student Financial Challenges
- Campus Carry Law
- Aging Student Center facility
- Ensuring quality services for students with several staff vacancies

## OPPORTUNITIES

- Potomac Place
- Student Success Academy
- Experienced Staff
- Expanded Veterans Center
- Outsourcing Dining Services and Bookstore



# Questions?



Thank you!

Shepherd University Board of Governors  
Report to the Enrollment, Student and Community Affairs Committee  
March 1, 2018  
Discussion/Presentation Agenda Item No. 4-b

## **SHEPHERD SUCCESS ACADEMY**

Ms. Julia Flocco, Director of Student Success and Ms. Julia Keough, Student Success Coach, will join the Enrollment, Student and Community Affairs Committee to discuss the Shepherd Success Academy.







## WEEKLY TOPICS

### Week 7

#### PRE-ADVISING

PROCESS OF PLANNING CLASSES

### Week 10

#### REVIEW GOALS

CHECK-IN/EDIT

### Week 8

#### NO MEETING

THANKSGIVING BREAK

### Week 11

#### PROCRASTINATION

BREAKING THE HABIT

### Week 9

#### MIDTERM GRADES

REVIEW OF GRADES & SPEAKER SERIES

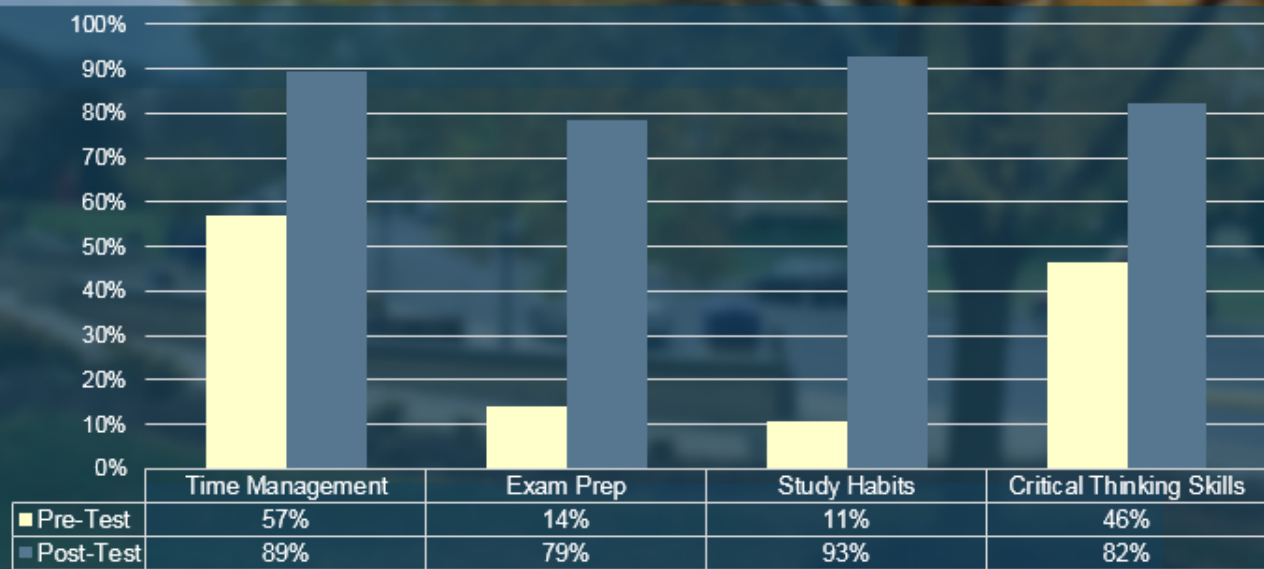
### Week 12

#### APPS FOR FINALS

SCHOLARSHIPS AND HELPFUL APPS



## SSA PERCEIVED CONFIDENCE LEVELS



## SSA ASSESSMENT TABLE

	SSA (36 student sample)	Non-SSA (36 student sample)	Undecided (23 student sample)
Number of students who withdrew during the Fall 2017 semester	0	2	0



## SSA ASSESSMENT TABLE

	SSA (36 student sample)	Non-SSA (36 student sample)	Undecided (23 student sample)
<b>Persistence Rate Fall 2017 - Spring 2018</b>	<b>88%</b> (4 students did not persist)	<b>77%</b> (8 students did not persist)	<b>80%</b> (3 students did not persist)

## SSA ASSESSMENT TABLE

	SSA (36 student sample)	Non-SSA (36 student sample)	Undecided (23 student sample)
<b>Number of continuing students on probation</b>	<b>16%</b> (6 students)	<b>19%</b> (7 students)	<b>30%</b> (7 students)

## SSA ASSESSMENT TABLE

	SSA (36 student sample)	Non-SSA (36 student sample)	Undecided (23 student sample)
Number of students with a 'D', 'F', or 'IF' at MIDTERM	66% (24 students)	72% (26 students)	73% (17 students)
Number of students with a 'D', 'F', or 'IF' at end of term	55% (20 students)	69% (25 students)	60% (14 students)

## SSA ASSESSMENT CONCLUSIONS

- SSA students had the highest retention rate
- SSA students had the least amount of students starting Spring 2018 on probation
- SSA students were less likely to have a 'D', 'F', or 'IF' at midterm *or* at end of term
- SSA students were more likely to bring their 'D', 'F', or 'IF' at midterm up to a 'C' at end of term



## ACADEMIC STANDINGS:

88% of students persisted from  
Fall 2017 – Spring 2018

90% stated that the midterm success  
plan helped boost their final overall  
grade for the class

82% of continuing students  
are in good standing

96% of students said that their  
experience in the SSA made their  
transition to college easier

Half of the SSA Cohort had 2.75  
GPA or higher

6 continuing students are on  
academic probation and will continue  
meeting with the Success Coach for  
Spring 2018

## STUDENT TESTIMONIALS



"I'm glad I participated in the SSA (Shepherd Success Academy) because it definitely played a big role in my first semester freshman year. Specifically, I found my success coach to be extremely helpful. Words can't explain my gratitude for her and all she's done. She's always willing to help whether it be academic or just to talk. Most importantly what I loved about this program is that my coach and all the other coaches genuinely are invested in you and interested in the success of your academic career. They want the best for you."  
– Mya, Class 2021



"My first semester was daunting. From living in a dorm, to meeting new people, and of course studying. Luckily through SSA, I met amazing people that were experiencing the same thing for the first time. SSA gave me the confidence to not be shy and ask for help. I also had a success coach that taught me the value of communication, determination, and effort needed to accomplish my goals in and out of the classroom."  
– Shelby, Class of 2021

We are grateful for the  
opportunity to demonstrate  
what can be done to help our  
students be successful.

Thank you for your support!

## QUARTERLY FINANCIAL REPORT - 2<sup>ND</sup> QUARTER FY2018

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

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

- 1) Statement of Revenues, Expense and Other changes – FY2018 compared to FY2017
- 2) Budget to Actual Report
- 3) Statement of Net Position

### Overview of Comparison: 2<sup>nd</sup> Quarter FY2018 compared to 2<sup>nd</sup> Quarter FY2017

- **8.9%, \$1.9 million**, decrease in Total Operating Revenues
- **1.7%, \$504,000**, decrease in Total Operating Expenses
- **17.4%, \$3.2 million**, decrease in Cash and Cash Equivalents
- **8.6%, \$7.3 million**, decrease in Net Position

### STATEMENT OF REVENUES, EXPENSES AND OTHER CHANGES

#### **Operating Revenues: \$19 million – Decreased 8.9%; 1.9 million year-over-year**

##### **Tuition and Fee Revenue – \$14.4 million – Decreased 1.7%**

Enrollment decline is not fully offset by increase in charges to students.

##### **Scholarship Allowance – \$6.3 million – Increased 16.6%**

The 2<sup>nd</sup> Quarter FY2018 allowance is higher than the 2<sup>nd</sup> Quarter FY2017, a result of additional institutional and financial aid resources required to recruit new students.

##### **Auxiliary Enterprises Revenue – \$7.9 million – Decreased 7.1%**

The 2<sup>nd</sup> Quarter FY2018 allowance is lower than the 2<sup>nd</sup> Quarter FY2017 by **\$600,000**.

Increases in some auxiliary areas were offset by a small, but further decline in enrollment and the opening of Potomac Place. **Housing Revenues** from Potomac Place are **excluded** from the University revenues (\$964,000) because those revenues belong to Shepherd University Foundation Supporting Organization (SUFSO) and are pledged to paying for the new building.

#### **Operating Expenses: \$28.7 million – Decreased 1.7%**

The 2<sup>nd</sup> Quarter FY2018 Operating Expenses total **49.2%** of the FY2018 budget. Primary Mission Costs for *Instruction, Academic Support, Student Services* and *Operations and Maintenance* are **at or less than 50% of budget YTD**; while *Auxiliary, Institutional Support* and *Scholarship and Fellowships* are slightly above 50% of budget, **51.1%, 52.0%, and 51.2%**, respectively.

Operating Expenses decreased **1.7%, \$504,000**, for 2<sup>nd</sup> Quarter FY2018 as compared to the same period in FY2017, with *increases* reflected only in **Instruction, Scholarships and Fellowships** and **Student Services**. The increase is primarily due to the salary equity adjustments provided to all faculty and many hourly classified staff.

**Non-Operating Revenues and Expenses: \$6.8 million – Decreased 1.8%**

- Total Non-Operating Revenues and Expenses for the 2<sup>nd</sup> Quarter FY2018 are **down 1.8%, \$128,000**, compared to 2<sup>nd</sup> Quarter FY2017.
- Non-Operating federal revenue increased **\$262,000, an 11.1%, increase in PELL.**
- Gifts total **\$673,000, an increase of \$108,000, (19.1%), year-over-year.** This revenue is generated by contributions from the Shepherd University Foundation. The majority is in the form of student scholarships. **Loss on disposal of Sara Cree was booked at \$325,000.** This loss resulted from the capital asset reclassification of the demolition and parking lot construction at the completion of the project.

**Other Revenues, Expenses, Gains or Losses: (\$238,000) – (Expenses) Increased**

**Other Post-Employment Benefits (OPEB)** are up compared to 2<sup>nd</sup> Quarter FY2017, **161.5%**. This amount is an estimate in the absence of information provided by PEIA.

**STATEMENT OF NET POSITION**

**Assets**

**Total Assets: \$152 million – Decreased approximately 4.85%**

Decreases in Cash and Capital Assets, net of accumulated depreciation.

**Cash and Cash Equivalents: \$15.2 million – Decreased 17.4%**

- Days Cash on Hand at 12/31/17: **96**
- Decline in Revenues generated by Tuition and Fees and Auxiliary Enterprises.
- Approximately \$964,000 was remitted to the SUFISO for Potomac Place for Fall semester room charges. This represents revenue from resident students which was on our books last year.
- Kenamond Hall was taken offline as a result of additional housing capacity provided by Potomac Place and resulting from its obsolescence and location on East Campus. This further impacts the cash flow generated by those board payments (net of related expenses for that dorm).

*At the end of the second quarter FY2018; the University had sufficient cash and other resources on hand to meet operating and capital requirements.*

**Capital Assets Net: \$119.9 million – Decreased \$4.5 million**

- Capital Assets are presented net of Accumulated Depreciation.
- The 2<sup>nd</sup> Quarter addition to Accumulated Depreciation is **\$3.4 million.**
- The University continues to delay major capital expenditures in the continuing effort to preserve cash flow.

**Liabilities**

**Total Liabilities: \$75.1 million – Decreased .54%**

The decrease in Bonds/Leases Payable is offset by small increases in Accounts Payable, Accrued Liabilities and OPEB.

**Summary: Total Net Position: \$76.8 million – Decreased 8.6%**

The declines in State appropriation, enrollment and significant capital investments explain this **8.6%** decrease totaling **\$7.3 million.** Net Assets totaled **\$84.0 million** for the 2<sup>nd</sup> Quarter, FY2016 as compared to **\$76.8 million** for the 2<sup>nd</sup> Quarter FY2017.

Table 1

**Shepherd University**  
**Statement of Net Position**  
**FY18 - As of December 31, 2017**  
(Dollars in Thousands)

	12/31/17	12/31/16	% Change
<b>ASSETS</b>			
<b>Current assets:</b>			
Cash and cash equivalents	15,298	18,520	-17.40%
Accounts receivable net	15,140	14,902	1.60%
Grants and contracts receivable, net	515	544	-5.33%
Due from the Commission	-	-	n/a
Inventories	476	636	-25.16%
Loans Receivable	100	100	0.00%
Other assets	3	-	n/a
<b>Total Current assets</b>	<b>31,532</b>	<b>34,702</b>	<b>-9.13%</b>
<b>Noncurrent assets:</b>			
Restricted cash and cash equivalents	2	-	n/a
Investments	-	-	n/a
Loans receivable, net	320	384	-16.67%
Capital assets net	119,870	124,398	-3.64%
Other Noncurrent assets	255	281	-9.3%
<b>Total Noncurrent assets</b>	<b>120,447</b>	<b>125,063</b>	<b>-3.69%</b>
<b>TOTAL ASSETS</b>	<b>\$151,979</b>	<b>\$159,765</b>	<b>-4.87%</b>
Total Deferred Outflows of Resources (GASB 68)	<b>\$88</b>	<b>\$53</b>	<b>66.04%</b>
<b>TOTAL ASSETS &amp; DEFERRED OUTFLOWS</b>	<b>\$152,067</b>	<b>\$159,818</b>	<b>-4.85%</b>
<b>LIABILITIES</b>			
<b>Current liabilities:</b>			
Accounts payable	675	611	10.47%
Accrued liabilities	3,029	2,523	20.06%
Due to the Commission	-	-	n/a
Due to other State agencies	-	-	n/a
Deferred revenue	17,719	17,733	-0.08%
Long-term liabilities - current portion	2,511	2,373	5.82%
<b>Total Current liabilities</b>	<b>23,934</b>	<b>23,240</b>	<b>2.99%</b>
<b>Noncurrent liabilities:</b>			
Advances from federal sponsors	499	509	-1.96%
Deposits	161	162	-0.62%
Other post employment benefits	11,367	10,918	4.11%
Compensated absences	384	372	3.23%
Net pension liability	391	327	19.57%
Debt obligation due Commission	675	750	n/a
Leases Payable	265	396	-33.08%
Bonds Payable	37,403	38,810	-3.63%
<b>Total Noncurrent liabilities</b>	<b>51,145</b>	<b>52,244</b>	<b>-2.10%</b>
<b>TOTAL LIABILITIES</b>	<b>75,079</b>	<b>75,484</b>	<b>-0.54%</b>
Total Deferred Inflows of Resources (GASB 68)	<b>195</b>	<b>288</b>	<b>-32.29%</b>
<b>TOTAL LIABILITIES &amp; DEFERRED INFLOWS OF RESURCES</b>	<b>75,274</b>	<b>75,772</b>	<b>-0.66%</b>
<b>NET POSITION</b>	<b>76,793</b>	<b>84,046</b>	<b>-8.63%</b>
<b>TOTAL LIABILITIES AND NET POSITION</b>	<b>\$152,067</b>	<b>\$159,818</b>	<b>-4.85%</b>



Table 2

**Shepherd University**  
**Budget to Actual Report**  
**FY18 - For the Quarter Ending December 31, 2017**  
(Dollars in Thousands)

	Revised Annual Budget	YTD Actual	\$ Variance	% Budget
<b>OPERATING REVENUES</b>				
Gross Tuition and Fees	\$28,725	\$14,443	\$14,282	50.3%
Scholarship Allowance	(\$11,810)	(\$6,294)	(\$5,516)	53.3%
Federal Grants and Contracts	1,500	553	947	36.9%
State and Local Grants and Contracts	4,165	2,125	2,040	51.0%
Private Grants and Contracts	20	-	20	0.0%
Sales and Services of Educational Activities	20	18	2	90.0%
Auxiliary Enterprises	15,250	7,877	7,373	51.7%
Other Operating Revenues	529	286	243	54.1%
<b>TOTAL OPERATING REVENUES</b>	<b>38,399</b>	<b>19,008</b>	<b>19,391</b>	<b>49.5%</b>
<b>OPERATING EXPENSES</b>				
Instruction	17,700	8,888	8,812	50.2%
Academic Support	3,340	1,695	1,645	50.7%
Student Services	3,715	1,740	1,975	46.8%
Scholarships & Fellowships	14,310	7,324	6,986	51.2%
Scholarships Allowance	(11,810)	(6,294)	(5,516)	53.3%
Operations and Maintenance	4,410	2,149	2,261	48.7%
Institutional Support	5,989	3,112	2,877	52.0%
Research	245	72	173	29.4%
Public Service	240	117	123	48.8%
Auxiliary Expenses	12,560	6,422	6,138	51.1%
Depreciation Expense	7,250	3,352	3,898	46.2%
Transfers and Other (Additions) Subtractions	437	121	316	27.7%
<b>TOTAL OPERATING EXPENSES</b>	<b>58,386</b>	<b>28,698</b>	<b>29,688</b>	<b>49.2%</b>
<b>NONOPERATING REVENUES AND EXPENSES</b>				
State Appropriations	9,361	4,681	4,680	50.0%
Nonoperating federal revenue	5,400	2,613	2,787	48.4%
Investment Income	35	71	(36)	202.9%
Interest on capital asset related debt	(1,435)	(842)	(593)	58.7%
Loss on disposal of equipment	-	(380)	380	n/a
Gifts	1,500	673	827	44.9%
Payments on behalf of Shepherd University	-	-	-	n/a
Fees assessed by the Commission for interest and reserves	(38)	-	(38)	0.0%
<b>TOTAL NONOPERATING REVENUES AND EXPENSES</b>	<b>14,823</b>	<b>6,816</b>	<b>8,007</b>	<b>46.0%</b>
<b>OTHER REVENUES, EXPENSES, GAINS OR LOSSES</b>				
Other Post Employment Benefits (OPEB) expense	(645)	(238)	(407)	36.9%
<b>Increase (Decrease) in Net Position</b>	<b>(5,809)</b>	<b>(3,112)</b>	<b>(2,697)</b>	<b>53.6%</b>

Table 3

**Shepherd University**  
**Statement of Revenues, Expenses and Other Changes**  
**FY18 - For the Quarter Ending December 31, 2017**  
(Dollars in Thousands)

	Revised Budget FY18 Annual	YTD Actual 12/31/17	YTD Actual 12/31/16	% Change	\$ Change
<b>OPERATING REVENUES</b>					
Tuition and Fees	28,725	\$14,443	\$14,697	-1.7%	(\$254)
Scholarship Allowance	(11,810)	(\$6,294)	(\$5,398)	16.6%	(\$896)
Federal Grants and Contracts	1,500	553	568	-2.6%	(15)
State and Local Grants and Contracts	4,165	2,125	2,202	-3.5%	(77)
Private Grants and Contracts	20	-	-	n/a	-
Sales and Services of Educational Activities	20	18	25	-28.0%	(7)
Auxiliary Enterprises	15,250	7,877	8,477	-7.1%	(600)
Other Operating Revenues	529	286	303	-5.6%	(17)
<b>TOTAL OPERATING REVENUES</b>	<b>38,399</b>	<b>19,008</b>	<b>20,874</b>	<b>-8.9%</b>	<b>(1,866)</b>
<b>OPERATING EXPENSES</b>					
Instruction	17,700	8,888	8,609	3.2%	279
Academic Support	3,340	1,695	1,736	-2.4%	(41)
Student Services	3,715	1,740	1,655	5.1%	85
Scholarships & Fellowships	14,310	7,324	6,725	8.9%	599
Scholarships Allowance	(11,810)	(6,294)	(5,398)	16.6%	(896)
Operations and Maintenance	4,410	2,149	2,239	-4.0%	(90)
Institutional Support	5,989	3,112	3,197	-2.7%	(85)
Research	245	72	98	-26.5%	(26)
Public Service	240	117	145	-19.3%	(28)
Auxiliary Expenses	12,560	6,422	6,547	-1.9%	(125)
Depreciation Expense	7,250	3,352	3,519	-4.7%	(167)
Transfers and Other (Additions) Subtractions	437	121	130	-6.9%	(9)
<b>TOTAL OPERATING EXPENSES</b>	<b>58,386</b>	<b>28,698</b>	<b>29,202</b>	<b>-1.7%</b>	<b>(504)</b>
<b>NONOPERATING REVENUES AND (EXPENSES)</b>					
State Appropriations	9,361	4,681	4,776	-2.0%	(95)
Nonoperating federal revenue	5,400	2,613	2,351	11.1%	262
Investment Income	35	71	44	61.4%	27
Interest on capital asset related debt	(1,435)	(842)	(783)	7.5%	(59)
Loss on disposal of equipment	0	(380)	-	n/a	(380)
Gifts	1,500	673	565	19.1%	108
Payments on behalf of Shepherd University	0	-	-	n/a	-
Fees assessed by the Commission for interest and	(38)	-	(9)	-100.0%	9
<b>TOTAL NONOPERATING REVENUES AND EXPENSES</b>	<b>14,823</b>	<b>6,816</b>	<b>6,944</b>	<b>-1.8%</b>	<b>(128)</b>
<b>OTHER REVENUES, EXPENSES, GAINS OR LOSSES</b>					
Other Post Employment Benefits (OPEB) expense	(645)	(238)	(91)	161.5%	(147)
<b>Increase (Decrease) in Net Position</b>	<b>(5,809)</b>	<b>(3,112)</b>	<b>(1,475)</b>	<b>111.0%</b>	<b>(\$1,637)</b>

## **ACADEMIC RESTRUCTURING**

Dr. Scott Beard, Acting Provost, will present an update to the Board of Governors on progress and next steps related to academic restructuring.

Following the March 1<sup>st</sup> Board meeting, additional updated information about academic restructuring will be available, on an ongoing basis for reference, at <http://www.shepherd.edu/academic-affairs/academic-restructuring>.



## **PROPOSED 2018-2019 ENROLLMENT, HOUSING, DINING AND OTHER FEES**

### **Tuition and Fees**

Shepherd University is proposing a 3% increase to in-state and a 1% increase to out-of-state undergraduate tuition and required fees for FY2019. At the graduate level, a 3.1% increase to in-state and a 3.8% increase to out-of-state tuition and required fees are proposed. No increase is proposed for the DNP program. The increase would result in the per semester charges shown in the table below:

	<b>FY2018</b>	<b>Proposed FY2019</b>	<b>Increase</b>
<b>Undergraduate in-state</b>	\$3664	\$3,774	\$110
<b>Undergraduate out-of-state</b>	\$8,936	\$9,026	\$90
<b>Graduate in-state (credit hour)</b>	\$445	\$459	\$14
<b>Graduate out-of-state (credit hour)</b>	\$636	\$660	\$24
<b>Graduate – DNP</b>	\$696	\$696	\$0

The proposed tuition and fees increases balance financial needs to sustain quality academic programs and instruction, student support services, and student programming while remaining affordable.

Three primary budget drivers include, State funding, University enrollments, and operational expenses.

- Since FY2013, West Virginia State appropriations have decreased by 16.63%, totaling \$1,867,520. Shepherd remains last among its peer State institutions with regard to appropriation distribution. Mandatory operational expenses including general costs of supplies and services, maintenance, IT and utilities costs tend to increase year over year. Further increases in FY2019 are expected in the compensation area including a potential State mandated increase that may not be fully funded by the State, the annual experience increment progression required by State policy, and faculty promotions.
- Colleges and universities in our region and nationally are continuing to experience enrollment challenges driven by demographic shifts and fewer high school aged students since the peak in 2011. Enrollment challenges are not exclusive to Shepherd University with 10 out of 11 West Virginia public universities experiencing declining enrollments over the last five years.
- All operational expenses are being reviewed to attempt to reduce expenditures across the University. We continue to scrutinize costs to maximize efficiencies. All non-academic travel has been restricted to mission critical operations.

### University Initiatives

- Cost savings measures include, but are not limited to, energy conservation, deferring of maintenance and capital projects, outsourcing of the bookstore and the prospective outsourcing of dining services.
- Budget reduction strategies include but are not limited to holding positions vacant (20 full-time positions delayed temporarily or indefinitely), restricting administrative travel, and merging positions and responsibilities.

Public universities in West Virginia and our neighboring states are also experiencing enrollment and financial challenges. It is reasonable to project that most of our peer regional, public universities will be increasing tuition, fees, room, and board for FY2019. A tuition and fees increase study was completed to determine Shepherd's price point among peer institutions in West Virginia. With the proposed modest increase, Shepherd's price point will remain within a reasonable range and an exceptional value.

Undergraduate semester rate table:

School	2017-2018	2% Modeled Increase	2018-2019
Shepherd University	\$3,664	\$110	\$3,774
Fairmont State	\$3,648	\$73	\$3,721
Glenville State	\$3,671	\$73.50	\$3,744
WVU	\$4,188	\$84	\$4,272
Marshall University	\$3,959	\$79	\$4,038
Concord University	\$3,540	\$71	\$3,611

Graduate credit hour table:

School	2017-2018	3.1% Modeled Increase	2018-2019
Shepherd	\$445	\$14	\$459
Fairmont State	\$426	\$13	\$439
WVU*	\$439	\$14	\$453
Marshall*	\$387	\$12	\$399
Concord University	\$ 453	\$14	\$467

*\*Note: Universities with variable tuition rates by Master's program.*

### Residence Life and Dining Services

#### **Proposed Room Rates**

Residence Life proposes a 1.95% increase to Shaw and Thacher Halls, a 2% increase to Potomac Place, and no increase to our suite and apartment style housing rates. The 2% increase to Potomac Place is consistent with the project's pro forma. Maintaining flat rates for suite and apartment style housing will keep our rates competitive with the local housing market and peer institutions.

<b>Proposed FY2019</b>	<b>Double</b>	<b>Single</b>	<b>Double</b>	<b>Single</b>
<b>Room Rates:</b>	<b>FY2018</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2019</b>
<b>Shaw/Thacher</b>	\$2,815	\$4,081	\$2,870	\$4,161
<b>Westwoods/Miller</b>	\$3,177	\$4,216	\$3,177	\$4,216
<b>Potomac Place</b>	\$3,188	\$4,275	\$3,252	\$4,361
<b>Apartments</b>	\$3,395	\$4,515	\$3,395	\$4,515
<b>Apartments (Deluxe)</b>	\$3,535	\$4,700	\$3,535	\$4,700

### **Proposed Board Rates**

Dining Services proposes a 0.9% increase to the Deluxe Block 300 meal plan and a 1.95% increase to the Basic 19 meal plan for an average 0.7% rate increase across the four traditional meal plans offered to students at Shepherd University.

<b>Proposed FY2019</b>			
<b>Board Rates:</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2019</b>
<b>The Deluxe Block 300</b>	\$2,349	0.9%	\$2,370
<b>The Basic 19</b>	\$2,099	1.95%	\$2,140
<b>The Flex 15</b>	\$2,035	0%	\$2,035
<b>The Block 190</b>	\$2,085	0%	\$2,085

*Note – The Basic 19 will now include \$75 dining dollars in addition to the 19 meals per week.*

*The cost increases +\$41 but value increases by +\$75.*

### **Course Fees**

A number of academic course fees are proposed as new fees or additions to existing fees. The University applies these individual fees so expenses, which are unique and specific to individual courses, are incurred only for those students who have chosen those areas of study. (Descriptions for each fee follow the table below.)

Baccalaureate Unit				Fee Type	Current Fee	Requested Fee (Per Semester)	NEW Fee for 201830	Total Increase Requested
Code	Course #	Section(s)	Course Title	Type	Amount			
ARED	325	01	Aesthetic Inquiry	Course	45.00	50.00		5.00
ART	103	01-07	Intro to Visual Art	Course	45.00	50.00		5.00
ART	115	01	Drawing I	Course	45.00	50.00		5.00
ART	150		NEW	Course	-		50.00	50.00
ART	204	01	Contemporary Art	Course	45.00	50.00		5.00
ART	208	01-02	Professional Pract I	Course	45.00	50.00		5.00
ART	215	01-02	Drawing II	Course	45.00	50.00		5.00
ART	230	01	Painting I	Course	45.00	50.00		5.00
ART	240		NEW	Course	-	50.00	25.00	75.00
ART	250		NEW Sculpture I	Course	-		25.00	25.00
ART	255		NEW	Course	-	50.00		50.00
ART	260	01-02	Printmaking I	Course	45.00	50.00		5.00
ART	303	01	Intro to African Art	Course	45.00	50.00		5.00
ART	304	01	ST:Collect and Exhibit	Course	45.00	50.00		5.00
ART	311	01	Art/Photography Practicum	Course	45.00	50.00		5.00
ART	330	01	Painting II	Course	45.00	50.00		5.00
ART	340		NEW	Course	-	50.00	25.00	75.00
ART	350	01	Sculpture II	Course	45.00	50.00	25.00	30.00
ART	390	01	Professional Pract II	Course	45.00	50.00		5.00
ART	400	01-02	ST:Tools Craft & Tech	Course	45.00	50.00		5.00
ART	475	01	Interdisciplnry Studio	Course	45.00	50.00		5.00
ART	476	01	Capstn Interdisciplnry Studio	Course	45.00	50.00		5.00
ART	490	01-02	Capstone	Course	45.00	50.00		5.00
BADM	411		New Venture Creation	Course	-	50.00		50.00
BIOL	104	01-13	General Biology	Course	55.00	60.00		5.00
BIOL	212	01-06	Fundaments BIOL II Diversity	Course	55.00	60.00		5.00
BIOL	227	01	Human Anatomy/Phys Lab	Course	55.00	60.00		5.00
BIOL	228	01-04	Human Anatomy/Phys Lab	Course	55.00	60.00		5.00
BIOL	302	01-03	Microbiology	Course	55.00	60.00		5.00
BIOL	305	01-03	Cell Biology	Course	55.00	60.00		5.00
BIOL	406	01-02	Developmental Biology	Course	55.00	60.00		5.00
BIOL	406	02	Developmental Biology	Course	55.00	60.00		5.00
CHEM	102L	01-02	Chem Society Lab II	Course	55.00	60.00		5.00
CHEM	122L	01-06	College Chem Lab II	Course	55.00	60.00		5.00
CHEM	209L	01-05	Gen Chemistry Lab II	Course	55.00	60.00		5.00
CHEM	316L	01-02	Organic Chem Lab II	Course	55.00	60.00		5.00
CHEM	321L	0	Analytical Chem Lab	Course	55.00	60.00		5.00
CHEM	330L	01	Biochemistry Lab II	Course	55.00	60.00		5.00
CHEM	340L	01	Physical Chemistry Lab I	Course	55.00	60.00		5.00
CIS	104	01	Intro to CIS	Course	45.00	50.00		5.00
CIS	211	01-02	Computer Lang Conc	Course	45.00	50.00		5.00
CIS	234	01-02	Intro to Networking	Course	45.00	50.00		5.00
CIS	310	01	Information Security	Course	45.00	50.00		5.00
CIS	314	01	Adv Computer Lang Concepts	Course	45.00	50.00		5.00
CIS	321	01	Data & File Structure	Course	45.00	50.00		5.00
CIS	386	01	Computer Organization	Course	45.00	50.00		5.00
CIS	388	01	Database Mgt Systems	Course	45.00	50.00		5.00
CIS	390	01	Operating Systems	Course	45.00	50.00		5.00
CIS	405	01	Computer Graphics	Course	45.00	50.00		5.00
CIS	419	01	Data Comm & Comp Networks	Course	45.00	50.00		5.00
CIS	433	01	Microprocessor Sys Dsgn & Lab	Course	45.00	50.00		5.00
CIS	450	01	Web Design Studio	Course	45.00	50.00		5.00
CIS	485	01	Dir Res in Computer & Info Sc	Course	45.00	50.00		5.00
CIS	487	01	Software Engineering	Course	45.00	50.00		5.00
CSDA	501		Introduction to College Student Personnel	Course	-	25.00		25.00
ENG	421		Shakespeare	Course	-	50.00		50.00
ENVS	201	01	Foundations in Env Science I	Course	55.00	60.00		5.00
ENVS	201L	01-02	Foundations in Env Sci I Lab	Course	55.00	60.00		5.00
ENVS	202	01-02	Foundations in Env Science II	Course	55.00	60.00		5.00
ENVS	202L	01-02	Foundations in Env Sci II Lab	Course	55.00	60.00		5.00
ENVS	300	01	Integ Pest Mgmt & Lab	Course	55.00	60.00		5.00
ENVS	340	01	Sustainable Agriculture&Lab	Course	55.00	60.00		5.00
ENVS	343	01	Aquatic Entomology	Course	55.00	60.00		5.00
FREN	102		Elementary French II	Course	-	25.00		25.00
FREN	204		Intermediate French II	Course	-	25.00		25.00
GERM	102		Elementary German II	Course	-	25.00		25.00
GERM	204		Intermediate German	Course	-	25.00		25.00

Baccalaureate Unit					Fee Type	Current Fee	Requested Fee (Per Semester)	NEW Fee for 201830	Total Increase Requested
Code	Course #	Section(s)	Course Title	Type	Amount				
GRDS	200	01	Design Process & Form	Course	45.00	50.00			5.00
GRDS	250	01-02	Design for Digital Media	Course	45.00	50.00			5.00
GRDS	422	01	Art Direction	Course	45.00	50.00			5.00
GRDS	430	01	Advanced Design	Course	45.00	50.00			5.00
GRDS	432	01	Design Practicum	Course	45.00	50.00			5.00
GSCI	102	01	Astronomy II	Course	55.00	60.00			5.00
GSCI	103	01-02	Gen Physical Science	Course	55.00	60.00			5.00
GSCI	104	01	Gen Physical Science	Course	55.00	60.00			5.00
GSCI	301	01	Physical Geology	Course	55.00	60.00			5.00
GSCI	302	01	General Astronomy	Course	55.00	60.00			5.00
GSCI	312	01	Historical Geology	Course	55.00	60.00			5.00
HIST	301		American Colonial History	Course	-	50.00			50.00
HIST	329		The Renaissance and Reformation	Course	-	50.00			50.00
HIST	345		Introduction to Public History	Course	-	50.00			50.00
NURS	632	01-02	DNP Practicum	Course	200.00	350.00			150.00
PHOT	282	02	Inter Photography	Course	45.00	50.00			5.00
PHOT	380	01	History of Photography	Course	45.00	50.00			5.00
PHOT	383	01	Color Light in Photo	Course	45.00	50.00			5.00
PHOT	389	01	Image and Meaning	Course	45.00	50.00			5.00
PHOT	390	01	Social Representation in Photo	Course	45.00	50.00			5.00
PHOT	486	01	Advanced Photography	Course	45.00	50.00			5.00
PHOT	489	01	Research in Photo II	Course	45.00	50.00			5.00
PHYS	202L	01-02	College Physics Lab	Course	55.00	60.00			5.00
PHYS	222L	01	General Physics Lab	Course	55.00	60.00			5.00
PSCI	100		Politics and Government	Course	-	50.00			50.00
PSCI	200		American Political Institutions	Course	-	50.00			50.00
PSCI	305		U.S. Congress	Course	-	50.00			50.00
PSCI	404		International Organization of World Govern	Course	-	50.00			50.00
PSCI	405		International Political Economy	Course	-	50.00			50.00
PSCI	419		International Politics of Human Rights	Course	-	50.00			50.00
SPAN	102		Elementary Spanish II	Course	-	25.00			25.00
SPAN	204		Intermediate Spanish II	Course	-	25.00			25.00
SPAN	302		Advanced Conversation and Composition II	Course	-	25.00			25.00
THEA	100		NEW Intro to Contemporary Theater Context	Course	-			50.00	50.00
THEA	203	01	Acting I	Course	45.00	50.00			5.00
THEA	204	01-02	Intro to Theater	Course	45.00	50.00			5.00
THEA	205		NEW Theater Technology	Course	-			50.00	50.00
THEA	303		NEW Designing New Works	Course	-			50.00	50.00
THEA	310		NEW Production	Course	-			50.00	50.00
THEA	341		NEW History of the Theater	Course	-			50.00	50.00
THEA	342		NEW Contemporary Theater History	Course	-			50.00	50.00
THEA	346		NEW Theater Design	Course	-			50.00	50.00
THEA	490		NEW Theater Capstone	Course	-			50.00	50.00
Graduate Programs									
					Type	Amount			
			Graduate Studies-Full-time	Course	60.00	70.00			10.00
			Graduate Studies-Part-time	Course	30.00	45.00			15.00

## **FEE INCREASE JUSTIFICATIONS:**

<b>Course:</b>	<b>Justification:</b>
<b>ONLINE COURSE Fee</b>	This fee covers the use of Shepherd's Learning Management System, Sakai, and the yearly Adobe Creative Cloud software expense. In addition, it covers the mandatory faculty certification to teach online classes and other faculty development. This fee is competitive, and in most cases less than, that of surrounding Universities.
<b>BADM 411 Fee</b>	This fee for the New Venture Creation course will be used to purchase a "license" to Cloud-based software that permits students in the class to interact collaboratively in a simulated business environment. The license will be active for the length of the class and will have no economic benefit beyond that date.
<b>CSDA 501 Fee</b>	This course fee would replace current practice of requiring all students in this course to manually pay a service fee at the Business Office to cover the expense of the required Meyers Briggs Test which is integrated into this curriculum. As a course fee, it will be more conveniently paid as a part of student account. The fee may be waived with appropriate documentation.
<b>Graduate Program Fees</b>	Both part-time and full-time fees will be used for programming to support presentations, conferences and to create a Graduate Lecture Series.
<b>Art and Theatre Fees</b>	<p>The \$45 fee increases to \$50 for Art and Theatre classes and will offset the increasing cost of consumable supplies, many of which must be purchased in bulk and issued to students, as appropriate. Adding this course cost as a "fee" will add the fee to the student bill and facilitate payment through the student payment system.</p> <p>Previously, the student was required to purchase the supplies at the bookstore and required "out of pocket" payment from the student. The \$25 fee is a "flat fee" that covers the increased cost of Survey level 3D courses. In addition, the fees are needed to assist with the transportation cost and tickets to events, activities, museums and plays.</p>
<b>Biology, Chemistry, Environmental Science, GSCI, PHYS and CIS Fees</b>	These fees will offset the increasing cost of laboratory consumables in addition to the cost of collection and disposal of waste. Further, these fees support the salary for two (2) laboratory technicians and may assist in the replacement of lab instruments/equipment.
<b>Modern Languages - French, German, Spanish Fee</b>	The fee will apply to the assessment testing which is necessary to determine student proficiency. This assists with both student learning and teaching effectiveness. Students are provided testing feedback to inform them of their level of proficiency and progression. The fee has previously been collected by the Bookstore, which can be inconvenient for students who are not on campus during Bookstore hours. Further, adding to the student bill will provide a more complete record of cost of attendance. Certification as a language instructor requires a defined score on this test.
<b>HIST, ENGL, PSCI Fee</b>	This fee is described as a "portal" fee and represents a coordinated effort across departments to increase the frequency of student travel to Washington/Baltimore metropolitan areas and to restore/replace funding for the Gateway Program in light of State funds previously provided for this program.

The following resolution is recommended for adoption by the Board:

**RESOLVED**, That the Shepherd University Board of Governors approves the increases in tuition and required enrollment fees, housing, board, and special fees for FY2019, effective August 2018, as presented in the Agenda materials of March 1, 2018.

The below slides were presented to the Student Government Association (SGA) January 30, 2108, and the SGA Senate voted unanimously to endorse the proposed enrollment, housing and dining fees.

# Proposed Tuition and Fees 2018-2019



## Overview

- Current Situation
- University Initiatives and Cost Savings Measures
- Proposal for FY 2018-2019
- Competitor Comparison Group



# Current Situation

- Since FY2013, West Virginia State appropriations have **decreased by 16.63%**, totaling **\$1,867,520**.
- There were no additional State reductions in FY2018 and the State indicates there will be no change for FY2019.
- Shepherd remains last among its peer State institutions with regard to State appropriation distribution.
- Mandatory operational expenses, including general cost of supplies and services; unfunded State mandates required by State policy, maintenance, IT and utilities costs continue to increase year over year.
- Colleges and Universities in our region and nationally are continuing to experience enrollment challenges driven by demographic shifts and fewer high school aged students since the peak in 2011.



# University Initiatives

- **Cost Savings Measures**
  - Energy Conservation
  - Deferring of Maintenance and Capital Projects
  - Outsourcing Bookstore
  - Outsourcing Dining Services
- **Budget Reduction Strategies**
  - Holding Positions Vacant (20 Full-Time Positions)
  - Restricting Administrative Travel
  - Merging Positions and Responsibilities
- **Student-Centered**
  - Commuter Student Lounge and Commuter Parking Lot-C
  - Veterans Center
  - Expanded Student Support Services
  - Multi-Office Collaboration to Maximize Student Financial Resources





# FY 2018-2019 Proposal

## Tuition & Fees (per semester)

	FY2018	Proposed FY2019	Increase
Undergraduate in-state	\$3,664	\$3,774	\$110
Undergraduate out-of-state	\$8936	\$9,026	\$90
Graduate in-state (credit hour)	\$445	\$459	\$14
Graduate out-of-state (credit hour)	\$636	\$660	\$24
Graduate DNP	\$696	\$696	\$0

Shepherd University



## Room and Board

### Room: 1% Average Increase

Apartment Rates	0% Increase
Potomac Place	2% Increase
West Woods & Miller	0% Increase
Shaw and Thacher	1.95% Increase

### Board: 0.7% Average

– Adding \$75 Dining Dollars per Semester to the Basic 19 Plan

Shepherd University



# Total Package Changes

In-State			Difference	
	FY 2018	FY 2019	\$	%
Tuition and Fees	\$7,328	\$7,548	\$218	2.9%
Room	\$5,630	\$5,740	\$110	1.95%
Board	\$4,198	\$4,280	\$82	1.95%
<b>Total</b>	<b>\$17,156</b>	<b>\$17,568</b>	<b>\$410</b>	<b>2.39%</b>

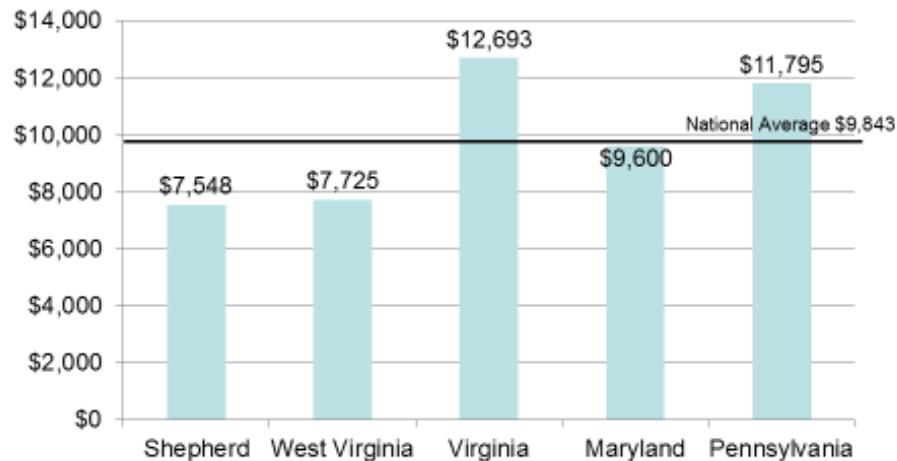
Out-of-State			Difference	
	FY 2018	FY 2019	\$	%
Tuition and Fees	\$17,872	\$18,052	\$180	1.0%
Room	\$5,630	\$5,740	\$110	1.95%
Board	\$4,198	\$4,280	\$82	1.95%
<b>Total</b>	<b>\$27,700</b>	<b>\$28,072</b>	<b>\$372</b>	<b>1.34%</b>

Shepherd University



## Competitor Group Comparison Public 4-Year Institutions

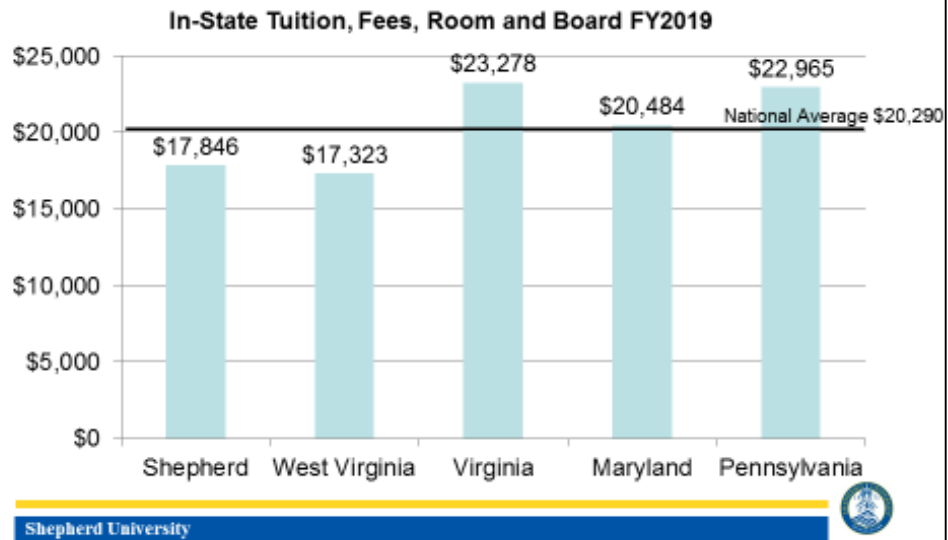
In-State Tuition and Fees-FY2019 Increase



Shepherd University



## Competitor Group Comparison Public 4-Year Institutions



## Questions?



Thank you