

Shepherd

UNIVERSITY

Board of Governors

Mr. Moore - Shepherd University 2018 RBA Graduate



Meeting Agenda

May 17, 2018

Board Members

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

Ray Alvarez	Eric Lewis
David Avella	Robert Marggraf
Henry Kayes, Jr.	Sneha Reddy, Student
Ramona Kissel, Classified Staff	Chad Robinson
J.B. Tuttle, Faculty	

Mary J.C. Hendrix, President



Board of Governors Meeting

May 17, 2018

Lower Level Multipurpose Room

Robert C. Byrd Center for Congressional History and Education

Shepherdstown, WV

4:15 – 5:45 p.m.

AGENDA

- 4:15 p.m. 1. **Call to Order** (Vice Chair Tia McMillan)
- 4:15 p.m. 2. **Public Comments**
- 4:16 p.m. 3. **Recognition of Emeritus Faculty** (Dr. Scott Beard, Acting Provost)
- 4:18 p.m. 4. **Consent Agenda Items** (Vice Chair McMillan)
 - a. Consent Agenda
 - b. Approval of the Minutes of April 5, 2018 Board Meeting
 - c. Annual Approval of Athletic Program Philosophy
 - d. Approval of Concentration in Risk Management
- 4:20 p.m. 5. **President's Report** (President Hendrix)
- 4:30 p.m. 6. **Report of the Academic Programs and Development Committee** (Vice Chair McMillan)
 - a. Academic Restructuring Update
- 4:40 p.m. 7. **Report of the Enrollment, Student and Community Affairs Committee** (Mr. Chad Robinson)
 - a. Campus Safety Annual Data Report
 - b. Enrollment Management Update
- 4:50 p.m. 8. **Report of the Finance and Facilities Committee** (Mr. Eric Lewis)
 - a. Quarterly Financial Report – 3rd Quarter FY2018
 - b. Human Resources Annual Report
- 5:10 p.m. 9. **New Business** (Vice Chair McMillan)
- 5:15 p.m. 10. **Executive Session**
 - a. Legal Affairs and Personnel Matters
- 5:45 p.m. **Adjournment**

2017-2018 Board of Governors Meeting Dates

- June 14, 2018



Board of Governors Meeting

May 17, 2018

Lower Level Multipurpose Room

Robert C. Byrd Center for Congressional History and Education

Shepherdstown, WV

3:00 – 4:00 p.m.

COMMITTEE AGENDAS

Academic Programs and Development Committee

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

- Concentration in Risk Management
- Academic Restructuring Update

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

- Campus Safety Annual Data Report
- Athletic Program Philosophy
- Enrollment Management Update

Mr. Chad Robinson, Chair

Mr. Gat Caperton

Ms. Sneha Reddy

Mrs. Holly Morgan-Frye, Staff

Dr. Tom Segar, Staff

Mr. Bill Sommers, Staff

Shepherd University Board of Governors
May 17, 2018
Agenda Item No. 3

RECOGNITION OF EMERITUS FACULTY

Dr. Scott Beard, Acting Provost will present an additional faculty member for recognition as *Emeritus* Faculty named for 2017-2018. *Emeritus* titles may be conferred upon faculty at the time of retirement. To be eligible for appointment to *Emeritus* status, retiring faculty must have completed at least a total of ten years of service at Shepherd University.

Faculty being awarded *Emeritus* status:

Dr. Gordon DeMeritt, Associate Professor of Business, *Emeritus*

CONSENT AGENDA

Per the Board's Consent Agenda protocols:

- 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, May 13, 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 May 17 meeting.
- 2) 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 the Meeting of April 5, 2018;
 - 2) The Athletic Program Philosophy; and
 - 3) The Concentration in Risk Management,
- each as presented in the Agenda materials of May 17, 2018.

SHEPHERD UNIVERSITY BOARD OF GOVERNORS

MINUTES OF THE MEETING OF APRIL 5, 2018

The Shepherd University Board of Governors met on April 5, 2018 in a regular meeting. Members participating were: Ray Alvarez, David Avella, Marcia Brand, Gat Caperton, Henry Kayes, Jr., Ramona Kissel, Eric Lewis, Robert Marggraf, Tia McMillan [phone], Chad Robinson [phone] and J.B. Tuttle. Also present were Shepherd University President Mary J.C. Hendrix, members of the executive leadership team and others. Board member Sneha Reddy was absent from the meeting.

1. PUBLIC COMMENTS

No public comments were made.

2. RECOGNITION OF EMERITUS FACULTY AND STAFF

Dr. Scott Beard, Acting Provost, recognized Ms. Rhonda Smith, and presented to the Board Dr. Roland Bergman, Dr. Kathleen Corpus, Dr. Linda Kinney and Dr. James Lewin, as new faculty *Emeriti*. Dr. Beard also recognized the posthumous Emeritus designation of the late Mr. James “Kit” Romano. Mr. Alan Perdue, General Counsel, recognized Mr. Larry Dowdy and Ms. Sandra Pounds, and presented to the Board Ms. Wanda Smith, as new staff *Emeriti*.

3. CONSENT AGENDA ITEMS

M (Lewis), S (Caperton), 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:

- 1) The Minutes of the March 1, 2018 Board Meeting;
 - 2) The Bylaws Amendment;
 - 3) The Intent to Plan for Master of Arts, Appalachian Studies; and
 - 4) The 2017-2018 Academic Program Reviews,
- each as presented in the Agenda materials of April 5, 2018.

RESOLVED FURTHER, that the Board adopts the institutional recommendations that each program be continued at the current level of activity, and the Board accepts the follow-up report from Modern Languages and the subsequent findings of the SUPRC regarding additional conditions.

4. PRESIDENT’S REPORT

President Hendrix reviewed highlights of the ongoing initiatives for advancing Shepherd from among the comprehensive list provided in the President’s Report.

5. **CLASSIFIED EMPLOYEES COUNCIL (CEC) ANNUAL REPORT**

Ms. Cecelia Mason, Chair of the CEC, Shepherd University Advisory Council of Classified Employees (ACCE) Representative and University Communications Staff Writer, presented to the Board the CEC Annual Report. The Report focused on classified staff concerns as it pertains to specific legislation and how it affects employee classification as well as low compensation for staff.

6. **FACULTY SENATE ANNUAL REPORT**

Dr. Christopher Lovelace, President of the Faculty Senate and Associate Professor of Psychology, presented to the Board the Faculty Senate Annual Report. Dr. Lovelace noted that the Senate endorsed the final plan permitting students, who have six or fewer credits outstanding, to participate in commencement exercises. He also noted that the Senate unanimously adopted a resolution opposing House Bill 2559 which would've allowed concealed carry on campus. Dr. Lovelace stressed that the faculty are unequivocally opposed to firearms being allowed on campus and, in particular, in the classroom. He noted that the Senate is currently working with Dr. Jason Best to see about involving members of the community in our students' capstone projects. Dr. Lovelace stated the Senate has begun discussion about the possibility of implementing a "January-term" which would constitute a short term running in between the Fall and spring semesters. Implementation would allow faculty to offer unique and creative experiences for students and also offer an opportunity for departments to help students who fell behind in the Fall get caught up. Dr. Lovelace thanked President Hendrix for her openness and transparency in involving faculty in the shared governance of Shepherd University.

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

On behalf of the Academic Programs and Development Committee, Ms. McMillan introduced Dr. Max Guirguis, Advisory Council of Faculty (ACF) University Representative and Professor of Political Science, to summarize the ACF Annual Report. The Report noted ACF's main objective this year was to ensure that the State legislature approved replacement of the HERA funds for the HEPC and the \$5.4 million/year is now included in the Budget Bill. Dr. Guirguis also noted, "...The ACF has adopted a unanimous resolution against any BoG policies that infringe on tenure. Several faculty Senates, including Shepherd's, will adopt a similar policy."

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

On behalf of the Enrollment, Student and Community Affairs Committee, Mr. Caperton, provided a brief update on the Committee's discussions which included updates for both Enrollment Management and Student Affairs.

9. **NEW BUSINESS**

Chair Brand noted that she drafted a letter to Chancellor Hill regarding the new HEPC Funding Model and asked Members for permission to place it on University letterhead and mail to the Chancellor as well as WV legislators. Chair Brand offered other Members the opportunity to rework her letter and send it to the Chancellor if they so desire. The Members agreed to send Chair Brand's letter to the Chancellor and legislators.

Following discussion amongst the Members, University Communications will build a single page webpage, with formal remarks that alumni, community, employees and students can use to send comments to the Chancellor by the April 27th deadline. Board members also requested that they be provided a list of HEPC Commissioners and legislators along with specific talking points.

10. MOTION TO EXECUTIVE SESSION

M (Lewis), S (Kayes), PASSED, all members participating by phone were polled, that pursuant to Section 4 of Article 9A of Chapter 6 of the WV Code, it was moved that the Board enter into executive session for the purpose of discussion of matters relating to confidential legal matters.

At the conclusion of the executive session, the Board adjourned.

Marcia Brand
Chair

Gat Caperton
Secretary

ANNUAL APPROVAL OF ATHLETIC PROGRAM PHILOSOPHY

National Collegiate Athletic Association (NCAA) regulations require the Shepherd University Board of Governors to review and approve the institutional Athletic Program Philosophy on an annual basis. The current Athletic Program Philosophy is contained on the following page. There are no recommendations for changes this year.

SHEPHERD UNIVERSITY

Athletic Philosophy

At Shepherd University, athletes shall be treated as all other students in reference to admissions, scholarships, programs of study, part-time employment, eligibility, and participation in activities representing the University. Shepherd University provides opportunity to all prospective and current members of the student body, faculty, and staff on the basis of individual qualifications and merit without regard to race, sex, sexual orientation, religion, age, national origin, or disability.

The purposes of the University's Athletic Program are to:

- provide friendly competition and cooperation with other colleges and universities in a sportsmanship-like game environment;
- develop the physical, mental, emotional, social and moral well-being of each participant;
- stimulate participants to a high caliber of citizenship;
- furnish recreational value to University students, faculty, and community;
- provide practical experiences for careers in coaching and teaching; and
- provide opportunities for community engagement between athletes, Shepherd University and the greater Shepherd community.

In order that the University may continue to carry on intercollegiate athletics programs pursuant to policies recommended by the North Central Association of Colleges and Secondary Schools, the following minimum standards have been specifically approved by the University.

- a. The conduct of the intercollegiate athletics program is exercised by the President upon the recommendation of the Athletics Committee, which is composed of representatives of the faculty, staff and the student body.
- b. Students who plan to participate in athletics, like all other students, are admitted by the Office of Admissions subject to policies set by the Committee on Admissions and Credits. Athletes are required to maintain the same academic standards as non-athletes.
- c. The award of any student aid, student loan, or student employment to an athlete is made through the regular agency of the University for aid to all students. Such aids are awarded on a basis, which will not discriminate for or against presumed or recognized athletes. An athlete is required to give full and honest return for aid received.
- d. All athletic funds are controlled by the Vice President for Finance. An audit of the receipts and disbursements of these funds is made annually by the auditors of the State and a report made to the President and to the Board of Governors.
- e. An effort is made to compete with colleges having similar educational and athletic policies.
- f. Shepherd University is a member of the Mountain East Athletic Conference and the National Collegiate Athletic Association (NCAA) - Division II. As a member, the University is committed to the principles of sportsmanship and ethical conduct, rules compliance and amateurism. All eligibility rules from these associations govern the intercollegiate program.

APPROVAL OF CONCENTRATION IN RISK MANAGEMENT

Rationale

The main driver for this concentration is the looming workforce crisis in the insurance industry --- a potential deficit of 400,000 positions that will go unfilled according to U.S. Bureau of Labor Statistics and the Jacobson Group, an insurance industry watchdog and recruiting firm. In late 2017, a local insurance company approached Shepherd University with the idea of helping formulate and create an academic program in Risk Management and Insurance (RMI) to help address the looming labor shortage in their industry.

Discussions proceeded and interest in a more comprehensive program was gauged. This comprehensive program is centered on a series of activities including, but not limited to: a student scholarship program, a RMI oriented student organization – Gamma Iota Sigma, faculty training support, and ongoing curriculum development.

The changes will not require new personnel, space, equipment, etc. The RMI public-private partnership allocates adequate funds for the new operational costs such as new recruitment materials, adjunct costs, etc. and adds funds for faculty research and student groups. Currently, we have commitments from Farmers and Mechanics Insurance and Brickstreet Insurance for \$50,000 each to be allocated to the initial pool of partnering funds needed to start the program.

Item Descriptions for Risk Management and Insurance Program Development:

- **Scholarship Program:** The Program would offer \$1,000 scholarships to undergraduate students. Scholarships would be available for students over four year conditional upon performance characteristics. These characteristics would be determined jointly by sponsors and the College of Business (COB) primarily based upon sponsor desires and Shepherd University entry guidelines. For example, students receiving the scholarship must have a minimum GPA to qualify initially and maintain adequate degree progress and an adequate GPA for continued support.
- The proposal anticipates 10 new students each year, along with the 100% continuation rate from previous years, yielding a total of 40 students at the beginning of year four and thereafter. We understand this retention rate is unrealistic; we propose that any dollars not used in continuation by the original recipient be made available as contingency funds for those that may need a fifth year of funding.
- **Gamma Iota Sigma Student Club:** Funds would be dedicated to the establishment and continued membership and operational costs for the fraternity. The initial charter costs along with promotional startup costs are provided in year one; years two through five include an allocation for operational support along with travel support for annual meetings by members. It is anticipated that after five years, the membership will be self-supporting.

- **Salary Stipends:** Shepherd University COB faculty salaries are low when compared to faculty salaries at our peer institutions. These stipends will encourage and reward faculty to take on the development and the inclusion of the RMI topics in the classes developed and customized for this program. We have built in two \$5,000 salary stipends for faculty teaching the required classes. These stipends would be awarded as additional salary and may be awarded over a period of years along with a review process to assure quality and performance.
- **Research Stipends:** The proposal allocates \$10,000 annually to fund two prototype summer research stipends. Here the COB would establish a program that is available to all COB faculty and requests faculty to develop and submit research proposals for review and selection. The selection criteria and targeted research areas will be developed by Farmers and Mechanics along with the COB.
- **Development:** Faculty teaching in the program may need to secure additional content background for courses moving forward. This will be obtained by attending conferences, taking additional classes, and potentially obtaining additional certifications. These funds will be set aside as travel funds for these purposes.
- **Shepherd University Operations:** The RMI will need resources to promote and support the program at both the college and department level. These startup activities include recruiting materials, signage, brochures, as well as time to recruit and to advise students, website development, targeted recruiting. In addition, we anticipate the need for using adjuncts to cover some of the specialty topics in the RMI curriculum. The adjunct costs specific to the development and delivery of this program would be returned to the University adjunct pool in order to make the cost of the program cost neutral with regard to adjunct funding.
- Similar to Adjunct Support above, there are many additional university operating costs associated with the development of a new program at this level. These include salary, fringe benefits, IT costs, administration (registration, transcripts, healthcare, disability services, health services, etc.), infrastructure, etc. The official federal cost recovery rate for research grants and contracts approved for Shepherd University is 44%. This proposal has been approved to use 22% as a means to lower the costs and encourage the partnership.
- **Continuing Education - Ongoing Certification Program:** We believe that after the first year, the Shepherd University faculty will have developed the skills necessary to offer a set of certifications for insurance agents and agencies. This program would target markets ancillary to the four-year bachelor's degree. These include but are not limited to classes and programs for continuing education for insurance agents around tax laws, government regulations, pre-licensing and relicensing coursework, etc. A founding partner would enjoy some privileges such as input on program development, registration discounts, and attendance priorities.

		RMI Program					
		5 Year Funding Proposal					
	Term						
	18/19	19/20	20/21	21/22	22/23	Total	
Scholarships	10	20	30	40	40	140	
Student Club	7	2	2	2	2	15	
Faculty Salary Stipends	10	10	10	10	10	50	
Faculty Research Stipends	5	5	0	0	0	10	
Teaching/Tutoring	0	0	0	0	0	0	
Travel	10	10	5	5	5	35	
Faculty/Student Development	0	0	0	0	0	0	
Program Support	10	5	2	2	2	21	
Adjunct Support	5	5	5	5	5	25	
Operations	12.54	14.74	14.08	14.08	14.08	69.52	
Ongoing Certification		10	10	0	0	20	
Total	69.54	81.74	78.08	78.08	78.08	385.52	

This program will be housed in the Department of Business Administration and the College of Business.

Catalog Description

Understanding and analyzing risk – the risk of choosing one project over another; one investment over another, one vendor over another – and then how best to minimize that risk has become a high demand, high reward, skill necessary in today's business world. The concentration in Risk Management and Insurance (RMI) is designed to provide students with both quantitative and behavioral skills that prepare students for the wide variety of careers available in this industry.

Note: In addition to the business administration core courses and core curriculum requirements, students in the risk management insurance concentration would complete the following 30 hours of course work.

CURRICULUM

Concentration Courses: Risk Management Insurance: 30 credit hours

Required QUANTITATIVE Courses: 6 credit hours

- BADM 309 - Fundamentals of Risk Management (3 cr)
- FINC 410 - Probability for Risk Management (3 cr) *

Risk Management and Insurance Concentration Requirements: 15 hours

Required Courses:

- BADM 327 - Retirement/Employee Benefits (3 cr)
- FINC 308 - Financial Planning and Insurance (3 cr)

Risk Management and Insurance Electives: 9 Hours

- **Complete three courses (9 credit hours) from the following:**
- BADM 329 - Estate Planning (3 cr)
- FINC 302 - Intermediate Financial Management (3 cr)
- FINC 401 - Financial Analysis (3 cr)
- FINC 408 - Advanced Topics in Insurance *
- FINC 425 - Investments (3 cr)

***New courses and descriptions**

FINC 408 – Advanced Topics in Insurance

(3 cr) FINC 408 is an advanced course covering primary insurance topics introduced in FINC 309 in more depth. The main areas targeted include the areas of property, liability, and life insurance with special attention to current topics and events in these areas. Prerequisites: FINC 309.

FINC 410 – Probability for Risk Management

(3 cr) FINC 410 is an advanced course focused on developing the student's knowledge of the theoretical basis of certain actuarial models and the application of those models to insurance and other financial risks. Significant time is spent examining complex problems and determining which technique(s) to apply. Prerequisites: BADM 224, BADM 309.

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

PRESIDENT'S REPORT

Advancing Shepherd University

English Students Attend International Convention: English students Brianna Maguire - Paw Paw, and Kylie Krummel - Fishers, Indiana, won awards at the Sigma Tau Delta International Convention March 21-24 in Cincinnati, OH. McGuire won first place and a \$300 prize in the category of critical essays about this year's Sigma Tau Delta common reader selection, Cristina Henríquez's *The Book of Unknown Americans*. Kummel won an honorable mention and a \$50 prize for fiction.

College of Business Risk Management and Insurance Roundtable: The College of Business hosted a risk management and insurance (RMI) roundtable discussion on March 30th to discuss with insurance professionals how a new RMI concentration can help train much-needed insurance industry workers. Participants included regional experts as well as an international expert Ed Beimer, managing director of Hastings Direct, a United Kingdom company.

International Scholars Honorary Inducts New Members: The Phi Beta Delta Honor Society for International Scholars inducted new members into its Theta Epsilon Chapter during an April 3 ceremony. Paul Grussendorf, an attorney specializing in asylum and refugee law, was the keynote speaker. Named honorary members were Tia McMillan, Bob McMillan and President Hendrix.

New Volume of *Anthology of Appalachian Writers*: The Wiley Cash volume of the *Anthology of Appalachian Writers*, Shepherd's 10th volume of the anthology series, is now available featuring the poetry, fiction, and creative nonfiction of writers across the country and the region. The book is published by Shepherd and the West Virginia Center for the Book. This year's volume features an array of Pushcart writers, several Weatherford Award winners, and the work of two state poet laureates.

WSHC Picks Up NPR's 'All Things Considered': Campus radio station WSHC (89.7 FM) recently added the NPR afternoon news program "All Things Considered" to its daily schedule from 4-6 p.m., completing a yearlong transition into public radio programming. On Saturdays the program will air from 5-6 p.m.

Niger's Ambassador to the U.S.: The ambassador to the United States from Niger, Hassana Alidou, gave a talk on April 12th in the CHE auditorium. The event was sponsored by the Department of Political Science and Global Studies, Pi Sigma Alpha, the political science honor society, and Phi Beta Delta, the honor society for international scholars.

ShepRobo Fest: The Department of Computer Science, Mathematics, and Engineering hosted ShepRobo Fest 2018 on April 14th in the Butcher Center.

College of Social and Behavioral Sciences Racial Justice Workshop: Shepherd hosted "Together We Rise," a Circles of Voices racial justice workshop April 14th. The event was sponsored by the College of Social and Behavioral Sciences, the Women's March, and Berkeley County NAACP.

All-Steinway Campaign Donation: Shepherd alumni Al '67 and Sara '67 Lueck made a gift in support of Shepherd's All-Steinway Campaign. Their contribution was used to purchase a Boston Performance Edition upright piano designed by Steinway & Sons. To earn the All-Steinway School designation, 90% of Shepherd's pianos must be Steinway-made. Shepherd has committed to investing in 28 new Steinway & Sons pianos, ensuring that students studying and performing music at all levels will have access to the finest pianos in the world in every University practice room, teaching studio, and performance space.

Rural Health Policy Internships: Dr. Marcia Brand is the sponsor of two internship opportunities in rural health policy for students pursuing studies in healthcare and healthcare management. She has pledged a ten-year commitment to fund two merit-based internships per year for Shepherd students. The internships may take place at either of two organizations: the Federal Office of Rural Health Policy, which allows students to learn about federal and state programs that exist to support rural communities, or the National Rural Health Association, the principal membership organization in the nation for rural health policy.

Congressional Term Limit Contest: Four students won prizes for research papers they wrote on the issue of congressional term limits for a competition open to all Shepherd students sponsored by the Glen Burnie, MD-based Congressional Term Limits Foundation. The first place winner of \$2,500 was Jordan Jalil, an economics and accounting major from Kabletown. Spencer VanHoose, a political science major from Martinsburg, won second place and \$1,000. Tessa Chafin, a political science major from Morgantown, and Mitchell Haines, a social work major from Slanesville, received honorable mention and \$100.

Statewide Science Academy Recognition: Four students and two professors received recognition during the 93rd annual meeting of the WV Academy of Science at WV Wesleyan College April 7th. Morgan Cadle, Ranson, was recognized for Outstanding Mathematics, Computer Science, or Engineering Poster; Dallas Gianniny, Chandler, Arizona, was recognized for Distinguished Mathematics, Computer Science, or Engineering Poster; Samuel Thomas, Charles Town, was recognized for Outstanding Engineering, or Computer Science Presentation; and Amaris Jalil, Charles Town, was recognized for Distinguished Environmental Biology Presentation. Dr. Jordan Mader, assistant professor of chemistry, and Dr. Carol Plautz, professor of biology, were recognized as co-recipients of the first-ever WV Academy of Science Member of the Year Award, and awarded lifetime memberships in the Academy.

Song by Music Student Featured in Hallmark Channel Movie: Shepherd Music student Lucia Valentine had her original song from her first album featured on The Hallmark Channel's April 7th premiere of *Once Upon a Prince*. Valentine released the album about a year ago and had all her songs accepted by a licensing agency for use in TV shows, commercials, and movies.

President's Lecture Features NASA's Dr. Jonathan Pellish: The President's Lecture series featured Dr. Jonathan Pellish, agency electronic parts manager at NASA's Goddard Space Flight Center, who discussed "The Sun and Outer Space as a Natural Hazard" on April 24th.

Wenger Named to State Journal's Generation: Next 40 Under 40: Dr. Christy Wenger, associate professor of English and director of writing and rhetoric, has been named to The State Journal's 2018 Generation Next: 40 Under 40, a list of the State's most influential young professionals. Wenger was chosen for the unique approach she takes toward educating her writing students.

Monarch Garden at Popodicon; Student Sculpture Unveiled: The Monarch Alliance has awarded a \$500 grant to create a monarch butterfly garden at Popodicon. A sculpture representing pollinators, designed by Alyssa Imes, Emmitsburg, MD, a Bachelor of Fine Arts major with a concentration in sculpture, was unveiled in the garden April 24th.

State Department Scholarships Bring International Students to Campus: Two students from Tunisia and Pakistan who are recipients of U.S. Department of State scholarships are wrapping up their studies at Shepherd. Imen Bouhestine, of Tunis, Tunisia, was at Shepherd through the Thomas Jefferson Scholarship Program for Tunisian undergraduate students. Saliha Nawaz, from Ghizer Gilgit, Pakistan, spent this past semester at Shepherd through the Fulbright Global Undergraduate Cultural and Educational Exchange Program in Pakistan (Global UGRAD-Pakistan).

McCarty '10 Earns 200th Career Win: Head baseball coach Matt McCarty '10 earned his 200th career win on April 17th when Shepherd (22-12) had a 13-3 win over Virginia State (21-14-1).

Shepherd University 145th Commencement Ceremony: Alumnus Paul T. McDermott '83, president and chief executive officer of the Washington Real Estate Investment Trust in Washington, D.C., and Dr. Paul Welch, a physician/nephrologist caring for patients in Berkeley and Jefferson counties and president of the medical staff at Berkeley Medical Center in Martinsburg, delivered the commencement addresses during Shepherd University's 145th Commencement on May 5th. The Friends of Popodicon were presented the President's Award. The inaugural class from the Doctor of Nursing Practice degree program received Shepherd's first awarded doctoral degrees.

Nursing Students, Faculty Inducted into Honor Society: On April 15th Shepherd's Nursing Honor Society inducted 25 new members: Bachelor of Science in Nursing (BSN) students inducted were Jennifer Dagg, Ranson; Kendra Wenner, Harpers Ferry; Aniya Saunders-Moseley, Kearneysville; Allyson Leonard, Stephanie Lopez, and Olivia Carlisle, all of Martinsburg; Amber Del Lee, Falling Waters; Madelyn Trucks, Inwood; Alesha Unger, Bunker Hill; Shakayla Ganoe, Fort Ashby; Kayla Corbin, Romney; Skyler Casto, Sharpsburg, MD; Hope Wolford, Williamsport, MD; Ellen Joliet and Andrea Barnett, both of Hagerstown, MD; and Kathrine Neff, New Windsor, MD. Shepherd Registered Nurse (RN) to BSN students Heather Pleasants, Hedgesville, and Kwong Yiu Wong, Shatin, Hong Kong were inducted, as well as Doctor of Nursing Practice student Ghadeer Ibrahim, Hagerstown, MD. Faculty members inducted include Dr. Angela Fetty, assistant professor of nursing education, and adjunct faculty members Muna Bahsali, Mary Beachley, Sarah Hooper, Catherine Makanjula, and Justina Workman.

Debate and Forensics Team: The Debate and Forensics Team attended the annual Madison Cup Tournament hosted by James Madison University (JMU) and competed against teams from JMU, Yale, Rutgers – Miami, FL, Oklahoma State, and others. The competition featured two-person teams -- Sam Brown and Casey Feezle represented Shepherd and took 8th place out of nearly 30 teams. The victory brought \$500 in for the program and is a first for Shepherd's Debate and Forensics Team.

Annual Aging Workshop Slated: Shepherd's annual aging workshop, Aging Well: Being Prepared Through the Decades, took place on May 8th in the CHE.

Speak Story Series Presented Kikuchi-Yngojo: Speak Story Series, part of the Appalachian Studies Program, presented Robert Kikuchi-Yngojo on May 8th in Reynolds Hall.

FY2018 Pending Grant Proposals to Date: (May 2018)

Submitted and awaiting decision on award.

Total current pending proposals to date: \$775,854

Mid-Atlantic Arts Foundation (MAAF) ArtsCONNECT, \$4,200 for March 2019

Requested funding supports travel and expenses to bring the Danny Green Trio with Strings to Shepherd for Music Entrepreneurship and Jazz Improvisation Workshops, as well as a jazz concert that will be open to the public in March 2019. Lead Project Director: Kurtis Adams, Associate Professor of Music

National Endowment for the Humanities (NEH) Summer Institutes for Teachers, \$154,636 for October 1, 2018 – December 31, 2019

Proposal requests support for the annual NEH-sponsored summer 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, engages nationally-prominent authors, artists and humanities scholars to delve into the diversity and richness of Appalachian literature and culture, emphasizing the power of the authentic Appalachian voice for 2019. Lead Project Director: Sylvia Shurbutt, Ph.D., Professor, English and Modern Languages

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

Women Investing in Shepherd (WISH), \$57,500 (2 projects, \$28,750 each)

Project 1: Summer 2019 Training Teachers to Use “Writing to Learn, Learning to Write” Across Campus

Proposal requests funding to support a summer seminar for 25 Shepherd faculty from disciplines across campus that focuses on nationally-recognized curricular innovations for improving students’ writing and learning across disciplines. Project Director: Christy Wenger, Ph.D., Associate Professor, English

Project 2: October 1, 2018 – December 31, 2021 *From Unthinkable to Reality: Enabling Study Abroad for First-generation and Financially Disadvantaged Students*

Proposal requests funding to support travel grants for first-generation and financially-disadvantaged Shepherd Students, enabling them to participate in transformative study abroad experiences. Project Co-Directors: Yin Star, Director, Study Abroad and Elizabeth Perego, Ph.D., Assistant Professor, History

EBSCO Solar Grant, \$100,000 for June 2018: *Scarborough Library Solar Project: Advancing Sustainability on Campus and in Our Community*

Proposal seeks one of three \$100,000 awards offered to libraries with EBSCO subscriptions. Awards support acquisition and installation costs for solar systems that will offset utility costs and enhance educational opportunities for libraries selected for an award. Project Directors: Rachel Hally, Coordinator of Collections, Scarborough Library and Jeff Groff, Ph.D., Associate Professor of Physics and Chair, Institute of Environmental and Physical Sciences

FY2018 Awarded Grant Proposals to Date: (May 2018)

Total awarded proposals to date for FY2017-2018: \$2,347,171

National Institute of Standards and Technology (NIST) Summer Undergraduate Research Fellowship (SURF) \$8,695 for 1 Fellowship: Summer 2018, May 21, 2018 – August 10, 2018

One fellowship was awarded to Christian Burns, an undergraduate student in the College of Natural Sciences and Mathematics to assist with research in a NIST laboratory at the Gaithersburg campus. Fellowships provide housing and a \$5,500 stipend for eleven weeks during the summer while selected participants from across the nation work closely with NIST mentors on research projects in their field of interest.

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

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, Ph.D., Associate Professor, Institute of Environmental and Physical Sciences

National Science Foundation (NSF) West Virginia 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 University 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).

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

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 the 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

DOE, \$1,287,500 for 5 years: September 1, 2017 – August 31, 2022

Shepherd University Application for the 2017 TRiO Upward Bound Program

Awarded funds expand efforts by the existing federally-funded TRiO Student Support Services staff to create a pipeline to Shepherd for high school students in the region through a summer residential program on campus and weekend programs throughout the academic year. Nationally, Upward Bound programs demonstrate success in creating a path to college attendance for first-generation college students, and typically more than half of Upward Bound participants 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

NASA West Virginia EPSCoR Research Seed Grant, \$10,000 for 1 year: May 16, 2018 – May 15, 2019

Cooling System for Aerospace Applications and Detectors

Funding provides support for research investigating properties of nanoparticle magnetic materials for potential use in cryogenic refrigerators for specialized use in aerospace applications. Principal Investigator, Mohammadreza Ghahremani, Ph.D., Assistant Professor, Computer Information Systems

National Park Service (NPS), C&O Canal National Historical Park Historic Structures Report, \$56,749 for 1 year: August 1, 2018 – July 31, 2019

Documenting the History of the African American Experience at Ferry Hill, The Blackford House and the Bridgeport Community

Shepherd recently became a member of the Chesapeake Watershed Association (CHWA) regional segment of a Cooperative Ecosystem Studies Unit (CESU) under the NPS, which made Shepherd eligible for this opportunity that was only available to CESU members. Funding provides support for Shepherd faculty and students to conduct research leading to a historic structures report and a historic resource study focused on African American History as it relates to Ferry Hill. Principal Investigator, James Broomall, Ph.D., Assistant Professor of History and Director of the Civil War Center, Co-PIs Keith Alexander, Associate Professor of History and Benjamin Bankhurst, Ph.D., Assistant Professor of History

Eastern West Virginia Community Foundation Helen Parker Willard Jefferson County Historic Cemetery Grant, \$4,400 to be utilized between March 10, 2018 -December 1, 2018

Historic Cemetery Preservation and Service Learning

Funding supports supplies and equipment enabling expansion of cemetery preservation and documentation activities that are central to the service-learning aspect of Shepherd's Historic Preservation concentration offered by the Department of History. Project Director, Keith Alexander, Associate Professor of History

Jefferson County Historical Society Community Grant Program, \$3,000 to be utilized between April 1, 2018 - December 31, 2018

Window Restoration for the Weltzheimer House

Funding supports continuing work and associated educational opportunities focused on the restoration and preservation of Shepherd's Weltzheimer House. Project Director, Keith Alexander, Associate Professor of History

Academic Affairs

McMurrin Scholars

Thirty-seven outstanding student scholars were inducted as McMurrin Scholars at the 57th ceremony in April. The guest speaker for the “Last Lecture” was Dr. Kathy Corpus, Associate Professor of Family and Consumer Sciences, who retired at the end of this academic year.

Faculty Recognition

The first annual faculty awards ceremony and reception took place on April 30th in the Storer Ballroom. Faculty were recognized for scholarship and profession achievements during the 2017-2018 academic year, and awards for outstanding faculty in the areas of teaching, advising, service, scholarship and graduate studies were awarded. Dr. Beard also recognized the recipients of the Storer College Award, the Mentzer Inspirational Teaching Award and Shepherd’s nominee for WV Professor of the Year, Carol Plautz who was also a finalist. A new document outlining faculty achievements is now on the academic affairs website homepage: <http://www.shepherd.edu/academic-affairs>

Articulation Agreements and Dual Enrollment

A new articulation agreement with Blue Ridge Community and Technical College in Social Work has been signed and will be in place for Fall 2018. New courses for dual enrolled high school students will be held at Shepherd’s main campus, as well as the Martinsburg Center, and in some special cases at the cooperating high school. A special dual enrollment event featuring Shepherd student leaders will take place at Spring Mills High School on May 16th.

Shepherd Faculty Member Composition Premiered

The Shepherd University Wind Ensemble and the Shepherd University Symphonic Band, under the direction of Dr. Scott Hippensteel, performed a concert titled “Symphonic Dances” on April 13th, featuring the world premiere of “Symphony for Wind Band” composed by Dr. Mark Andrew Cook, professor of music and director of music theory and composition.

Students Present at Appalachian Studies Conference

Two students in Shepherd’s Appalachian Studies Program presented their projects and research at the 2018 Appalachian Studies Association (ASA) conference held on April 5-8 in Cincinnati, OH. Breanna Gladden, a communications major from Shepherdstown, presented a paper titled “Finding John Henry: Examining the Legend, the Ballad, and the Man,” and Cameron Mallow, a history major from Cabins, presented a paper titled “The Swamp Dragon Home Guard and the Civil War in West Virginia.”

Shepherd Graduate Studies Alumna Receives Teaching Award

Jessica Salfia, a Shepherd alumna and teacher at Spring Mills High School, received the Appalachian Studies Association (ASA) K-12 National Teaching Award for her work introducing her students to Appalachian literature. Salfia’s advance placement composition students presented the conference plenary, “If You Ask Us.”

Enrollment Management

Office of the Registrar

Shepherd’s Baccalaureate and Graduate Commencement Ceremonies took place on May 5th. Both ceremonies were followed by the Alumni Associations “Zero Year Reunion” for students, families, faculty, and staff. Earlier this year Shepherd transitioned to processing diplomas in-house which provided May graduates the opportunity to pick up their diploma at the receptions.

Office of Financial Aid

The Office of Financial Aid continues to process financial aid packages for new and current students for the upcoming 2018-2019 academic year. Current students taking courses in the Summer 2018 term will be utilizing aid from the 2017-2018 financial aid year. With close to 600 students registered to take summer courses, over 160 have applied for financial aid. To date, 141 students have been packaged with Federal and State financial aid. The new summer term structure, along with the additional Federal Pell Grant, is providing students with access to an additional 88% of grant funds for summer course enrollments.

Office of Admissions

Orientation Step 1, held in June, is an important step in the enrollment build for new freshmen and transfer students. There are four sessions for freshmen and two sessions for transfer students. At orientation, students meet with Student Affairs, attend advising sessions with faculty, and engage in activities with current Shepherd students (A-team members). By the end of the two-day orientation process, future students will have their Rambler ID, Fall course schedule, and semester billing statement. The office of admissions is working diligently to register students for their chosen June orientation session and ensuring we have all final documentation to make the advising and enrollment process as smooth as possible.

Student Affairs

Annual Drag Show

Shepherd's Program Board and ALLIES organization held the 15th annual Drag Show Charity Fundraiser event on March 23rd. More than 350 students and community members gathered in the Student Center for a program featured a free evening of community, comedy, and entertainment by illusionists performing as Madonna, Lady Gaga, Beyoncé, Dolly Parton, Bette Midler, and more. While the event was free, more than \$3,800 in donations was contributed to the non-profit community agency Hagerstown Hopes.

70th Annual Student Recognition Day

More than 180 certificates of achievement were presented to students at the 70th Annual Student Recognition Day on April 17th. The award presenters included the academic deans, provost, and alumna Susan Mentzer Blair and her husband William Blair and Dr. Jane Ikenberry, daughter of Shepherd's 11th President Dr. Oliver Ikenberry. Vice president for student affairs Dr. Segar served as the master of ceremonies and award presenter. Students were recognized for academic achievement, sportsmanship, and leadership in co-curricular and extra-curricular activities.

Color for a Cure Event

Shepherd's Wellness Center and the Student Program Board partnered once again to sponsor the Color for a Cure Fun Run and end of the semester celebration on April 13th. Students and community members participated in a campus run through various color stations that ended in the East Campus Amphitheater circle with a slip-n-slide, obstacle course, mechanical shark, dancing, and final color toss. While free to students, the event raised \$1,840 for Shepherd University's Relay for Life.

Midnight Breakfast

The Division of Student Affairs hosted the 37th Midnight Breakfast on April 22nd in the Shepherd Student Center. This long-standing tradition brings together faculty, staff, and students for a lively meal the night before final exam week.

Greek Awards Banquet

On April 19th, the Office of Fraternity and Sorority Life along with the Panhellenic and Interfraternity Councils sponsored the annual Greek Awards Banquet where chapters and students were recognized for their achievements during the 2017-18 academic year. Overall, Shepherd's social Greek chapters completed over 3,000 hours of community service and raised nearly \$10,000 for charity throughout the year. Delta Zeta Sorority was recognized as Chapter of the Year. Phi Mu Alpha Sinfonia Fraternity was recognized with a Chapter Active Bystander Award. A variety of superlative awards, voted on by the Greek community were awarded in addition to Chapter of Excellence Awards.

3D Dash

The 4th Annual 3D Dash, Stand Up, Don't Stand By 5K was held on April 21st to raise money and awareness for the Shenandoah Women's Center. This event was held in recognition of sexual assault awareness month, and all proceeds benefit Shenandoah Women's Center, Inc. to provide services to victims of sexual assault in our community. Participants followed a 5K course that started on the East Campus Midway winding through West Campus and ending at the East Campus Midway.

Finals Fastbreak

Program Board hosts "Finals Fastbreak" each semester during the first day of finals to handout food and testing supplies to students. These supplies include green books, Scantron sheets, pencils, and note cards. This semester we also included peanut butter and jelly sandwiches. This event provides the Program Board with the opportunity to help relieve student stresses due to finals week.

University Development

Comprehensive Fundraising Report: 7/1/17 through 3/31/18 - New Gifts and Pledges

The comprehensive fundraising report provides analysis of cumulative data from the beginning of the fiscal year through the end of the reporting period. The report includes data from external fundraising programs managed through the University Foundation, Shepherd Athletics and the Office of Sponsored Grants.

- During the first nine months of the fiscal year, a total of \$3,757,517 was pledged and/or paid in new, direct gifts, a 4.8% increase over the same period in FY2017.
 - Private gifts designated to named endowments equaled \$657,156.
 - Gifts and pledges for annual giving programs yielded \$1,004,951.
 - New competitive grants in amount of \$1,955,960 were awarded to Shepherd programs.

Across all constituencies, the number of donors increased by 2.6% over the same period in FY2017

**SHEPHERD UNIVERSITY
COMPREHENSIVE FUNDRAISING SUMMARY**

Gift Category	7/1/2017 - 3/31/2018		7/1/2016 - 3/31/2017	
Annual Giving	\$1,004,951		\$1,931,792	
Endowments	\$657,156		\$713,843	
Grants	\$1,955,960		\$939,887	
Capital	\$139,450		\$0	
Total:	\$3,757,517		\$3,585,522	
Donor Category	# Donors	7/1/17 - 3/31/18	# Donors	7/1/16 - 3/31/17
Alumni	1,353	\$506,326	1,346	\$810,912
Friends	770	\$306,865	673	\$421,465
Corporations/Foundations	161	\$277,818	111	\$483,372
Others	121	\$710,549	221	\$929,887
Grants	19	\$1,955,960	12	\$939,887
Total:	2,424	\$3,757,517	2,363	\$3,585,522

Upcoming Alumni, Cultivation, and Fundraising Events:

May 3rd - Emeritus Luncheon and Induction Ceremony Class of 1968

Ram's Den Reception, 10 a.m.

Storer Ballroom, 11:30 a.m.

May 9th - Women for Shepherd University Little Black Dress Party

Popodicon, 6:30 p.m.

May 10th - Scarborough Gala Host Reception

Popodicon, 6 p.m.

May 18th - Widmyer Steinway Parlor Performance

Charles Town, WV, 5 p.m.

May 18th - President's Club Spring Reception

Popodicon, 6 p.m.

Athletics

RAMp Up Your Career

The Shepherd University athletic department partnered with the Shepherd Career Center to support an event on April 19th called "RAMp up Your Career". The event highlighted four panelists, all former Shepherd athletes, who discussed their post-graduation journeys. Student athletes also had an opportunity to break into small groups to ask questions and obtain valuable feedback regarding the various topics our alumni discussed.

Student-Athlete Picnic

On April 23rd, Shepherd Athletics sponsored the 1st Annual Student-Athletic picnic. The event was coordinated through dining services and was located in the Smallwood and Small Pavilion. Presentations were provided by each head coach allowing them to highlight their athletic seasons. Annual awards for the top senior male/female athlete, top male/female athlete and coach of the year were also presented.

Softball

The softball team wrapped up the spring season at the MEC conference tournament. The Lady Rams are 33-18 overall, 22-10 in the league and received a fifth seed in the NCAA Atlantic regional softball tournament which starts April 10th at Lock Haven University.

Baseball

The baseball team wrapped up the North Division of the MEC with a 34-13 overall record and a 27-5 conference record. The team will head to Beckley for the MEC tournament with the hopes of winning their fifth conference tournament in a row.

Women's Lacrosse

The lacrosse team finished the season in fourth place in the MEC standings, with an 8-7 overall record and a 3-2 record in the league. The team had a great run in the MEC Championship game with a 12-11 win over Wheeling Jesuit in the semi-final game and a tough 12-11 loss against UVA-Wise.

Capital Projects

Knutti Hall

The University completed test-pit work to assess the foundation of the building during Spring Break. The subsurface stone foundation needs repointing of mortar, and a waterproof moisture barrier should be added. The engineering firm is recommending that a foundation drain be installed around the perimeter. Grade also pitches towards the building at the corner of King and High Streets and needs regraded so casual water will run toward the street.

Work may need to be handled in phases for mortar work and waterproofing of the foundation, installing the foundation drain line, and additional underground storm lines for supplemental downspouts to be added in the next phase. A trench drain will be added by the exterior stairs to the lower level by the front portico. We are now working with the project architect to develop a full working set of plans and specifications, and would ultimately seek public bids to perform the work.

Once the University receives the plans and specifications detailing the phased work approach, we will work with internal stakeholder groups to develop a plan for execution of phased repair efforts with a commitment to minimizing disruptions to building users.

Potomac Place

The University is continuing efforts to actively engage the developer, EdR, for corrective action measures related to recurring building issues in Potomac Place. EdR has assembled a team that will meet with University stakeholders to review their plan for corrective actions. A meeting took place on May 1st with EdR and University stakeholders to review and begin execution of the EdR plan.

Shaw Hall Roof

A contract has been awarded to Heidler Roofing for the replacement work. A preconstruction meeting was held on April 30th with Heidler and University stakeholders to review the work plan and the notice to proceed. The contractor is expected to have begun work by May 17, 2018.

Deferred Maintenance

A comprehensive list of deferred maintenance and capital improvements has been developed and is being reviewed in consideration for future capital project funding.

Upcoming Events

Wednesday, May 23

Café Society Discussion Group, Facilitated by Mike Austin, Art Wineburg, and Jim Bowen, Robert C. Byrd Center for Congressional History and Education, Lower-Level Multipurpose Room. Sponsored by Lifelong Learning Program.

Monday, May 28

Memorial Day – University Closed

Wednesday, May 30

Café Society Discussion Group, Facilitated by Mike Austin, Art Wineburg, and Jim Bowen, Robert C. Byrd Center for Congressional History and Education, Lower-Level Multipurpose Room. Sponsored by Lifelong Learning Program.

Tuesday, June 12

Speak Story Series: Scott Whitehair, Reynold Hall. Sponsored by Shepherd University Appalachian Studies Program

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

Shepherd University Board of Governors
Report to the Academic Programs and Development Committee
May 17, 2018
Agenda Item No. 6-a

ACADEMIC RESTRUCTURING UPDATE

Dr. Scott Beard, Acting Provost, will provide the Committee with an update on progress and next steps related to academic restructuring.

CAMPUS SAFETY ANNUAL DATA REPORT

The Enrollment, Student and Community Affairs representative will lead a discussion with the Board on the Campus Safety Annual Data Report, as presented by University Police Chief John McAvoy.

Each year in the Fall, Shepherd University publishes a comprehensive report regarding public safety issues and polices, in compliance with the Clery Act. This annual report addresses not only crime statistics, but also all of our campus policies and practices relating to law enforcement, fire safety, missing students, and public safety alerts.

The Annual Campus Security and Fire Safety Report is published each year on October 1, and is available on the Shepherd University website. The following pages reflect updates to the charts for campus crime data throughout calendar year 2017, and two years of history for comparison purposes. The report also includes the 2017 fire safety information and an additional section for hate crimes.

Table 1 – On Campus Offenses

Criminal Offense	Total Occurrences on Campus		
	2015	2016	2017
1. Murder/Non-negligent manslaughter	0	0	0
2. Negligent manslaughter	0	0	0
3. Sex offenses – Forcible	-	-	-
4. Rape	3	1	3
5. Fondling	2	2	2
6. Sex offense – Non-forcible	-	-	-
7. Incest	0	0	0
8. Statutory rape	0	0	0
9. Robbery	0	0	0
10. Aggravated assault	0	0	0
11. Burglary	0	2	3
12. Motor vehicle theft (Do not include theft from motor vehicle)	0	0	0
13. Arson	0	0	0

Table 2 – Residence Halls (Subset of Table 1)

	Total Occurrences in On-Campus Student Housing Facilities		
Criminal Offense	2015	2016	2017
a. Murder/Non-negligent manslaughter	0	0	0
b. Negligent manslaughter	0	0	0
c. Sex offenses – Forcible	-	-	-
d. Rape	3	1	2
e. Fondling	2	1	2
f. Sex offense – Non-forcible	-	-	-
g. Incest	0	0	0
h. Statutory rape	0	0	0
i. Robbery	0	0	0
j. Aggravated assault	0	0	0
k. Burglary	0	1	1
l. Motor vehicle theft (Do not include theft from motor vehicle)	0	0	0
m. Arson	0	0	0

Table 3 – Non-Campus Occurrences (Areas Immediately Adjacent)

	Total Occurrences in or on Non-Campus Buildings or Property		
Criminal Offense	2015	2016	2017
a. Murder/Non-negligent manslaughter	0	0	0
b. Negligent manslaughter	0	0	0
c. Sex offenses – Forcible	-	-	-
d. Rape	0	0	0
e. Fondling	0	1	0
f. Sex offense – Non-forcible	-	-	-
g. Incest	0	0	0
h. Statutory rape	0	0	0
i. Robbery	0	0	0
j. Aggravated assault	0	0	0
k. Burglary	0	0	0
l. Motor vehicle theft (Do not include theft from motor vehicle)	0	0	0
m. Arson	0	0	0

Table 4 – Public Property

	Total Occurrences on Public Property		
Criminal Offense	2015	2016	2017
a. Murder/Non-negligent manslaughter	0	0	0
b. Negligent manslaughter	0	0	0
c. Sex offenses – Forcible	-	-	-
d. Rape	0	0	1
e. Fondling	0	1	1
f. Sex offense – Non-forcible	-	-	-
g. Incest	0	0	0
h. Statutory rape	0	0	0
i. Robbery	0	0	0
j. Aggravated assault	0	0	0
k. Burglary	0	0	2
l. Motor vehicle theft (Do not include theft <i>from</i> motor vehicle)	0	0	0
m. Arson	0	0	0

Table 5 – On-Campus Hate Crimes

Criminal Offense	Occurrences of Hate Crimes Category of Bias for Crimes Reported in 2017								
	2017 TOTAL	Race	Religion	Sexual Orientation	Gender	Gender Identity	Disability	Ethnicity	National Origin
a. Murder/ Non-negligent manslaughter	0	0	0	0	0	0	0	0	0
b. Negligent manslaughter	0	0	0	0	0	0	0	0	0
c. Sex offenses – Forcible	0	0	0	0	0	0	0	0	0
d. Rape	0	0	0	0	0	0	0	0	0
e. Fondling	0	0	0	0	0	0	0	0	0
f. Sex offense – Non-forcible	0	0	0	0	0	0	0	0	0
g. Incest	0	0	0	0	0	0	0	0	0
h. Statutory rape	0	0	0	0	0	0	0	0	0
i. Robbery	0	0	0	0	0	0	0	0	0
j. Aggravated assault	0	0	0	0	0	0	0	0	0
k. Burglary	0	0	0	0	0	0	0	0	0
l. Motor vehicle theft (Do not include theft from motor vehicle)	0	0	0	0	0	0	0	0	0
m. Arson	0	0	0	0	0	0	0	0	0
n. Simple assault	0	0	0	0	0	0	0	0	0
o. Larceny-theft	0	0	0	0	0	0	0	0	0
p. Intimidation	0	0	0	0	0	0	0	0	0
q. Destruction/damage/ vandalism of property	5	5	0	0	0	0	0	0	0

Table 6 – Non-Campus Hate Crimes (Areas Immediately Adjacent)

Occurrences of Hate Crimes Category of Bias for Crimes Reported in 2017									
Criminal Offense	2017 TOTAL	Race	Religion	Sexual Orientation	Gender	Gender Identity	Disability	Ethnicity	National Origin
a. Murder/Non-negligent manslaughter	0	0	0	0	0	0	0	0	0
b. Negligent manslaughter	0	0	0	0	0	0	0	0	0
c. Sex offenses – Forcible	-	-	-	-	-	-	-	-	-
d. Rape	0	0	0	0	0	0	0	0	0
e. Fondling	0	0	0	0	0	0	0	0	0
f. Sex offense – Non-forcible	-	-	-	-	-	-	-	-	-
g. Incest	0	0	0	0	0	0	0	0	0
h. Statutory rape	0	0	0	0	0	0	0	0	0
i. Robbery	0	0	0	0	0	0	0	0	0
j. Aggravated assault	0	0	0	0	0	0	0	0	0
k. Burglary	0	0	0	0	0	0	0	0	0
l. Motor vehicle theft (Do not include theft from motor vehicle)	0	0	0	0	0	0	0	0	0
m. Arson	0	0	0	0	0	0	0	0	0
n. Simple assault	0	0	0	0	0	0	0	0	0
o. Larceny-theft	0	0	0	0	0	0	0	0	0
p. Intimidation	0	0	0	0	0	0	0	0	0
q. Destruction/damage/vandalism of property	0	0	0	0	0	0	0	0	0

Table 7 – Violence Against Women Act (VAWA) Offenses – On Campus

a. Stalking	1	2	3
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Table 8 – VAWA Offenses - Residence Halls (Subset of Table 7)

	Total Occurrences in On-Campus Student Housing Facilities		
Criminal Offense	2015	2016	2017
a. Domestic violence	1	3	1
b. Dating violence	0	2	1
c. Stalking	1	1	0

Table 9 – VAWA Offenses – Non-Campus

	Total Occurrences in or on Non-Campus Buildings or Property		
Criminal Offense	2015	2016	2017
a. Domestic violence	0	0	0
b. Dating violence	0	0	1
c. Stalking	0	0	0

Table 10 – VAWA Offenses – Public Property

	Total Occurrences on Public Property		
Criminal Offense	2015	2016	2017
a. Domestic violence	0	0	0
b. Dating violence	0	0	0
c. Stalking	0	0	3

Table 11 – Arrests – On Campus

	Number of Arrests		
Crime	2015	2016	2017
a. Weapons: carrying, possessing, etc.	0	1	0
b. Drug abuse violations	9	2	8
c. Liquor law violations	28	26	20

Table 12 – Arrests – On-Campus Student Housing Facilities (Subset of Table 11)

	Number of Arrests		
Crime	2015	2016	2017
a. Weapons: carrying, possessing, etc.	0	1	0
b. Drug abuse violations	6	1	7
c. Liquor law violations	16	24	4

Table 13 – Arrests – Non-Campus

	Number of Arrests		
Crime	2015	2016	2017
a. Weapons: carrying, possessing, etc.	0	0	0
b. Drug abuse violations	0	0	0
c. Liquor law violations	0	1	0

Table 14 – Arrests – Public Property

	Number of Arrests		
Crime	2015	2016	2017
a. Weapons: carrying, possessing, etc.	0	0	0
b. Drug abuse violations	3	1	1
c. Liquor law violations	11	1	13

Table 15 – Disciplinary Actions – On Campus

	Number of Persons Referred for Disciplinary Action		
Crime	2015	2016	2017
a. Weapons: carrying, possessing, etc.	0	3	0
b. Drug abuse violations	14	30	22
c. Liquor law violations	106	144	45

Table 16 – Disciplinary Actions – On-Campus Student Housing Facilities (Subset of Table 15)

	Number of Persons Referred for Disciplinary Action		
Crime	2015	2016	2017
a. Weapons: carrying, possessing, etc.	0	3	0
b. Drug abuse violations	14	30	22
c. Liquor law violations	106	144	45

Table 17 – Disciplinary Actions – Non-Campus

	Number of Persons Referred for Disciplinary Action		
Crime	2015	2016	2017
a. Weapons: carrying, possessing, etc.	0	0	0
b. Drug abuse violations	0	0	0
c. Liquor law violations	0	0	0

Table 18 – Disciplinary Actions – Public Property

	Number of Persons Referred for Disciplinary Action		
Crime	2015	2016	2017
a. Weapons: carrying, possessing, etc.	0	0	0
b. Drug abuse violations	0	0	0
c. Liquor law violations	10	0	0

Table 19 – Unfounded Crimes

	Number		
	2015	2016	2017
a. Total unfounded crimes	0	0	1

Table 20 – Fires – On-Campus Student Housing Facilities

Housing Facilities		Total Number of Fires		
<u>Name of Facility</u>	<u>Street Address</u>	2015	2016	2017
1. Dunlop Hall	604 University Drive	0	0	0
2. Boteler Hall	33 Campus Hill Drive	0	0	0
3. Burkhardt Hall	155 Campus Hill Drive	0	0	0
4. Gardiner Hall	405 North King Street	0	0	0
5. Kenamond Hall	501 North King Street	0	0	0
6. Lurry Hall	29 Campus Hill Drive	0	0	0
7. Printz Hall	554 University Drive	0	0	0
8. Martin Hall	25 Campus Hill Drive	0	0	0
9. Miller Hall	202 Duke Street	0	0	0
10. Moler Hall	133 Campus Hill Drive	0	0	0
11. Shaw Hall	77 West Campus Drive	0	0	0
12. Thatcher Hall	127 West Campus Drive	0	0	0
13. Turner Hall	413 North King Street	0	0	0
14. Yost Hall	117 Campus Hill Drive	0	0	0

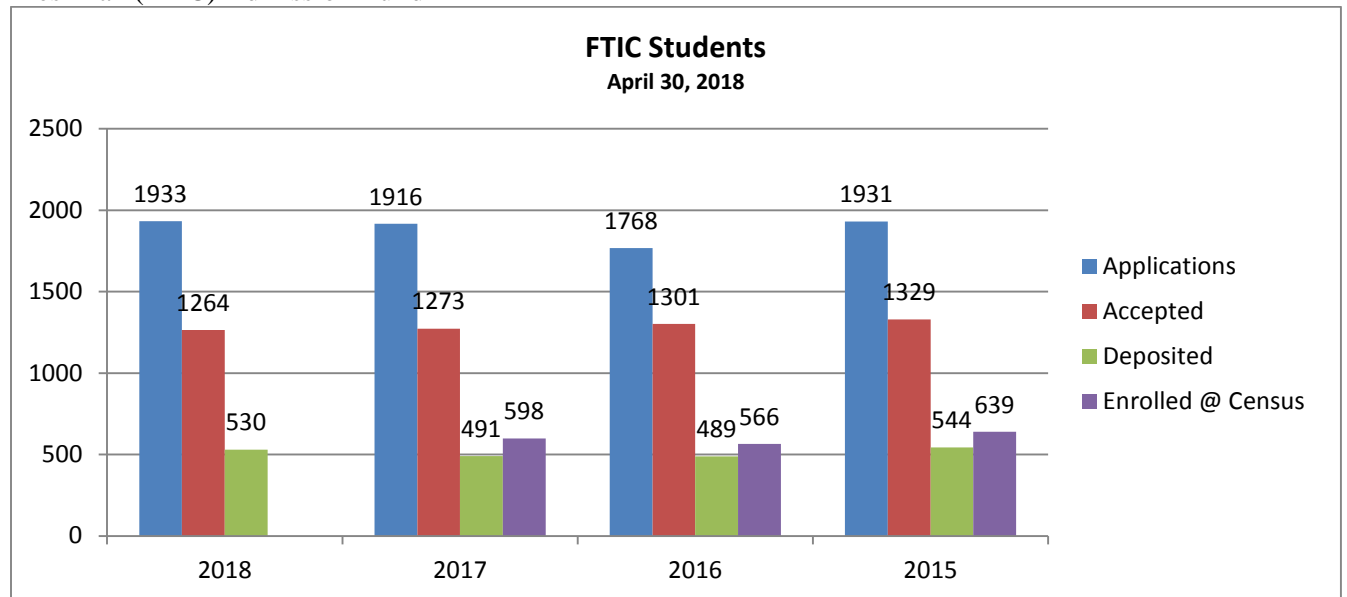
ENROLLMENT MANAGEMENT UPDATE

Fall 2018 Admission Build

Freshman (First-Time in College [FTIC]) Admission Build

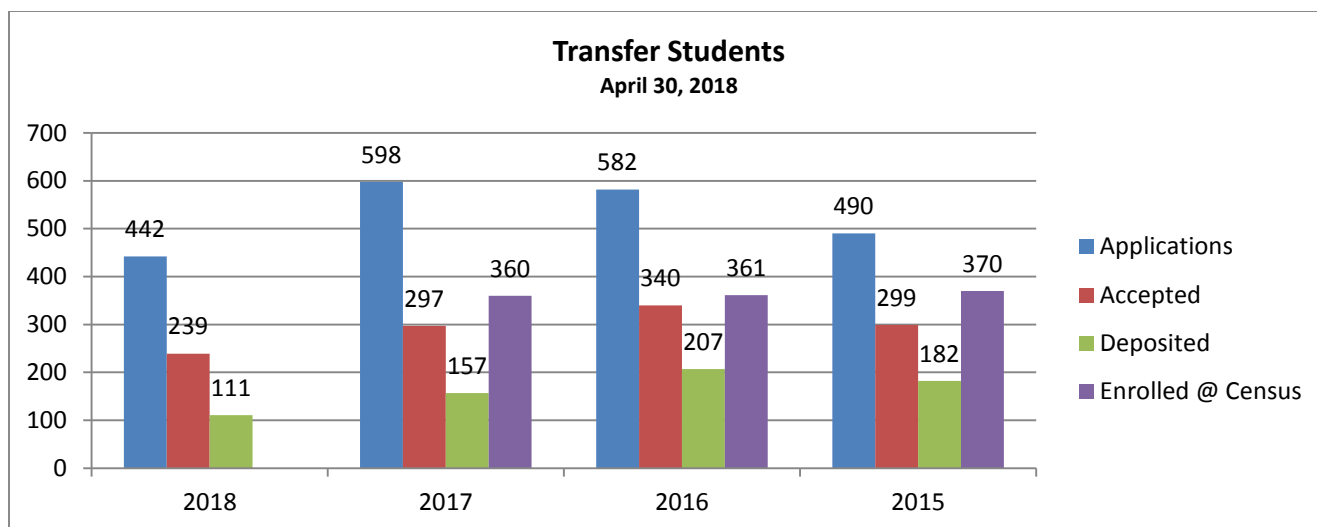
- Freshman (FTIC) students who have submitted their enrollment deposit continues to run ahead of last year.
- In-state student deposits are even and out-of-state are up 29% (54 students).
- The Admissions team continues to work with students at all phases of the admission process, with special attention focused on motivating accepted students to pay their enrollment deposit.

Freshman (FTIC) Admission Build



Transfer Student Admission Build

- Transfer Admission Decision Day at Lord Fairfax Community College.
- A digital marketing campaign focusing on transfer students ran in March and April.
- A phone call campaign to all students with incomplete admission application files was completed in April.



Fall 2018 Student Enrollment Build

- Continuing undergraduate student registrations are currently at 92% of the target for Fall 2018. Registration opened on April 2nd and will remain open throughout most of the spring and summer months. A communication campaign ran in March and April in an effort to boost early registration numbers.
- Registration for continuing and new Master's degree students opened on March 19th. At this point in time the enrollment build is on pace and consistent with prior years. The Office of Graduate Studies continues to work with students through the admissions and registration process. Registration will remain open throughout the spring and summer months
- New First-year students will register during Orientation Step 1 throughout June. New students and families will be on campus for two days of activities, meeting with their faculty advisors, culminating with advising and registration on day two. Students choose from four session dates in June. Transfer students have two specialized orientation sessions, one in June and one in July.

<i>Enrollment Build as of Date: 4/23/18</i>			
Student Type	Fall 2018 Build (Headcount)	Fall 2018 Targets (Headcount)	% of Target
Continuing Undergraduate	1,840	1,980	92.9%
New Freshman	1	590	0.2%
Re-admit	3	40	7.5%
New Transfer	4	330	1.2%
Continuing Master's	58	100	58.0%
New Master's Student	5	80	6.3%
New and Continuing Master's	63	180	35.0%
Total Degree Seeking Enrollment	1,911	3,120	61.3%

QUARTERLY FINANCIAL REPORT – 3RD 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 third 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: 3rd Quarter FY2018 compared to 3rd Quarter FY2017

- **5.7%, \$2.1 million**, decrease in Total Operating Revenues
- **0.3%, \$123,000**, increase in Total Operating Expenses
- **13.7%, \$2.8 million**, decrease in Cash and Cash Equivalents
- **6.3%, \$5.6 million**, decrease in Net Position

STATEMENT OF REVENUES, EXPENSES AND OTHER CHANGES

Operating Revenues: \$34.5 million – Decreased

Tuition and Fee Revenue – \$27 million – 1.4% decrease; \$370,000

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

Scholarship Allowance – \$11.9 million – 9.8% increase; \$1,070,000

The 3rd Quarter FY2018 allowance is higher than the 3rd Quarter FY2017, a result of additional institutional and financial aid resources required to recruit new students.

Auxiliary Enterprises Revenue – \$13.9 million – 7.9% decrease; \$1.2 million

The 3rd Quarter FY2018 Auxiliary Enterprises is lower than the 3rd Quarter FY2017, as a result of the small decline in enrollment and the opening of Potomac Place.

Housing Revenues from Potomac Place are *excluded* from the University revenues (\$964,000). This reduction of revenue and the associated expenses to the University is partially offset by the return of cash surplus that exists at the end of the fiscal year. The current pro-forma document projects that amount to be approximately \$900,00 for year one. The USDA loan for Potomac Place closed in February, 2018 and will require less than a full year of debt service for this fiscal year. As a result, future years project a considerably smaller surplus at approximately \$400,000 per year.

Operating Expenses: \$45.0 million – Increased

The 3rd Quarter FY2018 Operating Expenses total **77.1%** of the FY2018 budget. Primary Mission Costs for *Academic Support* and *Student Services* are **at or less than 75% of budget YTD**.

Operating Expenses increased **0.3%**; **\$123,000**, for 3rd Quarter FY2018 as compared to the same period in FY2017, with *increases* reflected in *Instruction, Operation and Maintenance* and *Institutional Support*. The increase is primarily due to the salary equity adjustments provided to all faculty and many hourly classified staff.

Non-Operating Revenues and Expenses: \$12.2 million - Increased

Total Non-Operating Revenues and Expenses for the 3rd Quarter FY2018 compared to 3rd Quarter FY2017 - **8.6%** increase; **\$965,000**.

Interest on capital asset related debt - 51.4% decrease; \$893,000 year-over-year. Resident Hall and Wellness Center bonds were refinanced in February 2017.

Non-operating federal revenue - 3.8% increase; \$183,000, due to an increase in PELL.

Gifts revenue - 14.8% increase; \$173,000, year-over-year. This revenue is generated by contributions from the Foundation. The majority is in the form of student scholarships.

Loss on disposal of equipment at \$380,000; 86% is related to Sara Cree; booked at \$325,000.

Other Revenues, Expenses, Gains or Losses: (\$356,000) – (Expenses) Increased

Other Post-Employment Benefits (OPEB) - 72% increase; \$149,000 compared to 3rd Quarter FY2017. This amount is an estimate in the absence of information provided by PEIA.

STATEMENT OF NET POSITION

Assets

Total Assets: \$140 million - 4.93% approximate decrease; \$7.3 million

Decreases in Cash, Grants and Contract Receivables, Inventories, and Capital Assets, net of accumulated depreciation.

Cash and Cash Equivalents: \$17.9 million – 13.7% decrease; \$2.8 million

Days Cash on Hand at March 31, 2018: **163**

Decline in Revenues generated by Tuition and Fees and Auxiliary Enterprises contribute to the decline in cash and cash equivalents.

At the end of the 3rd Quarter FY2018; the University had sufficient cash and other resources on hand to meet operating and capital requirements.

Cash balances fluctuate substantially quarter to quarter. The first and third quarter cash balances are considerably higher resulting from the collection of tuition and fees, room and board and financial aid for the Fall and Spring semesters. The second and fourth quarters continue to have many of the same cash outflows for expenses that are paid monthly, without comparable cash inflows from student payment activity. Examples include telephone, computer access, utilities, as well as salaries and benefits for 12 month employees. It is essential to recognize that our “Days Cash on Hand” ratio varies throughout the year on a quarterly basis.

Grant and Contract Receivables: \$649,000 – 58.9% decrease; \$930,000

More timely grant and scholarship billings. Approximately \$600,000 in Promise and WV Grant spring scholarships were received in April last year, however, spring 2018 awards were received in March this year. As noted in the President’s Report, total grant/contract awards are \$2,347,171.00.

Inventories: \$242,000 – 42.5% decrease; \$179,000

Bookstore inventory was sold to Follett in mid-March when they assumed operation.

Capital Assets Net: \$119.7 million – 2.74% decrease; \$3.4 million

Capital Assets are presented net of Accumulated Depreciation

The 3rd Quarter addition to Accumulated Depreciation is **\$5.0 million**.

The University continues to delay major capital expenditures in the continuing effort to preserve cash flow.

Liabilities

Total Liabilities: \$57.4 million - 2.65% decrease; \$1.6 million

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

Summary

Total Net Position: \$82.7 million – 6.3% decrease; \$5.6 million

The declines in State appropriation, enrollment, and significant capital investments explain this decrease as compared to **\$88.2 million** 3rd Quarter FY2017.

Table 1

Shepherd University
Statement of Net Position
FY18 - As of March 31, 2018
(Dollars in Thousands)

	3/31/18	3/31/17	% Change
ASSETS			
Current assets:			
Cash and cash equivalents	17,854	20,687	-13.69%
Accounts receivable net	947	822	15.21%
Grants and contracts receivable, net	649	1,579	-58.90%
Due from the Commission	-	-	n/a
Inventories	242	421	-42.52%
Loans Receivable	100	100	0.00%
Other assets	-	-	n/a
Total Current assets	19,792	23,609	-16.17%
Noncurrent assets:			
Restricted cash and cash equivalents	2	1	100.00%
Investments	-	-	n/a
Loans receivable, net	342	390	-12.31%
Capital assets net	119,738	123,116	-2.74%
Other Noncurrent assets	253	281	-10.0%
Total Noncurrent assets	120,335	123,788	-2.79%
TOTAL ASSETS	\$140,127	\$147,397	-4.93%
Total Deferred Outflows of Resources (GASB 68)	\$88	\$54	62.96%
TOTAL ASSETS & DEFERRED OUTFLOWS	\$140,215	\$147,451	-4.91%
LIABILITIES			
Current liabilities:			
Accounts payable	669	688	-2.76%
Accrued liabilities	2,853	2,542	12.23%
Due to the Commission	-	-	n/a
Due to other State agencies	-	-	n/a
Deferred revenue	182	266	-31.58%
Long-term liabilities - current portion	2,528	2,560	-1.25%
Total Current liabilities	6,232	6,056	2.91%
Noncurrent liabilities:			
Advances from federal sponsors	499	510	-2.16%
Deposits	174	202	-13.86%
Other post employment benefits	11,486	11,029	4.14%
Compensated absences	432	412	4.85%
Net pension liability	391	327	19.57%
Debt obligation due Commission	525	675	n/a
Leases Payable	216	360	-40.00%
Bonds Payable	37,403	39,348	-4.94%
Total Noncurrent liabilities	51,126	52,863	-3.29%
TOTAL LIABILITIES	57,358	58,919	-2.65%
Total Deferred Inflows of Resources (GASB 68)	195	288	-32.29%
TOTAL LIABILITIES & DEFERRED INFLOWS OF RESOURCES	57,553	59,207	-2.79%
NET POSITION	82,662	88,244	-6.33%
TOTAL LIABILITIES AND NET POSITION	\$140,215	\$147,451	-4.91%

Table 2

Shepherd University
Budget to Actual Report
FY18 - For the Quarter Ending March 31, 2018
(Dollars in Thousands)

	Revised Annual Budget	YTD Actual	\$ Variance	% Budget
OPERATING REVENUES				
Gross Tuition and Fees	\$28,725	\$26,964	\$1,761	93.9%
Scholarship Allowance	(\$11,810)	(\$11,953)	\$143	101.2%
Federal Grants and Contracts	1,500	934	566	62.3%
State and Local Grants and Contracts	4,165	3,943	222	94.7%
Private Grants and Contracts	20	-	20	0.0%
Sales and Services of Educational Activities	20	24	(4)	120.0%
Auxiliary Enterprises	15,250	13,980	1,270	91.7%
Other Operating Revenues	529	615	(86)	116.3%
TOTAL OPERATING REVENUES	38,399	34,507	3,892	89.9%
OPERATING EXPENSES				
Instruction	17,700	14,220	3,480	80.3%
Academic Support	3,340	2,400	940	71.9%
Student Services	3,715	2,520	1,195	67.8%
Scholarships & Fellowships	14,310	14,066	244	98.3%
Scholarships Allowance	(11,810)	(11,953)	143	101.2%
Operations and Maintenance	4,410	3,574	836	81.0%
Institutional Support	5,989	4,660	1,329	77.8%
Research	245	147	98	60.0%
Public Service	240	162	78	67.5%
Auxiliary Expenses	12,560	10,022	2,538	79.8%
Depreciation Expense	7,250	5,027	2,223	69.3%
Transfers and Other (Additions) Subtractions	437	182	255	41.6%
TOTAL OPERATING EXPENSES	58,386	45,027	13,359	77.1%
NONOPERATING REVENUES AND EXPENSES				
State Appropriations	9,361	7,021	2,340	75.0%
Nonoperating federal revenue	5,400	4,969	431	92.0%
Investment Income	35	131	(96)	374.3%
Interest on capital asset related debt	(1,435)	(844)	(591)	58.8%
Loss on disposal of equipment	-	(380)	380	n/a
Gifts	1,500	1,342	158	89.5%
Payments on behalf of Shepherd University	-	-	-	n/a
Fees assessed by the Commission for interest and reserves	(38)	(18)	(20)	47.6%
TOTAL NONOPERATING REVENUES AND EXPENSES	14,823	12,221	2,602	82.4%
OTHER REVENUES, EXPENSES, GAINS OR LOSSES				
Other Post Employment Benefits (OPEB) expense	(645)	(356)	(289)	55.2%
Increase (Decrease) in Net Position	(5,809)	1,345	(7,154)	-23.2%

Table 3

Shepherd University
Statement of Revenues, Expenses and Other Changes
FY18 - For the Quarter Ending March 31, 2018
(Dollars in Thousands)

	Revised Budget FY18 Annual	YTD Actual 3/31/18	YTD Actual 3/31/17	% Change	\$ Change
OPERATING REVENUES					
Tuition and Fees	28,725	\$26,964	\$27,334	-1.4%	(\$370)
Scholarship Allowance	(11,810)	(11,953)	(10,883)	9.8%	(1,070)
Federal Grants and Contracts	1,500	934	890	4.9%	44
State and Local Grants and Contracts	4,165	3,943	3,629	8.7%	314
Private Grants and Contracts	20	-	-	n/a	-
Sales and Services of Educational Activities	20	24	37	-35.1%	(13)
Auxiliary Enterprises	15,250	13,980	15,185	-7.9%	(1,205)
Other Operating Revenues	529	615	384	60.2%	231
TOTAL OPERATING REVENUES	38,399	34,507	36,576	-5.7%	(2,069)
OPERATING EXPENSES					
Instruction	17,700	14,220	13,607	4.5%	613
Academic Support	3,340	2,400	2,480	-3.2%	(80)
Student Services	3,715	2,520	2,476	1.8%	44
Scholarships & Fellowships	14,310	14,066	13,301	5.8%	765
Scholarships Allowance	(11,810)	(11,953)	(10,883)	9.8%	(1,070)
Operations and Maintenance	4,410	3,574	3,368	6.1%	206
Institutional Support	5,989	4,660	4,710	-1.1%	(50)
Research	245	147	133	10.5%	14
Public Service	240	162	190	-14.7%	(28)
Auxiliary Expenses	12,560	10,022	10,022	0.0%	-
Depreciation Expense	7,250	5,027	5,305	-5.2%	(278)
Transfers and Other (Additions) Subtractions	437	182	195	-6.7%	(13)
TOTAL OPERATING EXPENSES	58,386	45,027	44,904	0.3%	123
NONOPERATING REVENUES AND (EXPENSES)					
State Appropriations	9,361	7,021	6,973	0.7%	48
Nonoperating federal revenue	5,400	4,969	4,786	3.8%	183
Investment Income	35	131	83	57.8%	48
Interest on capital asset related debt	(1,435)	(844)	(1,737)	-51.4%	893
Loss on disposal of equipment	0	(380)	-	n/a	(380)
Gifts	1,500	1,342	1,169	14.8%	173
Payments on behalf of Shepherd University	0	-	-	n/a	-
Fees assessed by the Commission for interest and reserves	(38)	(18)	(18)	0.0%	-
TOTAL NONOPERATING REVENUES AND EXPENSES	14,823	12,221	11,256	8.6%	965
OTHER REVENUES, EXPENSES, GAINS OR LOSSES					
Other Post Employment Benefits (OPEB) expense	(645)	(356)	(207)	72.0%	(149)
Increase (Decrease) in Net Position	(5,809)	1,345	2,721	-50.6%	(\$1,376)

HUMAN RESOURCES ANNUAL REPORT

This year's Human Resources Annual Report continues to provide data updates which benchmark Shepherd's data results against several distinct comparison groups. All of these benchmarking reports are based upon data submitted to the U.S. Department of Education.

COPLAC: All of the member institutions of COPLAC.

HEPC Peers: West Virginia Higher Education Policy Commission (HEPC) established updated peer-data groups for each public institution for effective data comparisons. The peer-group consists of twenty schools which are statistically similar to Shepherd in reference to enrollment, programs of study, etc.

Regional Peers: This is a list of schools compiled internally, for comparison purposes.

WV Institutions: A comparison to the other public, baccalaureate schools in West Virginia.

Highlights of the Data:

- The January 1, 2016, 2% pay raises slightly improved Shepherd's faculty-salary competitiveness against many other schools, but Shepherd continues to pay well below the mid-point of COPLAC schools and many of our regional competitors.
- The University has seen a modest, but disappointing, erosion in the past effectiveness in working to increase the diversity of our workforce. Turnover is a challenging factor and is exacerbated by our continuing compensation-competitiveness weakness in relation to the mid-Atlantic region.
- Workforce of full-time employees remains equivalent to Fall 2014. Turnover, due to retirements and departures, resulted in 11 new instructional faculty in 2016 and 9 new faculty in 2017; market conditions have required us to be genuinely competitive with new-hire salaries, adding to our salary –compression challenges.
- The University increased the number of instructional faculty from 2010 to 2012 by 17; this resulted in a pipeline of accomplished tenure-track faculty, ten gained tenure in spring 2017.
- The University has implemented the new modifications to the classification system developed by the HEPC for classified staff. The total number of paygrades used by Shepherd is only Grades 1-7. All new hires of Fair Labor Standards Act (FLSA) - exempt staff are in non-classified status, as authorized by the personnel reforms in the 2017 legislative session.
- The salary increase program approved in June 2017 focused on both faculty and staff earning less than \$50,000 whose salaries were extremely low in comparison to national median salaries of comparable positions at schools similar to Shepherd (enrollment, annual expenditures, etc.). Nevertheless, a significant number of staff currently remain below the HEPC's 'minimum salary level' assigned to that paygrade. Attention to these salary levels should also remain a policy priority.

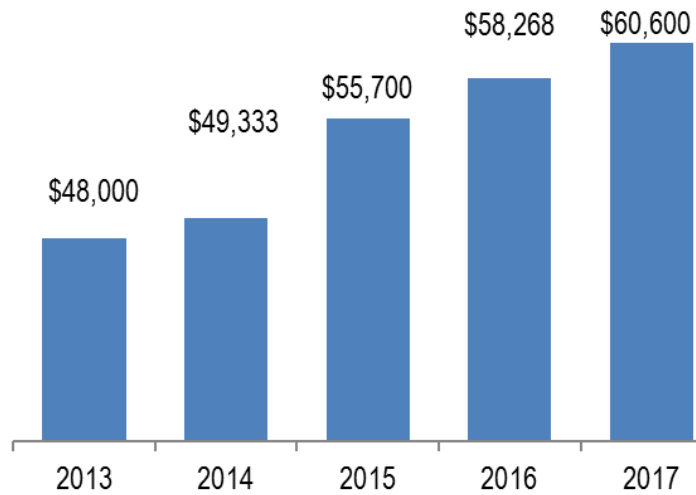
COPLAC Peers: Average Salaries of FT Instructional Faculty by Academic Rank - Fall 2016, 2011 and 2006	2016-17					2011-12					2006-07			
	All Ranks	Professor	Associate Professor	Assistant Professor		All Ranks	Professor	Associate Professor	Assistant Professor		All Ranks	Professor	Associate Professor	Assistant Professor
Eastern Connecticut State University	77,603	91,786	74,067	59,816		78,729	94,328	73,393	59,717		69,660	88,074	66,075	55,361
Fort Lewis College	64,367	87,294	66,148	56,943		56,611	72,860	59,737	49,586		49,753	64,151	51,609	46,382
Georgia College and State University	60,887	76,772	63,330	54,649		57,888	73,218	63,645	50,871		54,723	65,707	55,713	49,171
Henderson State University	52,252	62,425	52,045	50,895		54,928	63,745	54,776	51,063		54,229	65,037	54,987	44,803
Keene State College	84,189	101,005	81,501	68,005		74,643	90,027	73,392	59,569		66,105	80,664	65,642	54,073
Mansfield University of Pennsylvania	86,952	111,878	89,139	69,230		82,660	103,543	82,159	63,333		71,966	92,523	72,219	57,289
Massachusetts College of Liberal Arts	80,991	103,974	72,471	59,316		69,524	85,086	63,888	52,045		63,754	74,242	61,881	50,573
Midwestern State University	69,116	91,359	75,646	61,990		63,027	76,003	67,007	57,163		56,456	73,685	61,272	50,929
New College of Florida	73,706	88,554	70,619	61,660		67,786	81,942	66,578	54,480		62,097	80,058	62,295	48,259
Ramapo College of New Jersey	87,722	107,383	83,840	70,484		93,230	116,578	92,228	73,247		80,126	100,296	81,978	59,366
Sonoma State University	84,538	97,446	80,486	71,751		77,119	89,991	70,813	62,644		68,423	83,418	62,190	56,073
Southern Oregon University	68,595	80,903	65,444	56,270		59,237	73,121	59,777	50,358		48,293	62,116	49,026	41,152
Southern Utah University	59,858	81,262	67,621	53,287		58,631	79,409	62,526	51,915		51,748	67,121	54,249	45,788
St Mary's College of Maryland	65,932	82,108	64,238	50,918		70,521	91,892	64,214	56,772		61,073	83,547	61,294	49,597
SUNY College at Geneseo	66,133	83,101	66,512	53,883		73,538	89,622	70,968	60,852		59,538	70,829	61,312	52,078
The Evergreen State College	72,070					64,354					58,074			
The University of Virginia's College at Wise	65,084	80,539	71,820	56,465		58,183	76,540	61,338	56,807		54,226	76,579	60,246	51,320
Truman State University	64,300	75,801	62,331	54,800		61,780	70,332	56,613	49,098		56,766	69,261	52,178	45,523
University of Illinois at Springfield	67,566	106,287	69,019	62,998		63,032	90,584	67,816	55,858		59,371	84,582	65,315	53,872
University of Maine at Farmington	63,437	76,866	62,601	53,079		57,121	72,795	55,748	48,951		49,712	64,593	49,433	40,160
University of Mary Washington	68,889	80,047	67,303	62,633		66,740	82,130	62,601	55,373		61,345	81,669	61,045	48,830
University of Minnesota-Morris	63,829	82,626	68,680	55,849		58,736	75,575	58,903	50,700		57,892	73,563	59,732	48,243
University of Montevallo	67,604	80,436	70,832	58,371		60,897	77,687	59,897	51,220		53,076	68,318	55,965	45,482
University of North Carolina at Asheville	74,338	90,110	76,972	67,891		67,812	84,646	67,510	61,743		59,624	77,920	59,491	52,579
University of Science and Arts of Oklahoma	52,642	58,975	51,255	46,039		49,800	60,495	50,658	44,579		47,083	53,822	46,711	42,346
University of South Carolina-Aiken	62,411	79,242	64,327	58,547		55,120	73,872	58,548	52,034		54,855	70,514	59,468	48,859
University of Wisconsin-Superior	57,355	67,752	53,989	59,941		55,179	68,125	55,063	50,564		53,391	64,622	53,068	48,701
Average without Shepherd	68,977	85,613	68,932	59,066		65,068	81,313	64,608	55,021		58,643	74,497	59,400	49,493
Shepherd University	61,990	74,107	62,253	57,668		61,620	74,123	63,192	55,507		55,380	70,751	53,092	50,033
Shepherd Percent of Average	89.87	86.56	90.31	97.63		94.70	91.16	97.81	100.88		94.44	94.97	89.38	101.09
Shepherd '15-'16 Percent of Average	88.63	85.38	90.69	95.94										

HEPC Peers: Average Salaries of FT Instructional Faculty by Academic Rank - Fall 2016, 2011 and 2006	2016-17					2011-12					2006-07			
	All Ranks	Professor	Associate Professor	Assistant Professor		All Ranks	Professor	Associate Professor	Assistant Professor		All Ranks	Professor	Associate Professor	Assistant Professor
California State University-Monterey Bay	76,692	100,176	86,523	76,886		70,350	90,266	70,664	62,375		64,444	84,006	65,978	55,658
Eastern Oregon University	57,856	70,478	60,362	53,306		55,186	66,929	58,715	49,419		47,648	58,071	49,348	43,061
Fort Lewis College	64,367	87,294	66,148	56,943		56,611	72,860	59,737	49,586		49,753	64,151	51,609	46,382
Indiana University-East	55,742	78,004	64,686	55,940		56,122	74,987	60,870	56,566		53,725	72,200	65,185	47,794
Langston University	46,677	66,342	48,627	47,438		58,320	80,369	64,195	56,861		58,597	76,742	62,779	60,714
Lewis-Clark State College	52,170	60,367	54,752	47,318		48,124	55,948	47,438	43,466		42,487	55,001	43,704	30,784
Longwood University	67,012	83,073	69,472	65,324		59,815	77,296	61,360	55,038		55,097	70,119	60,669	50,450
Mississippi Valley State University	52,160	64,586	57,198	50,830		51,204	65,421	55,646	48,266		49,824	59,780	56,124	47,571
Shawnee State University	59,970	76,551	62,856	55,781		57,579	72,833	60,760	52,706		53,279	70,008	58,298	44,911
Southeastern Oklahoma State University	63,720	73,686	61,750	58,821		58,758	70,509	61,114	51,536		54,102	65,647	55,894	50,733
SUNY College at Old Westbury	75,266	92,120	77,264	70,837		80,083	98,602	80,510	74,436		67,010	84,494	65,730	61,936
SUNY College of Agriculture and Technology at Cobleskill	59,413	71,373	59,070	50,075		68,846	78,460	64,455	56,325		55,161	63,816	54,081	46,808
University of Arkansas at Monticello	49,651	63,763	57,743	48,581		48,177	66,405	55,533	47,270		45,295	60,256	53,033	44,637
University of Hawaii at Hilo	86,544	102,374	86,787	76,357		75,439	92,267	77,301	69,728		59,193	73,459	60,878	53,471
University of Maine at Farmington	63,437	76,866	62,601	53,079		57,121	72,795	55,748	48,951		49,712	64,593	49,433	40,160
University of Mary Washington	68,889	80,047	67,303	62,633		66,740	82,130	62,601	55,373		61,345	81,669	61,045	48,830
University of Maryland Eastern Shore	71,787	88,155	77,845	68,472		65,498	85,148	69,641	66,911		58,667	73,753	65,693	56,600
University of North Carolina at Asheville	74,338	90,110	76,972	67,891		67,812	84,646	67,510	61,743		59,624	77,920	59,491	52,579
University of South Carolina-Aiken	62,411	79,242	64,327	58,547		55,120	73,872	58,548	52,034		54,855	70,514	59,468	48,859
Western State Colorado University	60,270	72,841	61,306	59,814		55,905	69,455	56,160	52,093		50,021	60,573	50,400	42,315
Average without Shepherd	63,419	78,872	66,180	59,244		60,641	76,560	62,425	55,534		54,492	69,339	57,442	48,713
Shepherd University	61,990	74,107	62,253	57,668		61,620	74,123	63,192	55,507		55,380	70,751	53,092	50,033
Shepherd Percent of Average	97.75	93.96	94.07	97.34		101.62	96.82	101.23	99.95		101.63	102.04	92.43	102.71
Shepherd '15-'16 Percent of Average	95.9	91.48	94.29	95.66										

WW Peers: Average Salaries of FT Instructional Faculty by Academic Rank - Fall 2016, 2011 and 2006	2016-17				2011-12				2006-07			
	All Ranks	Professor	Associate Professor	Assistant Professor	All Ranks	Professor	Associate Professor	Assistant Professor	All Ranks	Professor	Associate Professor	Assistant Professor
Bluefield State College	55,939	66,423	59,569	52,353	56,262	64,788	56,268	52,165	50,174	60,444	48,535	42,040
Concord University	56,010	67,262	57,699	50,648	55,590	71,347	58,452	51,660	49,412	60,058	53,402	44,226
Fairmont State University	57,384	70,332	61,832	52,672	58,844	72,893	61,811	49,037	51,469	65,271	56,319	45,749
Glenville State College	52,743	65,399	59,258	47,280	51,028	67,309	59,401	43,403	47,756	62,774	53,211	42,888
Marshall University	64,314	78,539	66,998	60,417	60,996	74,162	61,791	51,855	56,750	68,306	56,862	45,097
West Liberty University	58,022	65,454	63,840	53,880	55,211	64,824	60,002	54,559	46,465	58,018	47,383	40,906
West Virginia State University	54,910	65,407	56,742	49,121	53,812	63,477	54,710	49,130	49,762	59,739	52,352	44,671
West Virginia University	85,818	117,721	81,528	70,026	79,457	107,383	79,687	64,435	67,017	85,786	64,902	54,453
Average without Shepherd	60,643	74,567	63,433	54,550	58,900	73,273	61,515	52,031	52,351	65,050	54,121	45,004
Shepherd University	61,990	74,107	62,253	57,668	61,620	74,123	63,192	55,507	55,380	70,751	53,092	50,033
Shepherd Percent of Average	102.22	99.38	98.14	105.72	104.62	101.16	102.73	106.68	105.79	108.76	98.10	111.18
Shepherd '15-'16 Percent of Average	99.57	96.18	97.43	103.89								

Regional Competitors: Average Salaries of FT Instructional Faculty by Academic Rank - Fall 2016, 2011 and 2006	2016-17				2011-12					2006-07				
	All Ranks	Professor	Associate Professor	Assistant Professor	All Ranks	Professor	Associate Professor	Assistant Professor		All Ranks	Professor	Associate Professor	Assistant Professor	
Bloomsburg University of Pennsylvania	82,706	110,364	87,023	69,982	77,904	104,462	82,051	64,548		71,126	90,922	72,485	56,228	
California University of Pennsylvania	89,760	110,065	89,934	75,235	82,327	103,013	82,954	68,047		71,534	92,352	73,539	60,552	
Concord University	56,010	67,262	57,699	50,648	55,590	71,347	58,452	51,660		49,412	60,058	53,402	44,226	
Fairmont State University	57,384	70,332	61,832	52,672	58,844	72,893	61,811	49,037		51,469	65,271	56,319	45,749	
Frostburg State University	64,561	83,167	66,967	61,033	64,997	81,880	67,482	58,808		62,758	78,684	61,882	55,269	
Hood College	66,492	81,642	64,282	55,058	59,467	74,338	60,131	50,742		55,192	66,266	53,675	48,264	
Indiana University of Pennsylvania-Main Campus	86,909	111,311	87,333	66,556	80,590	103,751	83,207	63,383		71,587	91,254	73,622	57,645	
Mount St Mary's University	68,553	83,811	71,347	62,721	63,297	84,452	64,413	53,372		55,877	71,310	56,402	48,791	
Shenandoah University	68,723	82,332	68,953	63,622	66,282	76,901	68,658	58,411		62,058	70,357	63,979	56,113	
Shippensburg University of Pennsylvania	92,512	110,722	90,441	76,021	82,590	103,468	82,064	66,997		70,341	91,074	73,026	57,443	
Slippery Rock University of Pennsylvania	85,732	112,039	90,310	75,103	80,346	105,212	84,728	70,439		72,672	91,916	74,034	61,921	
West Liberty University	58,022	65,454	63,840	53,880	55,211	64,824	60,002	54,559		46,465	58,018	47,383	40,906	
West Virginia State University	54,910	65,407	56,742	49,121	53,812	63,477	54,710	49,130		49,762	59,739	52,352	44,671	
Average without Shepherd	71,713	88,762	73,593	62,435	67,789	85,386	70,051	58,395		60,789	75,940	62,469	52,137	
Shepherd University	61,990	74,107	62,253	57,668	61,620	74,123	63,192	55,507		55,380	70,751	53,092	50,033	
Shepherd Percent of Average	86.44	83.49	84.59	92.37	90.90	86.81	90.21	95.05		91.10	93.17	84.99	95.96	
Shepherd '15-'16 Percent of Average	78.39	74.24	78.86	86										

Starting Salaries for Full-Time Instructional Faculty at Shepherd University



Tenure Profile



COPLAC Peers: FT Instructional Faculty by Academic Rank, Race and Gender - Fall 2016	All Ranks			Professor			Associate Professor			Assistant Professor		
	All	% Women	% Minority	All	% Women	% Minority	All	% Women	% Minority	All	% Women	% Minority
Eastern Connecticut State University	199	45.73	28.64	92	42.39	29.35	42	50.00	26.19	65	47.69	29.23
Fort Lewis College	179	50.28	17.88	45	42.22	17.78	49	46.94	12.24	44	59.09	20.45
Georgia College and State University	335	54.93	22.09	102	35.29	23.53	71	66.20	18.31	86	59.30	25.58
Henderson State University	176	47.16	20.45	48	20.83	22.92	38	52.63	21.05	59	54.24	22.03
Keene State College	206	50.97	20.39	74	47.30	16.22	78	44.87	23.08	41	65.85	21.95
Mansfield University of Pennsylvania	112	50.00	9.82	30	43.33	16.67	41	39.02	7.32	32	59.38	9.38
Massachusetts College of Liberal Arts	91	49.45	9.89	37	45.95	10.81	26	42.31	7.69	25	60.00	12.00
Midwestern State University	238	50.00	21.01	40	25.00	20.00	70	42.86	21.43	100	61.00	23.00
New College of Florida	78	52.56	19.23	30	43.33	3.33	22	68.18	22.73	23	43.48	34.78
Ramapo College of New Jersey	216	52.78	29.17	69	49.28	24.64	91	52.75	30.77	53	54.72	33.96
Sonoma State University	258	49.61	27.52	127	48.03	19.69	47	38.30	27.66	48	54.17	43.75
Southern Oregon University	161	44.10	16.15	70	37.14	14.29	36	52.78	11.11	24	45.83	45.83
Southern Utah University	282	35.46	8.16	51	9.80	1.96	65	29.23	10.77	110	51.82	10.00
St Mary's College of Maryland	143	48.25	16.78	50	44.00	14.00	46	45.65	23.91	46	56.52	13.04
SUNY College at Geneseo	252	44.84	18.65	78	34.62	12.82	80	41.25	18.75	58	60.34	32.76
The Evergreen State College	163	54.60	30.06									
The University of Virginia's College at Wise	102	43.14	12.75	25	36.00	12.00	27	37.04	14.81	26	34.62	7.69
Truman State University	332	42.47	13.55	155	32.90	12.26	39	41.03	12.82	104	49.04	17.31
University of Illinois at Springfield	212	43.40	26.42	19	10.53	15.79	92	47.83	22.83	68	48.53	35.29
University of Maine at Farmington	116	58.62	7.76	38	47.37	13.16	35	57.14	5.71	28	60.71	7.14
University of Mary Washington	250	48.40	19.20	73	49.32	10.96	85	44.71	21.18	61	50.82	27.87
University of Minnesota-Morris	123	42.28	17.89	29	34.48	10.34	37	56.76	5.41	26	34.62	23.08
University of Montevallo	149	49.66	12.08	43	41.86	9.30	38	39.47	7.89	58	55.17	15.52
University of North Carolina at Asheville	224	45.54	19.20	64	29.69	7.81	59	57.63	30.51	56	46.43	25.00
University of Science and Arts of Oklahoma	50	52.00	12.00	17	52.94	17.65	14	64.29	7.14	11	36.36	9.09
University of South Carolina-Aiken	154	50.65	18.18	35	22.86	14.29	39	51.28	23.08	47	65.96	12.77
University of Wisconsin-Superior	119	54.62	11.76	31	38.71	12.90	37	59.46	10.81	29	51.72	20.69
Median Without Shepherd		49.61	18.18		40.29	14.14		47.38	18.53		54.20	21.99
Shepherd University	137	47.45	11.68	29	37.93	10.34	57	45.61	15.79	40	57.50	7.50
Shepherd Percent of Median		95.63	64.23		94.16	73.15		96.27	85.21		106.08	34.10
Shepherd Fall '15 Percent of Median		94.42	77.09									

HEPC Peers: FT Instructional Faculty by Academic Rank, Race and Gender - Fall 2016	All Ranks			Professor			Associate Professor			Assistant Professor		
	All	% Women	% Minority	All	% Women	% Minority	All	% Women	% Minority	All	% Women	% Minority
California State University-Monterey Bay	225	52.00	44.00	52	40.38	51.92	37	51.35	59.46	60	56.67	41.67
Eastern Oregon University	107	46.73	6.54	28	39.29	7.14	32	40.63	6.25	32	43.75	6.25
Fort Lewis College	179	50.28	17.88	45	42.22	17.78	49	46.94	12.24	44	59.09	20.45
Indiana University-East	100	62.00	18.00	8	37.50	37.50	16	50.00	25.00	43	67.44	23.26
Langston University	123	47.97	72.36	6	50.00	83.33	37	29.73	83.78	44	52.27	63.64
Lewis-Clark State College	175	53.14	5.14	50	36.00	4.00	39	71.79	0.00	60	53.33	6.67
Longwood University	252	52.78	8.33	51	45.10	1.96	69	44.93	4.35	80	53.75	12.50
Mississippi Valley State University	120	49.17	84.17	17	29.41	70.59	26	42.31	80.77	47	55.32	82.98
Shawnee State University	154	44.16	9.74	38	28.95	7.89	42	38.10	9.52	43	53.49	16.28
Southeastern Oklahoma State University	110	39.09	17.27	51	27.45	9.80	23	47.83	26.09	22	40.91	31.82
SUNY College at Old Westbury	160	55.00	42.50	26	50.00	50.00	60	55.00	40.00	61	57.38	44.26
SUNY College of Agriculture and Technology at Cobleskill	103	37.86	7.77	38	34.21	5.26	27	37.04	14.81	29	41.38	6.90
University of Arkansas at Monticello	157	49.04	12.10	21	19.05	0.00	36	41.67	27.78	35	45.71	11.43
University of Hawaii at Hilo	210	46.19	40.48	67	34.33	35.82	83	43.37	48.19	33	54.55	48.48
University of Maine at Farmington	116	58.62	7.76	38	47.37	13.16	35	57.14	5.71	28	60.71	7.14
University of Mary Washington	250	48.40	19.20	73	49.32	10.96	85	44.71	21.18	61	50.82	27.87
University of Maryland Eastern Shore	219	42.92	64.38	36	36.11	63.89	71	32.39	63.38	65	44.62	72.31
University of North Carolina at Asheville	224	45.54	19.20	64	29.69	7.81	59	57.63	30.51	56	46.43	25.00
University of South Carolina-Aiken	154	50.65	18.18	35	22.86	14.29	39	51.28	23.08	47	65.96	12.77
Western State Colorado University	120	40.83	5.83	43	32.56	6.98	14	35.71	0.00	23	39.13	4.35
Median Without Shepherd		48.72	17.94		36.06	12.06		44.82	24.04		53.41	21.86
Shepherd University	137	47.45	11.68	29	37.93	10.34	57	45.61	15.79	40	57.50	7.50
Shepherd Percent of Median		97.38	65.10		105.20	85.79		101.78	65.68		107.66	34.32
Shepherd '15 Percent of Median		98.05	82.12									

Regional Competitors: FT Instructional Faculty by Academic Rank, Race and Gender - Fall 2016	All Ranks				Professor				Associate Professor				Assistant Professor		
	All	% Women	% Minority		All	% Women	% Minority		All	% Women	% Minority		All	% Women	% Minority
Bloomsburg University of Pennsylvania	416	42.55	15.87		125	28.80	16.00		97	40.21	13.40		124	56.45	20.97
California University of Pennsylvania	264	51.52	15.53		94	44.68	10.64		76	50.00	13.16		71	54.93	25.35
Concord University	116	50.00	2.59		34	47.06	2.94		28	39.29	0.00		28	60.71	7.14
Fairmont State University	168	45.83	6.55		48	39.58	10.42		28	46.43	3.57		65	44.62	6.15
Frostburg State University	259	42.08	17.37		72	27.78	20.83		65	43.08	16.92		73	45.21	16.44
Hood College	103	59.22	18.45		31	64.52	12.90		36	52.78	19.44		33	63.64	24.24
Indiana University of Pennsylvania-Main Campus	557	46.14	19.93		187	35.29	21.39		171	49.12	22.81		159	49.69	17.61
Mount St Mary's University	130	40.77	7.69		22	27.27	4.55		46	39.13	6.52		47	42.55	10.64
Shenandoah University	251	58.57	15.14		50	48.00	6.00		83	57.83	10.84		108	64.81	21.30
Shippensburg University of Pennsylvania	289	41.87	16.61		106	35.85	11.32		114	41.23	21.05		49	46.94	22.45
Slippery Rock University of Pennsylvania	344	52.33	19.48		85	44.71	17.65		109	52.29	27.52		105	55.24	17.14
West Liberty University	119	49.58	12.61		29	41.38	6.90		35	45.71	8.57		38	55.26	21.05
West Virginia State University	108	39.81	36.11		30	36.67	50.00		36	38.89	38.89		30	40.00	30.00
Median Without Shepherd		46.14	15.87			39.58	11.32			45.71	13.40			54.93	20.97
Shepherd University	137	47.45	11.68		29	37.93	10.34		57	45.61	15.79		40	57.50	7.50
Shepherd Percent of Median		102.83	73.61			95.83	91.38			99.78	117.81			104.68	35.77
Shepherd '15 percent of Median		97.49	81.51												

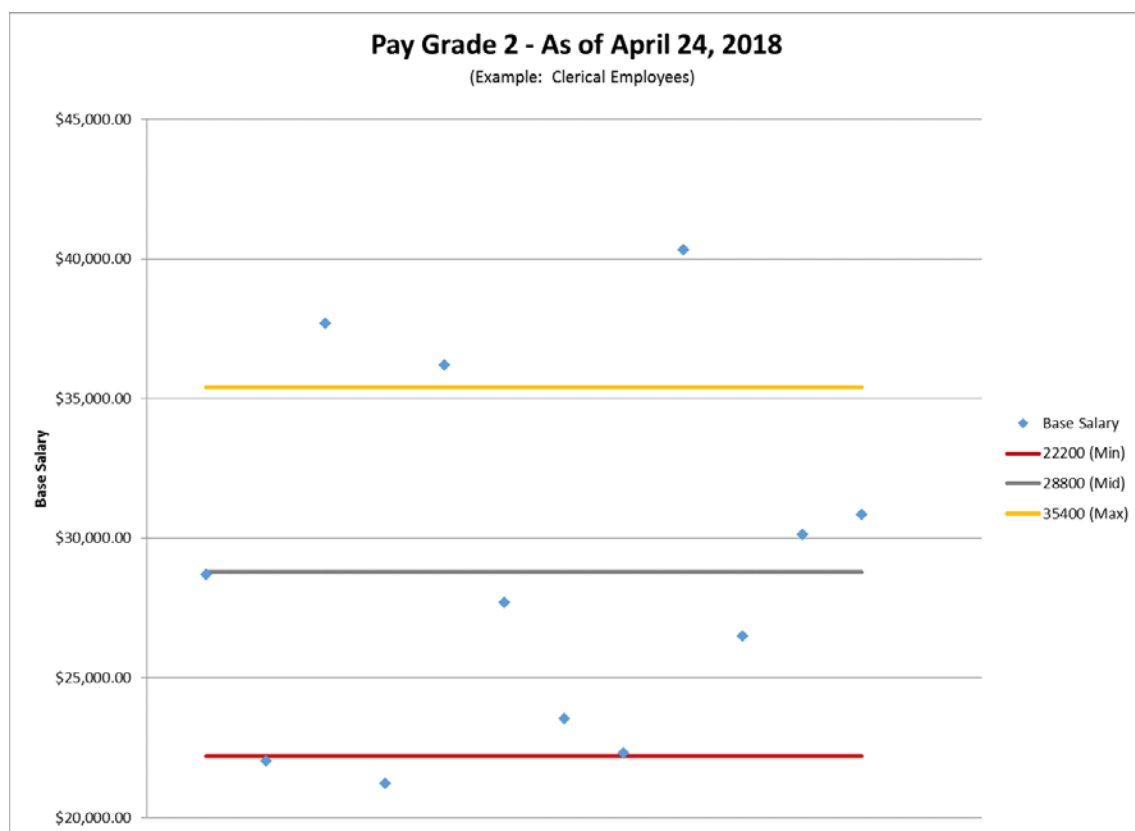
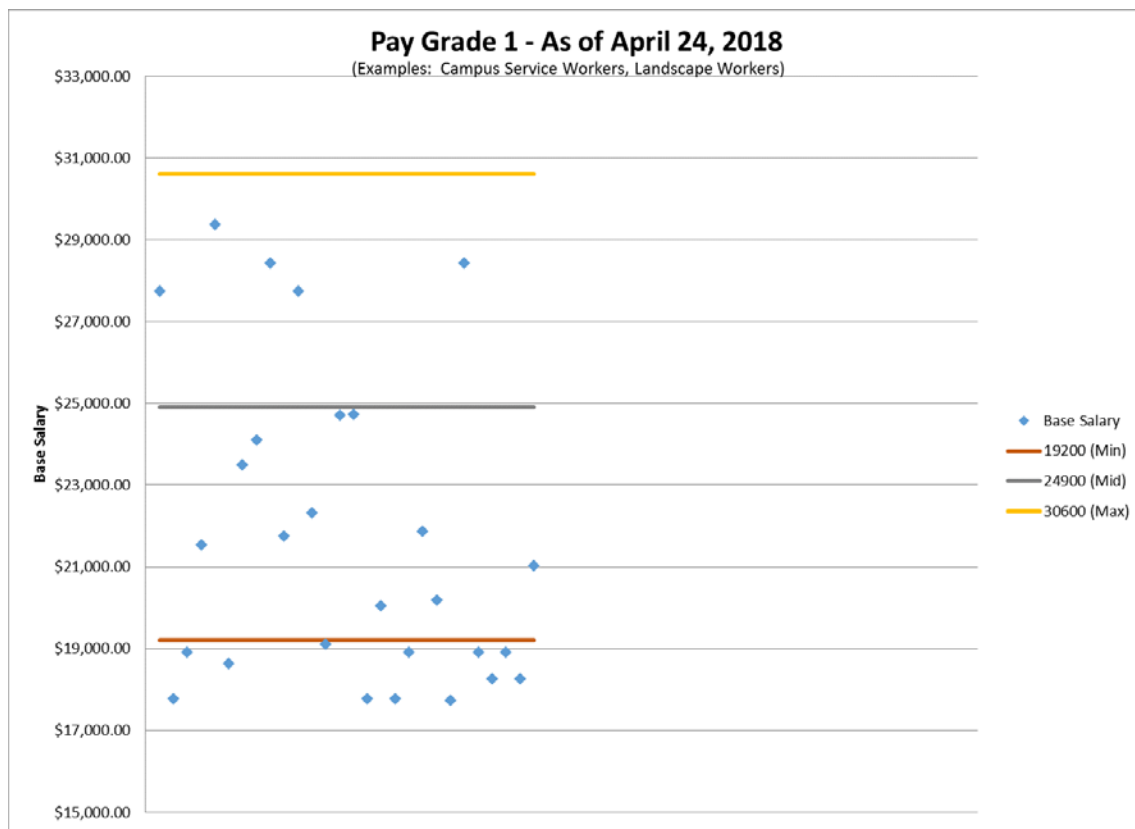
WV Peers: FT Instructional Faculty by Academic Rank, Race and Gender - Fall 2016	All Ranks				Professor				Associate Professor				Assistant Professor		
	All	% Women	% Minority		All	% Women	% Minority		All	% Women	% Minority		All	% Women	% Minority
Bluefield State College	75	46.67	17.33		19	26.32	21.05		21	38.10	14.29		23	52.17	13.04
Concord University	116	50.00	2.59		34	47.06	2.94		28	39.29	0.00		28	60.71	7.14
Fairmont State University	168	45.83	6.55		48	39.58	10.42		28	46.43	3.57		65	44.62	6.15
Glenville State College	60	30.00	6.67		8	0.00	12.50		21	33.33	4.76		23	39.13	8.70
Marshall University	809	43.76	20.27		242	33.47	18.60		209	45.45	18.18		269	46.10	24.91
West Liberty University	119	49.58	12.61		29	41.38	6.90		35	45.71	8.57		38	55.26	21.05
West Virginia State University	108	39.81	36.11		30	36.67	50.00		36	38.89	38.89		30	40.00	30.00
West Virginia University	2002	39.21	23.13		492	24.59	16.67		517	42.36	19.54		877	42.53	29.65
Median Without Shepherd		44.80	14.97			35.07	14.58			40.82	11.43			45.36	17.05
Shepherd University	137	47.45	11.68		29	37.93	10.34		57	45.61	15.79		40	57.50	7.50
Shepherd Percent of Median		105.92	78.02			108.16	70.94			111.74	138.16			126.77	43.99

COPLAC Peers: FT Staff by Occupational Category, Race and Gender - Fall 2016	All Occpational Categories			Management			Business & Financial			Service			Administrative Support		
	All	% Women	% Minority	All	% Women	% Minority	All	% Women	% Minority	All	% Women	% Minority	All	% Women	% Minority
Eastern Connecticut State University	594	51.85	27.78	31	45.16	19.35	28	57.14	25.00	103	45.63	46.60	51	94.12	23.53
Fort Lewis College	483	50.72	22.77	35	51.43	22.86	26	69.23	11.54	65	35.38	29.23	29	86.21	34.48
Georgia College and State University	927	56.96	27.62	148	47.97	18.24	31	58.06	19.35	103	41.75	57.28	127	94.49	29.92
Henderson State University	422	58.29	20.62	43	41.86	13.95	12	91.67	16.67	12	33.33	41.67	86	94.19	20.93
Keene State College	528	54.92	16.29	69	62.32	14.49	34	64.71	8.82	11	45.45	18.18	78	80.77	8.97
Mansfield University of Pennsylvania	322	50.62	7.45	18	44.44	16.67	51	54.90	7.84	38	28.95	0.00	39	89.74	7.69
Massachusetts College of Liberal Arts	306	52.29	7.19	27	66.67	7.41	16	68.75	6.25	46	21.74	4.35	40	92.50	0.00
Midwestern State University	651	56.37	23.04	51	58.82	19.61	11	54.55	36.36	69	36.23	53.62	149	90.60	16.11
New College of Florida	283	51.94	21.20	55	56.36	12.73	5	60.00	20.00	35	31.43	48.57	52	80.77	17.31
Ramapo College of New Jersey	679	55.08	28.42	36	47.22	13.89				69	30.43	52.17	174	71.26	21.26
Sonoma State University	943	54.93	31.28	61	44.26	27.87	168	76.19	25.00	94	41.49	46.81	72	90.28	27.78
Southern Oregon University	515	50.49	17.86	9	66.67	11.11	181	54.70	23.76	35	17.14	5.71	56	85.71	12.50
Southern Utah University	709	39.21	9.31	65	15.38	4.62	50	60.00	10.00	29	13.79	3.45	32	90.63	3.13
St Mary's College of Maryland	378	52.38	21.43	35	57.14	17.14	30	60.00	13.33	40	45.00	45.00	35	97.14	25.71
SUNY College at Geneseo	743	52.36	12.38	72	56.94	18.06	30	60.00	16.67	128	52.34	9.38	102	90.20	0.00
The Evergreen State College	643	55.05	28.77	66	48.48	30.30	47	72.34	14.89	64	34.38	45.31	84	84.52	19.05
The University of Virginia's College at Wise	331	56.80	6.04	54	64.81	3.70	16	87.50	0.00	32	40.63	0.00	46	97.83	6.52
Truman State University	749	51.27	8.54	25	60.00	4.00	15	73.33	0.00	51	64.71	3.92	85	91.76	2.35
University of Illinois at Springfield	728	51.79	17.72	91	52.75	17.58	69	76.81	17.39	72	19.44	19.44	113	84.07	9.73
University of Maine at Farmington	296	59.12	3.72	8	50.00	0.00	8	100.00	0.00	46	23.91	4.35	36	100.00	0.00
University of Mary Washington	729	55.56	18.24	65	60.00	15.38	58	82.76	12.07	69	44.93	31.88	83	87.95	25.30
University of Minnesota-Morris	344	52.91	12.50	18	61.11	16.67	31	64.52	25.81	46	52.17	2.17	45	88.89	11.11
University of Montevallo	490	56.73	13.47	51	58.82	7.84	15	80.00	20.00	59	45.76	18.64	66	90.91	18.18
University of North Carolina at Asheville	706	52.27	16.29	43	58.14	9.30	43	60.47	20.93	82	43.90	24.39	123	84.55	13.82
University of Science and Arts of Oklahoma	139	56.83	16.55	13	61.54	15.38	7	100.00	0.00	17	47.06	29.41	12	100.00	16.67
University of South Carolina-Aiken	339	55.75	21.24	40	50.00	20.00	8	87.50	0.00	16	12.50	25.00	45	95.56	17.78
University of Wisconsin-Superior	334	53.59	9.58	37	40.54	8.11	21	61.90	4.76	7	0.00	14.29	38	92.11	5.26
Median Without Shepherd		53.59	17.72		56.36	15.38		66.73	14.11		36.23	24.39		90.60	16.11
Shepherd University	447	56.38	14.32	51	50.98	15.69	30	80.00	10.00	72	48.61	25.00	58	91.38	10.34
Shepherd Percent of Median		105.19	80.80		90.45	101.96		119.89	70.85		134.17	102.50		100.86	64.22
Shepherd *15 Percent of Median		106.27	91												

HEPC Peers: FT Staff by Occupational Category, Race and Gender - Fall 2016	All Occupational Categories			Management			Business & Financial			Service			Administrative Support		
		%	%		%	%		%	%		%	%		%	%
	All	Women	Minority	All	Women	Minority	All	Women	Minority	All	Women	Minority	All	Women	Minority
California State University-Monterey Bay	747	57.83	45.78	55	52.73	36.36	119	74.79	45.38	16	43.75	31.25	104	80.77	64.42
Eastern Oregon University	326	54.60	9.51	28	53.57	10.71	60	75.00	6.67	22	40.91	4.55	41	85.37	17.07
Fort Lewis College	483	50.72	22.77	35	51.43	22.86	26	69.23	11.54	65	35.38	29.23	29	86.21	34.48
Indiana University-East	281	65.48	12.46	51	68.63	13.73	2	100.00	0.00	15	40.00	13.33	45	88.89	4.44
Langston University	288	55.56	74.65	45	62.22	82.22	2	100.00	100.00	11	0.00	54.55	48	87.50	75.00
Lewis-Clark State College	413	58.84	7.99	14	64.29	21.43	15	80.00	13.33	29	34.48	13.79	69	95.65	4.35
Longwood University	768	57.03	12.63	73	60.27	8.22	88	71.59	17.05	46	26.09	23.91	103	94.17	13.59
Mississippi Valley State University	463	56.16	95.03	43	55.81	95.35	25	96.00	100.00	79	32.91	100.00	75	89.33	100.00
Shawnee State University	377	52.79	5.84	51	52.94	7.84	12	91.67	0.00	37	24.32	0.00	53	96.23	1.89
Southeastern Oklahoma State University	358	53.91	18.99	20	30.00	20.00	23	78.26	8.70	34	50.00	20.59	40	97.50	20.00
SUNY College at Old Westbury	465	52.90	40.86	59	47.46	32.20	18	77.78	38.89	50	34.00	50.00	58	87.93	32.76
SUNY College of Agriculture and Technology at	383	47.00	5.74	36	55.56	8.33	20	60.00	0.00	61	50.82	8.20	42	92.86	0.00
University of Arkansas at Monticello	398	58.54	19.35	28	53.57	7.14	24	87.50	20.83	33	60.61	51.52	74	94.59	21.62
University of Hawaii at Hilo	535	54.95	61.68	25	56.00	68.00	34	76.47	91.18	49	22.45	81.63	60	96.67	90.00
University of Maine at Farmington	296	59.12	3.72	8	50.00	0.00	8	100.00	0.00	46	23.91	4.35	36	100.00	0.00
University of Mary Washington	729	55.56	18.24	65	60.00	15.38	58	82.76	12.07	69	44.93	31.88	83	87.95	25.30
University of Maryland Eastern Shore	753	49.93	75.70	99	55.56	79.80	66	63.64	72.73	98	37.76	94.90	100	93.00	82.00
University of North Carolina at Asheville	706	52.27	16.29	43	58.14	9.30	43	60.47	20.93	82	43.90	24.39	123	84.55	13.82
University of South Carolina-Aiken	339	55.75	21.24	40	50.00	20.00	8	87.50	0.00	16	12.50	25.00	45	95.56	17.78
Western State Colorado University	306	48.69	12.42	32	59.38	21.88	15	93.33	6.67	34	26.47	26.47	13	100.00	7.69
Median Without Shepherd		55.25	18.62		55.56	20.00		79.13	12.70		34.93	25.74		92.93	18.89
Shepherd University	447	56.38	14.32	51	50.98	15.69	30	80.00	10.00	72	48.61	25.00	58	91.38	10.34
Shepherd's Percent of Median		102.03	76.90		91.76	78.43		101.10	78.73		139.15	97.14		98.33	54.77
Shepherd '15 Percent of Median		105.78	87.13												

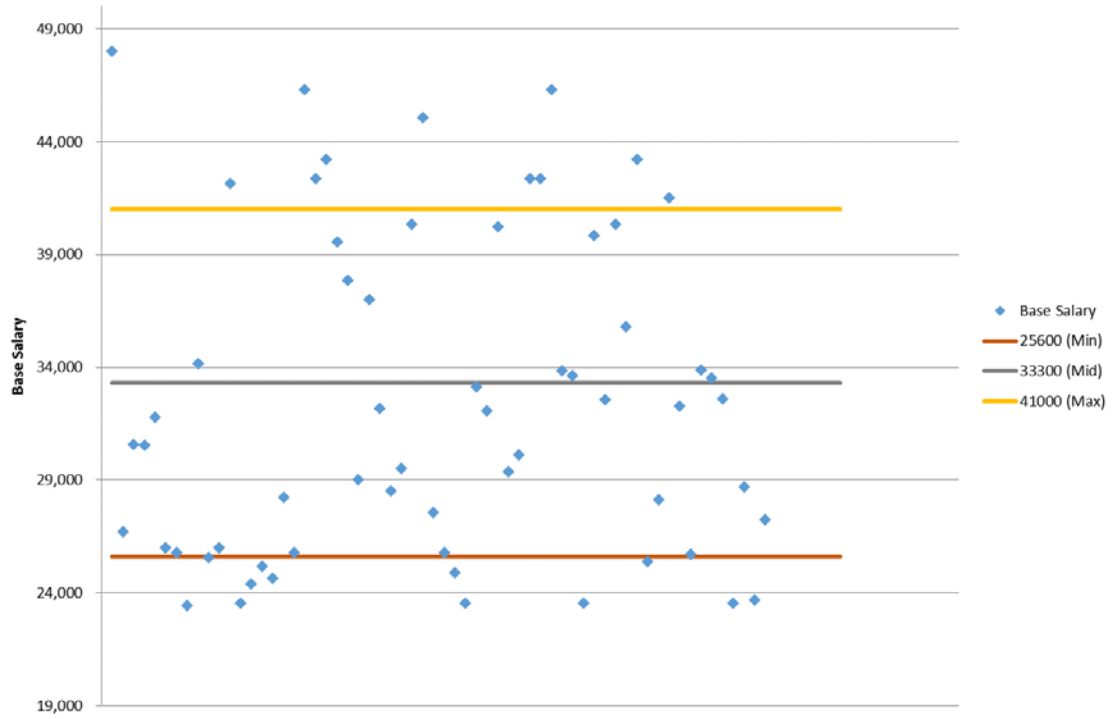
Regional Competitors: FT Staff by Occupational Category, Race and Gender - Fall 2016	All Occupational Categories			Management			Business & Financial			Service			Administrative Support		
		%	%		%	%		%	%		%	%		%	%
	All	Women	Minority	All	Women	Minority	All	Women	Minority	All	Women	Minority	All	Women	Minority
Bloomsburg University of Pennsylvania	1004	52.69	11.06	35	37.14	14.29	145	67.59	9.66	131	52.67	7.63	139	91.37	5.04
California University of Pennsylvania	688	54.80	11.05	39	46.15	7.69	113	64.60	6.19	74	37.84	13.51	97	92.78	11.34
Concord University	262	50.38	4.58	30	46.67	6.67	4	75.00	0.00	15	13.33	0.00	42	95.24	2.38
Fairmont State University	403	55.33	7.44	63	71.43	3.17	15	100.00	6.67	24	33.33	4.17	50	90.00	8.00
Frostburg State University	752	50.00	8.78	75	52.00	10.67	64	71.88	1.56	90	43.33	2.22	115	79.13	6.96
Hood College	244	63.52	12.70	28	64.29	7.14	14	85.71	7.14	12	16.67	8.33	37	89.19	10.81
Indiana University of Pennsylvania-Main Campus	1354	50.96	12.48	77	42.86	10.39	195	52.82	10.26	124	39.52	3.23	199	91.46	3.52
Mount St Mary's University	376	53.72	9.04	67	47.76	4.48	19	73.68	10.53	16	43.75	18.75	68	94.12	5.88
Shenandoah University	645	62.79	10.70	63	60.32	4.76	22	72.73	4.55	58	55.17	13.79	91	95.60	5.49
Shippensburg University of Pennsylvania	733	48.57	11.87	43	39.53	11.63	102	56.86	16.67	75	45.33	5.33	96	88.54	9.38
Slippery Rock University of Pennsylvania	834	53.36	13.55	42	40.48	7.14	107	55.14	8.41	81	44.44	14.81	115	93.04	6.96
West Liberty University	261	52.11	8.43	31	61.29	3.23	4	75.00	0.00	12	16.67	16.67	28	96.43	0.00
West Virginia State University	281	45.55	38.43	50	44.00	38.00	10	50.00	40.00	14	21.43	78.57	47	82.98	40.43
Median Without Shepherd		52.69	11.05	49.46	46.67	7.14	62.62	71.88	7.14	55.85	39.52	8.33	86.46	91.46	6.96
Shepherd University	447	56.38	14.32	51	50.98	15.69	30	80.00	10.00	72	48.61	25.00	58	91.38	10.34
Shepherd Percent of Median		107.00	129.61		109.24	219.61	47.91	111.30	140.00	128.93	123.02	300.00	67.08	99.91	148.71
Shepherd '15 Percent of Median		108.2	137.89												

WV Peers: FT Staff by Occupational Category, Race and Gender - Fall 2016	All Occupational Categories			Management			Business & Financial			Service			Administrative Support		
	All	% Women	% Minority	All	% Women	% Minority	All	% Women	% Minority	All	% Women	% Minority	All	% Women	% Minority
Bluefield State College	181	52.49	23.20	27	51.85	25.93	5	80.00	0.00	14	7.14	57.14	29	96.55	24.14
Concord University	262	50.38	4.58	30	46.67	6.67	4	75.00	0.00	15	13.33	0.00	42	95.24	2.38
Fairmont State University	403	55.33	7.44	63	71.43	3.17	15	100.00	6.67	24	33.33	4.17	50	90.00	8.00
Glenville State College	187	44.92	4.81	16	43.75	6.25	11	90.91	0.00	24	66.67	4.17	17	94.12	0.00
Marshall University	1713	48.10	17.69	74	43.24	20.27	118	68.64	13.56	134	34.33	29.10	157	85.99	12.10
West Liberty University	261	52.11	8.43	31	61.29	3.23	4	75.00	0.00	12	16.67	16.67	28	96.43	0.00
West Virginia State University	281	45.55	38.43	50	44.00	38.00	10	50.00	40.00	14	21.43	78.57	47	82.98	40.43
West Virginia University	5775	48.05	15.31	686	54.52	10.79	222	72.52	7.66	621	39.77	11.43	663	86.27	8.90
Median Without Shepherd		49.24	11.87		49.26	8.73		75.00	3.33		27.38	14.05		92.06	8.45
Shepherd University	447	56.38	14.32	51	50.98	15.69	30	80.00	10.00	72	48.61	25.00	58	91.38	10.34
Shepherd Percent of Median		114.49	120.64		103.49	179.75		106.67	300.00		177.54	177.94		99.26	122.43



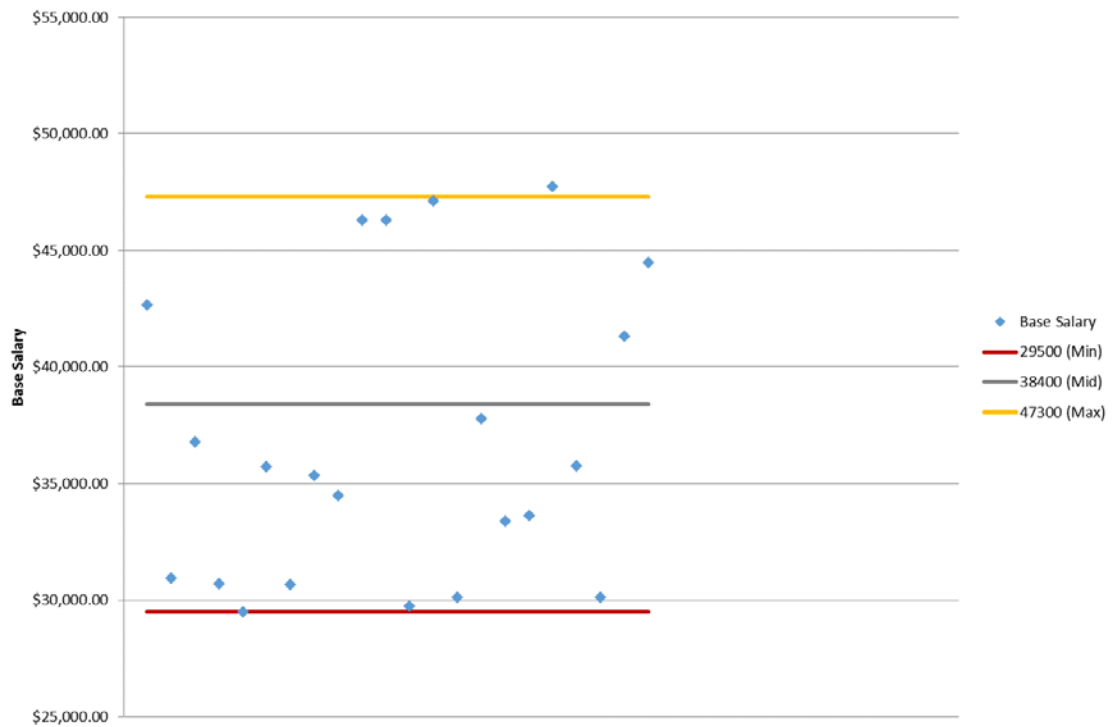
Pay Grade 3 - As of April 24, 2018

(Examples: Administrative Support, Tradesworkers, Custodial Supervisors)



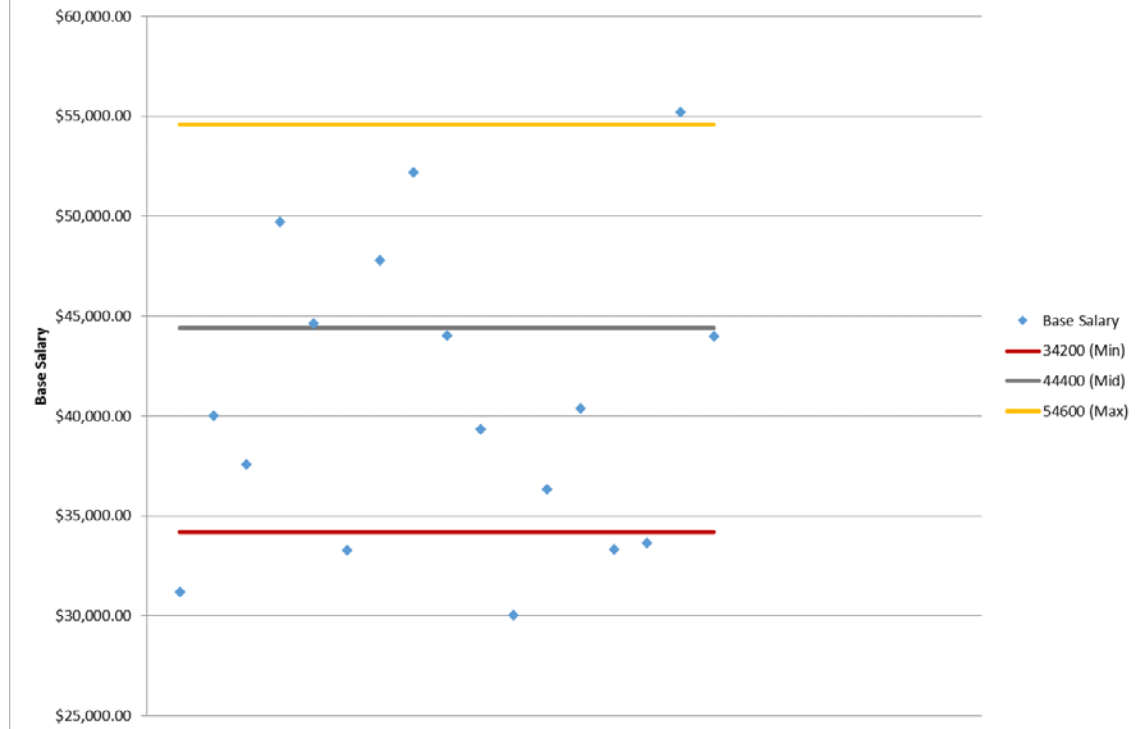
Pay Grade 4 - As of April 24, 2018

(Examples: Admissions Counselors, Financial Aid Counselors, Tradesworker Leads)



Pay Grade 5 - As of April 24, 2018

(Examples: University Police Officers, Project Coordinators)



Pay Grade 6 - As of April 24, 2018

(Examples: University Police Sergeants, Managers)

