

# Shepherd UNIVERSITY

## Board of Governors



Puppies Visit Campus to Help Relieve Exam Week Stress

## Meeting Agenda February 23, 2017

### Board Members

Marcia Brand, Chair  
D. Scott Roach, Vice Chair  
Tia McMillan, Secretary

Ray Alvarez	Henry Kayes, Jr.
John Beatty	Ramona Kissel
Jason Best, Faculty	Eric Lewis
Gat Caperton	Caitlin O'Connor, Student
Chad Robinson	

Mary J.C. Hendrix, President

**SHEPHERD UNIVERSITY  
BOARD OF GOVERNORS MEETING**

**4:15 p.m.  
February 23, 2017  
Shepherdstown, WV**

**AGENDA**

Regular Session

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

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| 1. Call to Order  | Chair Marcia Brand   |
| 2. Public Comments  |  |
| 3. Oath of Office – New Member  | Chair Brand  |
| 4. Adoption of the Minutes from November 16, 2016 Board Meeting   | Chair Brand  |
| 5. Annual Audit Report  | Mr. Tony Major, Vice President<br>for Finance and Keith Novak of<br>CliftonLarsonAllen |
| 6. President's Report   | President Hendrix  |
| 7. Report of the Academic Programs and Development Committee  | Ms. Tia McMillan   |
| a. Amendment of Policy 19, Academic Freedom, Professional<br>Responsibility, Promotion and Tenure, Appendix A |  |
| b. University Development Annual Report   |  |
| c. Intent to Plan for Bachelor of Arts, Appalachian Studies   |  |
| d. Intent to Plan for Bachelor of Arts, Contemporary Theater<br>Studies                                       |  |
| 8. Report of the Enrollment, Student and Community Affairs Committee  | Mr. Chad Robinson  |
| a. Student Affairs Annual Report  |  |
| b. Enrollment Update  |  |
| 9. Report of the Finance and Facilities Committee   | Mr. Scott Roach  |
| a. Quarterly Financial Report   |  |
| b. Utilities Right of Way at Tabler Farm  |  |
| c. Potomac Place Right of Way Agreement   |  |
| 10. Proposed 2017-2018 Enrollment, Housing, Dining and Other Fees   | Mr. Tony Major and Dr. Tom<br>Segar, Vice President for Student<br>Affairs             |
| 11. Nomination and Election for New Audit Committee   | Chair Brand  |
| 12. New Business  | Chair Brand  |

Possible Executive Session

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

Regular Session

Adjournment

**SHEPHERD UNIVERSITY  
BOARD OF GOVERNORS MEETING**

**3:00 p.m. – 4:00 p.m.**

**February 23, 2017**

**Shepherdstown, WV**

Committee Agendas

Academic Programs and Development Committee

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

- Amendment of Policy 19, Academic Freedom,  
Professional Responsibility, Promotion and Tenure,  
Appendix A
- University Development Annual Report
- Intent to Plan for Bachelor of Arts, Appalachian Studies
- Intent to Plan for Bachelor of Arts, Contemporary Theater  
Studies

Ms. Tia McMillan, Chair

Mr. Ray Alvarez

Ms. Mona Kissel

Mr. Henry Kayes, Jr.

Dr. Chris Ames, Staff

Ms. Monica Lingenfelter, Staff

Enrollment, Student and Community Affairs Committee

**Room 164, Robert Byrd Center Congressional History and  
Education**

- Student Affairs Annual Report
- Enrollment Update

Mr. Chad Robinson, Chair

Dr. Jason Best

Mr. Gat Caperton

Ms. Caitlin O'Connor

Ms. Holly Morgan-Frye, Staff

Mr. Bill Sommers, Staff

Dr. Tom Segar, Staff

Finance and Facilities Committee

**WV Room 309, Scarborough Library**

- Quarterly Financial Report
- Utilities Right of Way at Tabler Farm
- Potomac Place Right of Way Agreement

Mr. Scott Roach, Chair

Mr. John Beatty

Mr. Eric Lewis

Mr. Tony Major, Staff

Mr. James Vigil, Staff

# Shepherd University Board of Governors

## Minutes of the Meeting of November 16, 2016

The Shepherd University Board of Governors met on November 16, 2016 in a regular meeting. Members participating were: Ray Alvarez [phone], John Beatty, Jason Best, Marcia Brand, Gat Caperton, Bridget Cohee, Ramona Kissel, Eric Lewis, Tia McMillan, Caitlin O'Connor, D. Scott Roach, and Chad Robinson [phone]. Also present were Shepherd University President Mary J.C. Hendrix, members of the executive staff and others.

1. **PUBLIC COMMENTS**

No public comments were made.

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

The oath of office was administered by Chair Marcia Brand to Gat Caperton, new member to the Board.

3. **MINUTES OF THE MEETING OF SEPTEMBER 27, 2016**

**M (Best), S (Lewis), PASSED**, all members participating by phone were polled, that the minutes of the September 27, 2016 meeting of the Board of Governors be adopted as presented in the agenda book.

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. **REPORT OF THE ENROLLMENT MANAGEMENT AND UNIVERSITY DEVELOPMENT COMMITTEE**

Mr. Chad Robinson, Enrollment Management and University Development Committee Chair, introduced Mr. Bill Sommers, Vice President for Enrollment Management, who provided an in-depth review of the Enrollment Management Annual Report.

6. **REPORT OF THE ACADEMIC AFFAIRS AND STUDENT AFFAIRS COMMITTEE**

Ms. Bridget Cohee, Academic Affairs and Student Affairs Committee Chair, summarized the discussion of the Committee as presented by Dr. Chris Ames, Provost, and Dr. Scott Beard, Associate Provost and Dean of Graduate Studies and Continuing Education. The presentation included the Academic Affairs Annual Report and the Institutional Compact Update.

7. **INTENT TO PLAN MASTER OF SCIENCE, DATA ANALYTICS AND INFORMATION SYSTEMS**

**M (McMillan), S (Best), PASSED**, all members participating by phone were polled, that the Shepherd University Board of Governors approves the development of a Master of Science in Data Analytics and Information Systems and authorizes the President to file an Intent to Plan with the Chancellor of the Higher Education Policy Commission for approval.

8. **NOTICE OF INTENT TO AMEND BOARD OF GOVERNORS POLICY 19, ACADEMIC FREEDOM, PROFESSIONAL RESPONSIBILITY, PROMOTION, AND TENURE**  
**M (Best), S (O'Connor), PASSED**, all members participating by phone were polled, that the Shepherd University Board of Governors approves the issuance of a Notice of Amendment of Policy 19, Academic Freedom, Professional Responsibility, Promotion, and Tenure as presented in the agenda materials of November 16, 2016, and directs the President to distribute the Notice to all required recipients as provided for in Policy 4, together with a summary of Policy 4's description of the manner in which comments will be received.
9. **AMENDMENT OF BYLAWS**  
**M (Best), S (Lewis), PASSED**, all members participating by phone were polled, that the Shepherd University Board of Governors approves the amendments to the Bylaws as distributed at the meeting of November 16, 2016, but with the additional amendment to Article 7, with the first paragraph therein to read "The Board may establish committees and prescribe their duties and functions. Members and chairs of such committees shall be appointed by the Chair."
10. **UTILITIES RIGHT OF WAY AT TABLER FARM**  
This item was tabled until the next scheduled meeting.
11. **QUARTERLY FINANCIAL REPORT: 1<sup>ST</sup> QUARTER FY2017**  
Mr. Tony Major, Vice President for Finance, presented to the Board the Quarterly Financial Management Report for the period ending September 30, 2016.
12. **MOTION TO EXECUTIVE SESSION**  
**M (Best), S (Cohee), 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 and real estate property.
- At the conclusion of the executive session, the Board adjourned.
13. **NEW BUSINESS**  
None.

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Marcia Brand  
Chair

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Tia McMillan  
Secretary

Shepherd University Board of Governors  
February 23, 2017  
Agenda Item No. 5

## **ANNUAL AUDIT REPORT**

Mr. Tony Major, Vice President for Finance, and representatives from CliftonLarsonAllen, LLP will present the annual financial report to the Board. This presentation will include a review of the Financial Statements as of and for the Years Ended June 30, 2016 and 2015, and Independent Auditors' Reports.

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

## PRESIDENT'S REPORT

### *Advancing Shepherd University*

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Our talented leadership team and dedicated faculty, staff and students continue to advance new initiatives and seize important opportunities for Shepherd University. Highlights of noteworthy activities are provided below for your review:

**Team River Runner-Shepherd Received Accolades During November HEPC Meeting:** During the November meeting of the West Virginia Higher Education Policy Commission (HEPC), Chancellor Paul Hill reported that all the state's public higher education institutions have met or exceeded goals set forth by West Virginia's 5 Star Challenge initiative. Launched last year by the commission's Office of Veterans Education and Training, the 5 Star Challenge set forth a call to action to institutions to improve educational opportunities for veterans, military service members, and their dependents. Shepherd received special recognition from L.G. Corder, the HEPC's director of veterans education and training programs. Read more at: [www.shepherd.edu/institutional-highlights/team-river-runner-shepherd-receives-accolades/](http://www.shepherd.edu/institutional-highlights/team-river-runner-shepherd-receives-accolades/)

**Internship Webpage Launched:** A dedicated internship webpage has been created and can be found on the Shepherd homepage under the headers Future Students, Current Students, and Faculty and Staff. Provost Chris Ames worked with the deans to obtain internship information from each department as well as identified a contact person within each department: <http://www.shepherd.edu/internships/internships-by-department>. The internship page (<http://www.shepherd.edu/internships>) has links to stories and photos about students who completed summer internships, the Beech Ridge project, Career Services (which has detailed information about careers, jobs, internships, mentoring), and the departmental internship listing.

**Center for Regional Innovation (CRI) Hosts Appalachia Advancing Project Meeting:** A national group of thought leaders convened at Shepherd's CRI on Tuesday, December 6, to discuss the Appalachia Advancing project. The project will identify opportunities in the Appalachian region to build community-based, collaborative economies that leverage innovative technologies and public-private partnerships. The initial project, part of a broader initiative called BROCADE (Building Resilient Opportunities in Culturally Aware, Diverse Environments), will focus on Southern, WV, with the intent to design the approach as repeatable, scalable, and transferable to other areas of Appalachia and similar communities in the U.S.

**President Hendrix, Campus Leaders Meet with Randox December 1:** President Hendrix and campus leaders from science and business disciplines hosted representatives from Randox, a global leader in healthcare diagnostics with a U.S. lab located in Kearneysville, for a discussion pertinent to Shepherd serving as a pipeline for student internships that would potentially lead to hires following graduation. Campus participants included Dr. Ben Martz, dean of business school development; Dr. Colleen Nolan, dean of the School of Natural Sciences and Mathematics; Dr. Clarissa Mathews, chair of the Institute of Environmental and Physical Sciences; and students Caroline Shamberger, psychology major, and Caitlin O'Connor, nursing major and President of the Student Government Association.

**Puppies Visit Campus to Help Relieve Exam Week Stress:** A mass of students gathered inside the Scarborough Library December 2 to take advantage of the opportunity to relieve final exam stress by petting puppies. The students were able to cuddle with happy service dogs in training from PurposeFULL Paws.

**Shepherd Relaunching Research Corporation:** Shepherd is relaunching its research corporation initiative, Shepherd Entrepreneurship and Research Corporation (SERC). The new corporation was chartered on December 5 by the WV Secretary of State, and its formal 501(c)(3) status with the IRS is pending. SERC will be the corporate entity under which Shepherd's CRI will operate. SERC co-directors are David Gansz, dean of the library, and Jessica Kump, director of grant support and corporate/foundation relations.

**Business 2020 Committee Exceeds Its \$600K Fundraising Goal:** Shepherd University and the Shepherd University Foundation have exceeded their initial fundraising goal of \$600,000 to fund a School of Business. Led by alumnus, Foundation representative and Shepherd Board of Governors member Ray Alvarez, the Business 2020 initiative is a public-private partnership that brings together alumni, business leaders, and community friends in a fundraising campaign to revitalize Shepherd's business program. Read more at: [www.shepherd.edu/news/business-2020-committee-exceeds-its-600k-fundraising-goal/](http://www.shepherd.edu/news/business-2020-committee-exceeds-its-600k-fundraising-goal/)

**Nursing Baccalaureate Program Receives 10-Year Reaccreditation:** Shepherd's nursing baccalaureate program has been reaccredited for 10 years by the Commission on Collegiate Nursing Education (CCNE). Dr. Sharon Mailey, chair of the Department of Nursing Education, said the CCNE Board of Commissioners issued the accreditation without making any recommendations. The Department had to meet a series of goals under four standards, which are mission and governance, institutional commitment and resources, curriculum and teaching-learning practices, and assessment and achievement of program outcomes. Read more at: [www.shepherd.edu/news/nursing-baccalaureate-program-receives-10-year-reaccreditation/](http://www.shepherd.edu/news/nursing-baccalaureate-program-receives-10-year-reaccreditation/)

**Martz Appointed to Jefferson County Development Authority:** Dr. Ben Martz, dean for business school development, has been appointed by the Jefferson County Commission to fill an unexpired term on the Jefferson County Development Authority (JCDA). Since one of JCDA's primary goals is to attract business and industry to the county, Martz said as a JCDA board member he'll be in a better position to make those businesses aware of Shepherd programs and, more importantly, students who could potentially work for them as interns and employees. Martz also sees opportunities to bring his experience at JCDA back to the school of business. Read more at: [www.shepherd.edu/news/martz-appointed-to-jefferson-county-development-authority/](http://www.shepherd.edu/news/martz-appointed-to-jefferson-county-development-authority/)

**CRI Hosts Campus Meeting and VIP Reception With National Business Leaders on December 15:** Representatives from four companies--ABS Consulting, Crisis 1, Harkcon, Inc., and Potomac Wave Consulting--were on campus December 15 to discuss partnership opportunities for student internships in conjunction with Shepherd's CRI. The business leaders met with CRI co-directors Dr. Scott Beard, dean of graduate studies and associate provost; Dr. Ben Martz, dean of business school development; Dr. Colleen Nolan, dean of the School of Natural Sciences and Mathematics; Holly Morgan Frye, assistant vice president for student affairs and director of community and congressional relations; and President Mary J.C. Hendrix.

**Shepherd to Host Summit on Improving the State's Economy March 18:** Shepherd University is hosting a summit on Saturday, March 18, 2017, that will explore how to improve the state's economy. "Reinventing West Virginia: Respecting the Heritage and Realizing the Future" will address ways different sectors can work together on how jobs, education, technology, energy, and tourism impact the economy. Attendance to the summit is open to the public, but limited to 400 people. Distinguished speakers from inside and outside WV will participate. For additional information on the Summit and to register visit [www.shepherd.edu/mba-summit](http://www.shepherd.edu/mba-summit).

**Beard Organizes Holiday Gala at Indonesian Embassy:** Dr. Scott Beard, associate provost, dean of graduate studies, and professor of music, produced a "Holiday Gala of Grand Opera" at the Embassy of the Republic of Indonesia in Washington, D.C., on December 9. Read more at: [www.shepherd.edu/news/beard-organizes-holiday-gala-at-indonesian-embassy/](http://www.shepherd.edu/news/beard-organizes-holiday-gala-at-indonesian-embassy/)

**Shepherd Leadership Meets with Eastern Panhandle Legislators January 5:** Members of the WV Legislature representing the Eastern Panhandle met with President Hendrix to discuss Shepherd's fiscal challenges related to state budget cuts, rescissions, and in-equity in State appropriations based on per student allocations. Legislators attending the session were Senators Craig Blair (R-Berkeley) and Patricia Rucker (R-Jefferson), Delegates Saira Blair (R-Berkeley), Daryl E. Cowles (R-Morgan), Paul Espinosa (R-Jefferson), Michael Folk '92 (R-Berkeley), and John Overington (R-Berkeley). Shepherd and community leaders participating included Dr. Marcia Brand, chair of Shepherd's Board of Governors; Eric Lewis '95, Board of Governors member; Holly Morgan-Frye '09.

**PotomacWave Consulting Conducted Sessions for Students Seeking Jobs and Internships:**

PotomacWave conducted four information sessions January 19 for juniors and seniors seeking jobs and/or summer internships. Hiring representatives described more than 30 current job and internship openings and assisted students in starting the process of getting security clearances for future career openings and internships. PotomacWave Consulting, an Alexandria, Virginia firm, specializes in mission-critical program management support in intelligence analysis and operations; information technology and cybersecurity; and financial management. The firm is looking to recruit top quality students in business, marketing, accounting, communication, computer information technology, and English. Dr. Ben Martz and Holly Morgan-Frye organized the sessions for interested students. To date five Shepherd students have been offered employment with PotomacWave with additional applications under review.

**Music Department Receives 10-Year Reaccreditation:** The Department of Music has been reaccredited by the National Association of Schools of Music (NASM) for 10 more years. The accreditation covers the Bachelor of Arts in music, Bachelor of Music Education, Bachelor of Music in Performance, and the Preparatory Program. Read more at: [www.shepherd.edu/news/music-department-receives-10-year-reaccreditation/](http://www.shepherd.edu/news/music-department-receives-10-year-reaccreditation/)

**Veterans Center Moved to Gardiner Hall:** At the request of student veterans who outgrew their Free School space and desired to have a more central location on campus, the Veterans Center was moved to Gardiner Hall's first floor lobby on February 6. The Center, which was established due to the foresight and efforts of Interim President Sylvia Manning and her husband Tom Blondell, helps veterans who are transitioning from the military to civilian life as students. The Center, which opened in 2016 in the newly renovated Free School building on Princess Street, provides a location for veterans to meet, socialize, and study. Additional administrative offices moving to Gardiner's first floor include Academic Community Outreach and Cooperative Education. Shepherd's executive leadership team is considering uses for the Free School, including the possibility of a revenue-generating enterprise.

**WISH Reaches 205 Memberships / 2017 Grant Pool will Total \$102,500:** The Shepherd University Foundation's Women Investing in Shepherd (WISH) giving circle has exceeded its goal of 200 memberships for the 2017 grant-awarding season. This year's 205 memberships are providing a grant pool of \$102,500. WISH is made up of alumnae, faculty and staff, and community members who donate \$500 each toward a grant pool that is divided between community nonprofits and Shepherd learning projects. In 2016, WISH awarded four grants totaling \$82,500 collectively to community nonprofits Horses with Hearts and Shenandoah Women's Center and Shepherd learning projects Gateway Academy and the Robotics Program, and in the grant program's 2015 inaugural year, two grants totaling \$52,500.

**Shepherd's Economic Impact is \$168 Million:** Shepherd University has tracked its economic impact for 11 years using a formula established by the HEPC in a report that stated every dollar the legislature spent on Shepherd turned into \$18 in the state economy. The economic impact for FY2017 is \$168,487,172, which further supports the key role Shepherd plays in influencing the local economy.

**New Dean of Students Dr. Ann Wendle Joins the Staff:** Dr. Ann Wendle is the new dean of students at Shepherd. Wendle, who started her new duties on January 9, comes to Shepherd from Shippensburg University where she served as an assistant dean, director of drug and alcohol services, and co-director of veteran services. In her new position at Shepherd, she will oversee disability support services, the counseling center, the health center, multicultural student affairs, international students, veterans support services, the student conduct board, and Title IX compliance. Wendle, a U.S. Army veteran who served in Operation Desert Storm, has a Ph.D. in higher education with concentrations in law and cultural competency from Old Dominion University in Norfolk, Virginia. She earned a B.A. in English with a concentration in secondary education and an M.S. in counseling with a concentration in college student personnel from Shippensburg.

**President Hendrix Continues Discussions with State Legislators:** President met January 18 with Delegate Riley Moore (R-Jefferson) to discuss Shepherd issues including State budget cuts and inequity in State appropriations based on per student allocations (Shepherd is in last place among the 10 state colleges and universities with a per student allocation of \$3,025; the top two schools--WVU Institute of Technology and Bluefield--are funded at \$7,071 and \$4,595 per student, respectively). President Hendrix also briefed Delegate Moore on Shepherd's CRI and the new School of Business being launched July 1.

**Shepherd Athletics Establishes Outreach Relationship with Berkeley County Middle Schools:** Vice President for Athletics Chauncey Winbush '95 and '00 has established a community outreach program to invite middle school students to men's and women's basketball games. Schools invited to attend are Mountain Ridge Middle School and Musselman Middle School, January 26; North and South Middle Schools, February 1; and Spring Mills Middle School and Hedgesville Middle School, February 9.

**Shepherd Ranks Nationally as a Most Promising Place to Work in Student Affairs:** Shepherd University is one of 18 colleges and universities on the 2017 Most Promising Places to Work in Student Affairs list. This is the third time in four years that Shepherd has made the list, which examines the administrative structures, commitment to diversity, and workplace and staffing practices of the student affairs department through a study conducted by the Center for Higher Education Enterprise at Ohio State University in partnership with the American College Personnel Association (ACPA) member institutions.

**Shepherd Collaboration with Morgan County Economic Development Authority Explored:** At the invitation of Daryl Cowles, executive director of the Morgan County Economic Development Authority and house majority leader in the WV Legislature, Dr. Ben Martz and Holly Morgan-Frye toured the future site for the Center for Innovation and Entrepreneurship in Berkeley Springs on January 27. Under discussion is a collaboration between Shepherd and the development authority that would offer Shepherd classes remotely and establish a student internship program to staff an applied business lab that would encourage entrepreneurship in Morgan County and become an extension of Shepherd's CRI.

**Taiwan's Nanhua University Partners with Shepherd on Exchanges, Study Abroad:** A delegation from Shepherd's new university partner in Taiwan, Nanhua University, was on campus January 31 to present information to the campus community about opportunities for exchanges, collaborations, and study abroad.

**Shepherd, Veterans Administration, and KRM Explore Research and Training Opportunities:** President Hendrix and Dr. Colleen Nolan, dean of the School of Natural Sciences and Mathematics, met February 6 with Keith McCall, Jenny Jensen, and Jack Shaffer of KRM Associates Inc., a Shepherdstown-based firm that specializes in healthcare information technology and information technology security, and Dr. Paul A. Tibbits and Marc R. Wine, of the Veterans Administration's Office of Information Technology, to discuss areas of mutual interest to foster research and training opportunities. Follow up meetings are planned to pursue specific initiatives.

**Proposed Veteran Retraining/Certificate Program in Sustainable Food Production at Shepherd:** A leadership group at Shepherd recently met with Tim Cooke, Medical Director of the VA Medical Center in Martinsburg, to discuss use of the Tabler Farm for training Veterans and students in sustainable agriculture, aquaculture, renewable energy technologies and green building -- led by faculty experts in environmental studies and marketing.

**The Honorable David McKinley (R-WV) - Keynote Speaker at Research!America's Annual Meeting:** On March 15, 2017, Dr. Hendrix will introduce The Honorable David McKinley at the Willard Intercontinental Hotel in Washington, D.C., as the keynote speaker at Research!America's annual meeting. Congressman McKinley leads bipartisan initiatives to increase funding for the National Institutes of Health and values the importance of investing in research.

### *FY2017 Pending Grant Proposals to Date: February 2017*

Submitted and awaiting decision on award.

Total current pending proposals to date: \$6,032,229

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#### **National Science Foundation (NSF), \$942,212 for 5 Years: July 1, 2017 – June 30, 2022** ***Scholarships for Teachers in Appalachian Regions in STEM Fields (STARS-WV)***

Provides conditional scholarships, programmatic support and mentoring to Shepherd STEM majors to complete a bachelor's degree, MAT and obtain their teaching certifications. Recipients commit to either teach STEM subjects in high-need WV K-12 school districts or surrounding Appalachian regions for a minimum of six years after graduation or repay scholarship funds through a repayment plan.

#### **NSF, \$837,584 for 3 Years: July 1, 2017 – June 30, 2020** ***Magnetic and Magnetocaloric Properties of Nanomaterials***

Provides salary support and resources to conduct research investigating how the magnetic properties of nanoparticles can be "tuned" to make them highly functional for specific applications. This proposal seeks to conduct analysis and experimentation to develop and synthesize magnetic nanoparticles that could make environmentally-friendly (CFC-free) magnetic refrigeration feasible for large-scale production.

#### **NSF, Preliminary Proposal Submitted (funding amount and duration TBD)** ***Exploring the underpinnings of niche breadth: adaptive differentiation and phenotypic plasticity in Eastern North American trees***

Proposed project seeks salary support and resources to study what determines species' niche breadth (evolutionary result of adaptations to its surroundings) and how mechanisms of genetic differentiation versus phenotypic plasticity play a role in shaping a species' niche. Project seeks to produce novel and powerful insights into the ecological and evolutionary determinants of niche breadth and provide crucial information needed to predict species' responses to climate change.

#### **NSF, RUI Preliminary Proposal submitted (funding amount and duration TBD)** ***Population dynamics through time: influences of disturbance and long-distance dispersal on structure and diversity of Table Mountain pine populations***

Requests salary support and resources to study the underlying dynamics of population development and growth over multiple generations of long-lived tree species. This project specifically studies the effects of fire suppression on Table Mountain Pine populations of Southern Appalachia, a species of conservational concern that is reliant on fire disturbance for successful regeneration.

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

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

**Health Resources and Services Administration (HRSA), \$1,353,228 for 2 years: July 1, 2017 – June 30, 2019**  
***Rural Education of Advanced Practice Nursing Students (REAPS) Program***

Proposal seeks salary support, resources and scholarship/stipend support for DNP students who will complete clinical training at partner clinical sites serving rural patient populations. Recognizing that clinical practitioners are more likely to practice where they received their clinical training, Shepherd's Nursing Program seeks to increase the number of highly-competent practitioners in the areas of WV that are most severely underserved in terms of access to healthcare and health outcomes.

**Frederick Gardner Cottrell Foundation, \$1,500,000 for 3 Years: July 1, 2017 – June 30, 2020**  
***Shepherd University Proposal for Founding Support of the CRI***

Proposal seeks resources to renovate and furnish the first floor of Turner Hall to launch the CRI, a multi-faceted collaborative center seeking partnership with regional industry to develop new technology and knowledge and produce interdisciplinary curricular innovations and enhancements that will make Shepherd graduates the most sought-after industry professionals and successful entrepreneurial leaders. The proposal also includes funds to establish an academic minor in Innovation and the Cottrell Innovation and Entrepreneurship Incentive Fund to provide stipends and/or release time for faculty to pursue innovative or entrepreneurial projects.

**National Institute of Standards and Technology (NIST), \$57,000 for 1 Summer: May 22, 2017 – August 4, 2017**  
***NIST Summer Undergraduate Research Fellowship (SURF) Nominations***

Shepherd has nominated six outstanding students from the School of Natural Sciences and Mathematics for NIST research fellowships that offer undergraduate students an opportunity to work in a NIST laboratory in Gaithersburg, MD for 11 weeks during the summer. The program offers Shepherd students an invaluable opportunity for mentorship and high-level research experience. Selected students receive a \$5,500 stipend (\$500 per week for 11 weeks) and up to \$4,000 in travel and housing reimbursements.

**WV INBRE Equipment Program, \$50,000, Funds for Awarded Proposals Issued by June 30, 2017**  
***Shepherd University Equipment request for Biology Department***

Proposal requests \$50,000 to purchase two instruments: Biolog GEN III Microstation System ML-3 that supports DNA sequence analysis of bacteria and fungi and a Bio-Rad CFX384 Touch Real-Time PCR Detection System that allows for quantification of gene expressions and real-time analysis to support molecular biology research and teaching. Both instruments significantly bolster the quality of teaching research and competitiveness of Shepherd graduates for employment and the pursuit of graduate study.

**West Virginia Humanities Council, \$4,705: If Awarded, Funds Issued by June 30, 2017**  
**(Submitted by the Shepherd University Foundation, assisted by Grant Support)**  
***Humanities and the Environment, 2017 Collaborative Symposium***

Proposal requests support for a collaborative symposium to be hosted by the National Conservation Training Center and coordinated by faculty, staff and supporters of Shepherd. The symposium brings prominent scholars, authors and filmmakers together in October 2017 for two and a half days to discuss ways the humanities contribute to a greater environmental awareness and activism. Shepherd anticipates the timeliness and prominence of speakers will generate national attention and interest, making this a headline event for the year. The symposium will be free and open to the public.

***FY 2017 Awarded Grant Proposals to Date: February 2017***

Total Awarded Proposals to date for FY2017: \$539,711

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**National Endowment for the Humanities (NEH), \$5,995 for 1 Year: January 1, 2017 – December 31, 2017**

Awarded funds support contracted services to conduct a specialized needs assessment project for the Shepherd University Archives and Special Collections.

**NEH, \$152,898 for 1 Year: October 1, 2016 – December 31, 2017**

***2017 NEH Summer Institute for School Teachers: Voices from the Misty Mountains***

Awarded funds support lectures, workshops, events and regional travel for 16 teachers to attend a three-week seminar hosted at Shepherd that delves into the diversity and richness of Appalachian literature and culture. This event brings national recognition to Shepherd as a hub of Appalachian studies, and was upgraded from “seminar” to “institute” by the NEH (with an associated increase in funding) due to exemplary project performance and quality.

**U.S. Department of Agriculture (USDA), \$213,710 for 1 Year: October 1, 2016 – September 30, 2017**  
***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.

**WV EPSCoR Semester/Summer Undergraduate Research Experience (SURE), \$147,108 for 3 Years: January 1, 2017 – December 31, 2019**

***Shepherd Opportunity to Attract Research Students III (SOARS III)***

Awarded proposal renews funding for an existing research mentoring program at Shepherd that engages students in an eight-week summer research experience. Over the course of the three-year funding period, between 25-35 Shepherd students will complete faculty-mentored independent research projects, giving them a competitive edge for success in employment and/or graduate studies.

**WV HEPC EPSCoR Instrumentation Award, \$20,000 Awarded December 1, 2016**

***Modern State-of-the-Art Fluorescence Microscopy for Teaching and Research Applications at Shepherd***

Awarded funds support the purchase of an EVOS FL Imaging System that will significantly improve both teaching and research applications in the School of Natural Sciences and Mathematics.

## *Academic Affairs*

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### **Notable Honors**

Professor Carrie Messenger (English) received a prestigious creative writing residency at the MacDowell Colony for the month of May.

Professor Christian Benefiel and Adjunct Professor Evan Boggus (Art) had a two-person show at the Engine Room Gallery in Hagerstown, MD.

Professor David Modler (Art) was named the director of the 2018 WV Art Education Association Annual Conference being held at Shepherd.

Professor Doris Burkey, (Nursing) and a board certified family nurse practitioner, has been reappointed to the Board of Examiners for Registered Professional Nurses. Her new term ends June 30, 2021.

### **New Psychology Lab**

A new psychology lab was constructed over winter break, using funds provided by a grant from the HEPC. Students and faculty are already utilizing the lab for class and research projects.

### **Civil War Christmas Event**

Students and faculty of the Department of History and the George Tyler Moore Center for the Study of the Civil War hosted a highly successful Civil War Christmas event in Shepherdstown, including public lectures, concerts, tours and re-enactments. Several tours were given on the first floor of the Popodicon.

### **Faculty Trip to Havana, Cuba**

In December, a small group of faculty members traveled to Havana, Cuba, to explore opportunities for study abroad, collaboration, and institutional partnership. This trip built on a previous COPLAC-sponsored visit to Cuba in December 2015 by Professor Rob Tudor (Music) and a visit last summer to Shepherd and the CATF by Norge Espinosa Mendoza (famous Cuban playwright and activist). The faculty group represented studio arts, historic preservation, nursing, social work, English, and Spanish. The itinerary included extended introductions to potential major partners, including those at the University of Havana, the University of the Arts, key organizations fostering academic and professional exchange, studios of several important contemporary artists, and the US embassy. As a result, a study abroad trip focusing on Spanish language and culture is being marketed for this coming May and trips focusing on Art, Historic Preservation, and/or Social Work are in the planning phase for 2018. We are thankful for the leadership of Professor Denis Berenschott (Spanish) and Norge Espinosa in arranging the December trip and in assisting the development of future ones. Should demand and interest continue, we will eventually pursue the creation of a Shepherd-administered signature study abroad program to Cuba that would be offered regularly and marketed to other schools within and beyond WV.

## *Enrollment Management*

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### **Spring Semester 2017 Enrollment Estimates**

Spring Semester opened on January 9, 2017. The first two weeks of the semester were busy helping students adjust their class schedule, completing the financial aid process, and clearing their semester bill. Spring enrollment numbers are showing improvement when compared to spring 2016. The official spring enrollment census will be taken on February 13, 2017.

- Ninety percent of current undergraduate, degree-seeking students enrolled Fall 2016, registered for spring 2017. This is a 4 percent increase over last year.

- New First-time in College (FTIC) and Transfer students combined for a total of 190 students. This is a 10 percent increase over spring 2016.
- Graduate student enrollments increased when compared to spring 2016. A total of 177 continuing and new graduate students enrolled. This is a 10 percent increase over spring 2016.
- The number of student's schedules being dropped due to non-payment decreased by 12 percent when compared to spring 2016. This is a direct result of stakeholders across campus contacting students about their account status.
- December graduates – 221 students were cleared for graduation at the end of the Fall semester.

### Fall Semester 2017 Admission Build

The recruitment and admission cycle continues to move forward with a focused emphasis on moving students/families through the decision and commitment process. Faculty and staff across the campus play an important role in the process.

- Recruiting efforts continue with a focus on building our application pool and converting incomplete applicant admission files to complete.
- February through June is the period of time in the recruitment cycle focusing on motivating accepted students to pay their enrollment deposit. Awarding student's financial aid and scholarships, Accepted Student Day (March 4<sup>th</sup>), Spring Open House (April 1<sup>st</sup>), and helping students secure on-campus housing are just a few key activities.

### FTIC Student Admission Build as of 2/13/17

- Applications and accepted FTIC student numbers continue to run ahead of the last two years.
- Student enrollment deposits are lagging slightly when compared to the last two years. The peak months when students typically pay enrollment deposits are April and May.
- The Office of Financial Aid has sent 500 new students their 2017-2018 financial aid offers.



### Student Success Initiatives (Retention)

- Early Alert Program - The Beacon program focuses on helping current students resolve challenges at the first opportunity. Faculty and staff submit an “alert” online for immediate follow-up.
- Retention Intervention Team (RIT) - Every full-time degree-seeking undergraduate student is assigned a RIT member who works throughout the semester to provide specific academic, student life, and enrollment interventions. RIT serves as a resource to support continuous enrollment and guide students through the course registration process for the next semester.
- FTIC Student Success Initiative - New Fall 2017 - The Shepherd Success Academy is a student retention initiative focusing on full-time, first-time undergraduate students who will benefit from intrusive student support from the point of admission to Shepherd through the end of their first semester of enrollment. The program will compliment work of staff and faculty currently being done to facilitate student persistence and retention. The cohort-based program will focus on helping students avoid and overcome

challenges as they transition from high school through their first semester at Shepherd. Our primary goal is to increase student persistence from fall-to-spring and from fall-to-fall.

## *Student Affairs*

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### **Hands for Humanity**

The Multicultural Leadership Team (MLT) hosted Hands for Humanity on November 6, 2016, to demonstrate the ideals of support, appreciation, love, and understanding throughout the University and neighboring community. MLT members Kahlen Browning and Sarah Fletcher established the program to bring awareness to social issues affecting the nation and to promote a positive relationship between the community, University, organizations, staff and students. Dr. Chiquita Howard-Bostic, Assistant Professor and Sociology Department Chair, and Dr. Thomas Segar, Vice President for Student Affairs, were guest speakers. The 62 participants ended the event by holding hands in the shape of a heart on the East Campus Midway. The MLT intends to make this an annual event.

### **Holiday Giving**

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

### **Welcome Shepherd Students**

Orientation was held on January 6 for all new and transfer students. The program began with Convocation, the ceremonial beginning of the academic semester, with a welcome from Caitlin O'Connor, Student Government Association president; Dr. Anne Murtagh, Associate Professor of Psychology, and Dr. Chris Ames, Provost. The Orientation component of the day featured informal departmental gatherings where new students had the opportunity to meet faculty and other students in their field of study, an advisement session with faculty, registration for classes, an information fair, a session on interpersonal violence, and a session on diversity and civility.

### **Martin Luther King Jr. (MLK) Day of Service**

The MLT continued their annual commitment to the MLK Day of Service on Monday, January 16. The team of 21 students divided into two groups to serve three different locations; the Martinsburg Meals on Wheels, the Berkeley County Senior Center, and the Martinsburg Rescue Mission. The students' tasks included food preparation and serving, socializing with seniors, and general cleaning and organization. The agencies were extremely impressed with the quality of work and dedication to service the students demonstrated. Many of the students expressed a desire to serve at these locations in the future.

### **Midnight Breakfast**

The Division of Student Affairs hosted the 34<sup>th</sup> Midnight Breakfast on Sunday, December 4, 2016, with over 360 students in attendance and several dozen staff and faculty preparing and serving food. This long-standing Shepherd tradition brings together faculty, staff, and students for a lively meal the night before Final Exam Week. Students enjoyed a free deluxe breakfast, prizes, and music.

### **Human Trafficking Teach-In**

On Wednesday, January 25 students, staff, and faculty participated in a Teach-In that focused on the dangers of human trafficking as well as methods of prevention and elimination of this worldwide tragedy. Participants heard from law enforcement, legislative representatives and attorneys, faculty, and students,

about human trafficking abroad and in our own backyard. The event featured a panel discussion and individual breakout sessions focused on specific topics regarding human trafficking. This event was in recognition of National Slavery and Human Trafficking Prevention Month and was sponsored by Shepherd's Department of Sociology and Geography, the Shepherdstown Anti Human Trafficking Task Force, Eastern Panhandle HEAT, Aglow, Bethany Christian Services, Blue Campaign, and Faith Alliance Against Slavery and Trafficking.

### **Family University Night (F.U.N): Family University Night**

The first F.U.N. event was held to provide a family friendly event for students, staff, faculty, and their families. F.U.N. featured the newly released Disney film Moana, as well as crafts and food. This event followed the Shepherd University Dining Service's Chinese New Year themed dinner

## *University Development*

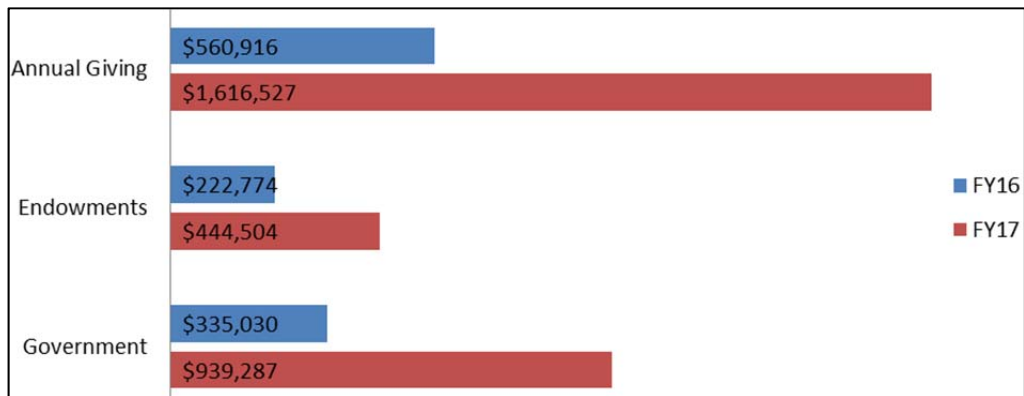
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### **Comprehensive Fundraising Report: 7/1/16 through 12/31/17 – New Gifts and Pledges**

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 Shepherd University Foundation, Shepherd Athletics and the Office of Grant Support and Corporate and Foundation Relations.

- During the first quarter of the fiscal year, a total of \$3,000,318 was pledged and/or paid in new gifts.
  - o Private gifts designated to named endowments equaled \$444,504.
  - o Gifts and pledges for annual giving programs yielded \$1,616,527.
  - o New competitive grants in amount of \$939,287 were awarded to Shepherd programs.
- Our giving constituencies continue to support us as detailed in the chart below. Comparison with the same two quarter fiscal period ending 12/31/15 shows total number of gifts to be flat. However, there was an increase of 30 percent in the number of individual donors in the friend category. Year-over- year dollar results for total gifts in all categories show an increase of 168 percent.

### **New Gifts and Pledges - Comparison of FY2016 to FY2017 through December 31, 2016**



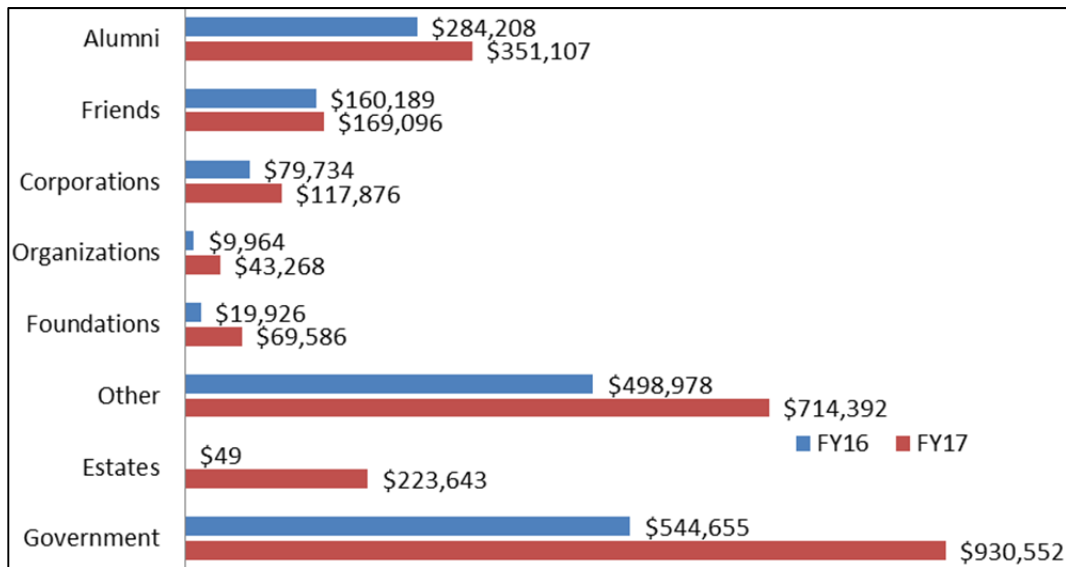
### **Year-To-Date Giving Summary: 7/1/16 through 12/31/16 – Total Funds Received**

The giving summary provides annual data for year-to-date comparisons with the previous fiscal year. Data provided includes outright gifts and payments actually received during the reporting period. Funds received during this FY2017 reporting period totaled \$2,619,520 compared to \$1,597,703 received during the same period during FY2016.

- Gifts to annual programs totaled \$768,130, representing a 34 percent increase over July through December 2015.

- Contributions to endowments showed an increase of 97 percent over previous year with \$450,004 received.
- Capital gifts received totaled \$470,833, an 87 percent increase over the same period last year, with most of the dollars representing the receipt of a pledged gift designated for the Center for Contemporary Arts.
- Payouts from competitive grants increased by 70 percent over the same period last fiscal year with \$930,552 received.
- Numbers of staff and faculty donors totaled 82 compared with 95 during the same period last fiscal year; total gifts received were \$41,504, compared with \$24,583 July through December 2015.
- In total, cash-in funding of \$2,619,520 was received during the first two quarters of FY2017 with 783 gifts from 648 individual donors.

#### Year-To-Date Giving Summary by Constituency - Comparison of FY2016 to FY2017 through December 31



#### Director of Alumni Engagement

The search process to fill the position of Director of Alumni Engagement has concluded successfully with the hiring of Kim Hutto. Ms. Hutto is a skilled higher education professional with experience in alumni affairs, university advancement, event management, social media, and volunteer recruitment. Ms. Hutto will join us the first week in March.

### *Athletics*

#### Spring Sports

Spring sports are in full swing at Shepherd with preparation for season-openers in progress. The baseball season started on February 3<sup>rd</sup> at UNC Pembroke. The softball program kicks off its season at the University of North Georgia on February 18<sup>th</sup>, and the Lacrosse program opens on February 28<sup>th</sup> at Shippensburg University. Men's and women's tennis will open their season on February 20<sup>th</sup> at the Greenbrier Resort versus Bluefield College, while the men's golf team has their first tournament of the spring on March 17<sup>th</sup> at the Brown Golf Intercollegiate Invitational.

### **Shepherd University Student Athletes**

The Fall semester was a good one for our current student athletes with 68 receiving academic recognition from the Mountain East Conference (MEC). Shepherd had 39 student athletes who made the Commissioner's Honor Roll (3.25-3.69) and 29 student athletes made the All-MEC Academic Team (3.7-4.0).

### **Lunch Buddy Program**

The Shepherd athletics department is working with Jefferson County Schools to enhance the lunch buddy program. This is a program that will pair Shepherd student-athletes with students that are having a difficult time fitting into their school environments. Our goal is to enhance the student's self-esteem while adding a great life experience for our student-athletes.

### **Berkeley County Schools**

A relationship with Berkeley County Schools was developed that invited all six of the middle schools to an evening of Shepherd basketball. Students were asked to identify themselves with a report card or school schedule in exchange for free admission to the games. The complete North Middle JV girls' basketball team was just a few of the students that took advantage of this offer.

### **Shepherd Football**

Star All-American wide receiver, Billy Brown, received two outstanding post-season invitations. Billy participated in the annual East-West Shrine All-Star game in St. Petersburg, FL on January, 21<sup>st</sup>. He had an outstanding week of practice and finished the game with two catches for fifteen yards. Brown was also invited to participate in the annual NFL Combine from February 28-March 6 in Indianapolis, IN. This is a tremendous honor for any potential NFL talent, but even more so for Billy Brown and Ram Nation.

### **Shepherdstown Daycare Center**

The men's and women's basketball teams invited the Shepherdstown Daycare Center to the Butcher Center for a playdate on January 24<sup>th</sup>. The Center transported groups for both morning and afternoon sessions working on fun games incorporating a basketball. A great time was had by both the young future athletes and our current basketball student athletes.

## ***Capital Projects***

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### **Potomac Place Residence Hall**

The project met a major milestone in late November with the building being dried-in. Wood framing was completed ahead of schedule, and work continued through December and January with the building fully enclosed and heated. Windows have been installed and brick veneer is being installed as weather permits. Most site work is at a standstill for the winter, but mild temperatures and dry weather in December enabled the contractor to pave the east parking lot. Retaining walls, curb and gutter, bollards and a base layer of asphalt are in place. Overall, the project is progressing on schedule and on budget.

### **Human Resources Building**

Exterior brick repointing is underway to correct moisture infiltration issues. Estimated project completion is late February 2017.

## **Sara Cree Hall Demolition and Parking Lot**

Abatement of hazardous materials in the building interior is underway with anticipated completion by the middle of February. Exterior abatement and removal of an unused underground storage tank will take place as weather and University activities allow. Bid documents for building demolition and surface parking lot construction are under review and expected to be bid out in February. Demolition is expected to begin after Commencement.

## **Gardiner Hall**

Repairs from flooding caused by a ruptured waterline have been completed and all displaced occupants have moved back into the building. Final project invoices are being submitted and will be forwarded to the insurance company for reimbursement.

## *Upcoming Events*

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### **Friday, February 24**

Screening of “The 400 Blows,” by Francois Truffaut, in French, Reynolds Hall, followed by a post-film discussion led by Lex Miller. Sponsored by Shepherd University Scarborough Society and Shepherdstown Film Society.

### **Wednesday, March 1**

CareerFest 2017, Wellness Center. Sponsored by Career Services and Shepherd University Alumni Association.

Screening of “Dr. Stangelove or How I Learned to Stop Worrying and Love the Bomb,” Robert C. Byrd Center for Congressional History and Education Auditorium, followed by post-film discussion. RSVP to Jody Brumage at [jbrumage@shepherd.edu](mailto:jbrumage@shepherd.edu). Cosponsored by Robert C. Byrd Center for Congressional History and Education and Lifelong Learning Program.

### **Thursday, March 2**

Panel Discussion: Ethical Review of Mental Illness and Death Penalty Sentencing, Robert C. Byrd Center for Congressional History and Education Auditorium. Sponsored by Common Reading, George Washington Institute of Living Ethics, and Shepherd University Foundation.

Music Salon Series, featuring Pianist Jeremy Koch and Yu-Hsuan Liao, Frank Center, W.H. Shipley Recital Hall. Sponsored by Jefferson Security Bank and Department of Music.

### **Friday, March 3**

Benefit Concert: A Musical Showcase for Scholarships, featuring performers Pianist Scott Beard, Baritone Jeff Martin, and Pianist Jason Solounias, followed by a post-concert meet the artists dessert reception at Frank Center McCoy Rehearsal Hall. Ticket: \$100, general admission. To RSVP or for sponsorship details, visit: [www.shepherd.edu/musicshowcase](http://www.shepherd.edu/musicshowcase). *All proceeds will provide scholarships for current and future Shepherd University music students.*

### **Friday, March 10**

Screening of “The Seventh Seal,” by Ingmar Bergman, in Swedish, Reynolds Hall, followed by a post-film discussion led by Dr. Rachel Krantz. Sponsored by Shepherd University Scarborough Society and Shepherdstown Film Society.

**Saturday, March 18**

M.B.A. Summit, Reinventing West Virginia: Respecting the Heritage and Realizing the Future. Four one-hour long forums will be held on: Education and Technology's Role in Re-Inventing WV, Energy's Role in Re-Inventing WV, Marketing's Role in Re-Inventing WV, Tourism's. WV Attorney General, Patrick Morrissey, will provide the keynote address. Registration is required.  
<http://www.shepherd.edu/mba-summit>

**Wednesday, March 22**

American Red Cross Blood Drive, Student Center, Storer Ballroom, until 4 p.m. Sponsored by Office of Student Engagement and Alpha Phi Omega Fraternity.

**Thursday, March 23**

Music Salon Series: A Tribute to the Music of the High Priest of Bebop, Thelonious Monk, performed by Saxophonist Kurtis Adams, Pianist Mark Andrew Cook, Bassist Kevin Pace, and Drummer Ronnie Shaw, Frank Center, W.H. Shipley Recital Hall. Sponsored by Jefferson Security Bank and Department of Music.

**Friday, March 24**

Screening of "A Man Called Ove," by Hannes Holm, in Swedish, Reynolds Hall, followed by a post-film discussion led by Winnie Bernat. Sponsored by Shepherd University Scarborough Society and Shepherdstown Film Society.

**Friday, March 31**

Spring Choral Concert, featuring the Chamber Singers, Women's Camerata and Men's Choir, Frank Center Theater. Sponsored by Department of Music.

**Saturday, April 1 – Sunday, April 2**

2017 ShepRobo Fest, Butcher Center. Sponsored by KRM Associates, Inc. and DMI Mobile Enterprise Solutions.

**Wednesday, April 5**

Screening of "In Pursuit of Justice," Robert C. Byrd Center for Congressional History and Education Auditorium, followed by a post-film discussion. RSVP to Jody Brumage at [jbrumage@shepherd.edu](mailto:jbrumage@shepherd.edu). Cosponsored by Robert C. Byrd Center for Congressional History and Education and Lifelong Learning Program.

**Friday, April 7**

La Fiesta Mexicana - Symphonic Band and Wind Ensemble Concert, Frank Center Theater. Preconcert Lecture at 7:15 p.m. in the Frank Center Theater. Sponsored by Department of Music.

**Monday, April 10**

Screening of "13th," Erma Ora Byrd Hall Auditorium. Sponsored by Common Reading and Shepherd University Foundation.

**Thursday, April 20**

“Jazz-n-Java” – Coffeehouse Jazz Concert, Marinoff Theater. Sponsored by Department of Music.

**Friday, April 21**

McMurran Scholars Convocation, Frank Center Theater. Sponsored by McMurran Scholar Association.

Screening of “Theeb,” by Naji Abu Nowar, in Arabic, Reynolds Hall, followed by a post-film discussion led by Rebecca Ayraud. Sponsored by Shepherd University Scarborough Society, Shepherdstown Film Society, and Shepherdstown Public Library.

**Saturday, April 22**

The Masterworks Chorale Presents: “Ein deutsches Requiem,” by Brahms, Frank Center Theater. Sponsored by Department of Music.

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

## **AMENDMENT OF POLICY 19, ACADEMIC FREEDOM, PROFESSIONAL RESPONSIBILITY, PROMOTION AND TENURE, APPENDIX A**

As authorized by the Board at the meeting of November 16, 2016, the President issued a notice under Policy 1 of the Board describing the intent to amend Policy 19, *Academic Freedom, Professional Responsibility, Promotion, and Tenure, Appendix A* on January 19, 2017. This notice identifies two specific proposed amendments.

The first amendment relates to the criteria for promotion in rank to Professor. The faculty engaged in an extended discussion and debate to refine the portion of the criteria relating to publications and other professional scholarly work. The Faculty Senate developed a recommendation for an amendment, and it is recommended that their proposal be implemented by the Board.

The second amendment to the policy inserts a special provision relating to the performance evaluations of nursing education faculty. The West Virginia Board of Examiners of Registered Nurses (WVBOERN) raised concerns about the manner in which Shepherd's policy provisions emphasized the role of the dean rather than the department chair. Although Shepherd's policy language had not led to any concerns in prior accreditation reviews by the WVBOERN, last year the policy was challenged by that board as inconsistent with their requirements.

Because this was an accreditation issue, the University implemented an administrative change on an immediate basis. That change has been implemented effectively to permit a successful WVBOERN accreditation.

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

Only one comment was received in response to the Notice of Amendment. The comment clarified that in the Notice of Amendment, a hyphenation which the Faculty Senate had used in its proposal was inadvertently omitted. That punctuation has been adjusted in this recommendation to the Board.

The following resolution is recommended for adoption by the Board:

**RESOLVED**, That the Shepherd University Board of Governors approves the amendments of Policy 19, *Academic Freedom, Professional Responsibility, Promotion, and Tenure*, as presented in the agenda book of February 23, 2017.

## II. Policies and Procedures

### A. Faculty Personnel Policies

#### 8. Academic Rank

##### *Professor*

- a. Earned doctorate from a regionally accredited institution of higher education or the highest academic degree in the field of specialization or achievement of professional eminence.
- b. Ten (10) years of satisfactory full-time higher educational teaching or professional experience at a regionally accredited institution. After ten (10) years of higher education teaching experience, four (4) years of which must be at Shepherd University as an Associate Professor, a candidate may apply for promotion to Full Professor.
- c. Evidence of continuous professional growth throughout the term of Associate Professor rank. Additional evidence prior to advancement or appointment to Associate Professor shall be submitted only when supported by the faculty member's explanation of the need for such additional support materials in order to document a long term continuous professional growth process.
- d. Outstanding teaching effectiveness.
- e. Scholarly work accomplished during the term of Associate Professor rank as evidenced by refereed publications, funded refereed external grants, or juried performances, or juried exhibitions. ~~Academic and professional work must be within the candidate's field or fields of specialization or in university-level teaching areas. Grants alone are not sufficient for meeting this standard, but an externally funded refereed grant in combination with a refereed publication or juried exhibition or performance may satisfy the standard; or creative expressions presented in juried exhibitions, competitions, concerts, journals, etc.~~
- f. Excellence in institutional service.
- g. Excellence in community service.
- h. Reputation as a person of good character.

## **II. Policies and Procedures**

### **A. Faculty Personnel Policies**

#### **14. Annual Evaluation**

The evaluation process is subject to revision upon the recommendation of the Faculty Senate and the Provost and the approval of the University President.

a. General Statement: All faculty members will be given the opportunity to respond in writing to any evaluation and have that response included in the faculty member's evaluation documents. In addition to the procedures described below, each year the Director of PEU or designee submits an annual evaluation report on each PEU member to the respective school deans. Copies of all evaluations are forwarded to the Provost.

#### b. Non-tenured Faculty:

- i. **Non-tenured Faculty Evaluations**: All non-tenured full-time teaching faculty shall be evaluated annually by the School Dean in consultation with the faculty member's Department Chair; this evaluation process will include classroom visitation. This annual evaluation serves as a basis for decisions concerning retention.

By March 1, each non-tenured faculty member shall submit, to the School Dean and the Department Chair, an annual report of professional activities in the areas of performance as outlined under "Criteria". This report, accompanied by a cover letter, are also the basis of the application for merit by the non-tenured faculty member.

#### **ii Non-tenured Faculty Criteria**

The following criteria, standards and procedures will be considered in evaluation of non-tenured faculty for retention. These criteria are consistent with those applied in promotion and tenure consideration.

(1) Progression toward the possession of the terminal degree and/or the requisite number of graduate hours toward the doctorate and experience requirements. Requests for exceptions will be considered only in unusual circumstances, and must be made at the initial employment. (see section II, A, 8 for academic rank qualifications)

(2) Excellence in teaching as evidenced by recent and regular evaluations and classroom visitations. Each semester the non-tenured faculty member will have at least two courses evaluated by the students. The Department Chair shall choose one course and the faculty member shall choose one course. The Department Chair will provide the School Dean with a list of all the courses that will be evaluated. If either the faculty member or Department Chair fail to designate a course and more than two instructional days have passed from the published deadline for designating courses, the Dean may designate the undesignated course(s). The faculty member may request that all of the courses being taught be evaluated.

By March 1 annually, a scheduled classroom visitation shall be conducted in the following manner: year 1, by a faculty peer as determined by the department, year 2, by the Department

Chair, and year 3, by the School Dean. This rotation shall be repeated one time or until the faculty member earns tenure. The evaluator shall contact the faculty member to schedule this visit at a time convenient for the evaluator and the faculty member. The classroom evaluator shall prepare a written evaluation of the observed teaching effectiveness. (Classroom Visitation Evaluation Form) This teaching evaluation will be shared with the faculty member in a face to face conference prior to being included in the faculty member's annual evaluation documents. If at any time it is deemed that the faculty member is in need of mentoring beyond what the school and/or department can provide, the Dean of the School may call upon the Dean of Teaching, Learning and Instructional Resources as an additional resource.

(3) Professional growth as evidenced by scholarly research or creative work appropriate in the discipline or field of appointment. Such evidence may include publication, presentation of scholarly papers at professional forums, participation and/or recognition in juried shows, recitals, or other achievements of professional stature.

(4) Evidence of professional service, manifested in activities that add to the positive image of the discipline, the department, the school, Shepherd University, and the State of West Virginia, including involvement in professional organizations at the national, regional, and state level.

(5) Plans for next year. The faculty member shall comment on plans and goals for next year, including courses to be taught, service assignments, and any plans for research and creative activities.

iii. Evaluation conference. By April 30, after the collection and consideration of the evaluation data, the School Dean will formally conference with the non-tenured faculty member. This discussion will be the basis of a report and/or recommendation made to the Provost. The faculty member will sign the annual evaluation agreeing or attach a rejoinder.

#### c. Tenured Faculty Evaluation Process:

An annual report of activities shall be prepared by all tenured faculty members and submitted to the Department Chair and the School Dean by March 1. This report, accompanied by a cover letter, is also the basis of the faculty member's application for merit.

Student evaluations: Each Fall semester, a minimum of two classes, chosen by the faculty member, will be evaluated by the students. If the faculty member fails to designate the courses and more than two instructional days have passed from the published deadline for designating courses, the Dean may designate the undesignated course(s) or may ask the Department Chair to do so. The results of these evaluations shall be provided to the faculty member, the Department Chair and the School Dean.

After earning tenure, evaluations are conducted in the following manner:

First year after earning tenure, the faculty member conducts student evaluations in at least two classes being taught and submits a self-evaluation via an annual report of professional activities to the School Dean and the Department chair. These are archived by the Department Chair and the School Dean.

Second year after earning tenure, the faculty member conducts student evaluations in at least two classes being taught and submits an annual report of professional activities to the School Dean and the Department Chair. The Department Chair will prepare a written evaluation of the department members based on the student evaluations and the annual report. The School Dean will prepare an evaluation of the Department Chair. This written evaluation is shared with the Department Chair. Each faculty member will be given opportunity to respond in writing to the Chair's or Dean's evaluation. This evaluation is archived by the School Dean and the Department Chair.

Third year after earning tenure, the faculty member conducts student evaluations in at least two classes being taught and submits a self-evaluation via an annual report of professional activities to the Department Chair and the School Dean. This report is archived by the School Dean and the Department Chair.

Fourth Year Evaluation by the School Dean: Every fourth year after earning tenure each full-time tenured faculty member will be evaluated by the School Dean. In the fall semester prior to the spring semester evaluation by the School Dean, the faculty member shall conduct a student evaluation in at least two classes being taught. Additionally in this same semester, a classroom visitation will be conducted. The School Dean, Department Chair and faculty member will come to mutual agreement as to who will visit the classroom and what class is to be visited. The Dean, the Department Chair or a peer evaluator may be selected to visit the classroom. Subsequent to the visit, a written evaluation shall be prepared by the evaluator, (Classroom Visitation Evaluation Form) and a face to face conference between the classroom evaluator and the faculty member will be conducted prior to the fourth-year evaluation by the School Dean. This evaluation form, and any rebuttal by the faculty member, will be forwarded to the School Dean and may be included in the faculty member's evaluation documents. The School Dean will archive this evaluation.

After initial implementation of this evaluation policy, one half of the current tenured faculty will be evaluated after two years and the remaining one half of the tenured faculty shall be evaluated four years after implementation of the policy. Then the four-year rotation will begin for all the tenured faculty. The School Dean shall determine the faculty members in each of the two initial rotation periods. Should a faculty member receive sabbatical leave, or any extended leave, the four-year rotation is suspended for the period of the leave and will resume when the faculty member returns from leave.

#### d. Special Provision relating to Deans, Department Chairs, and all Faculty Personnel Policies

Effective July 22, 2016, notwithstanding any other provision of the Faculty Handbook, in relation solely to the Department of Nursing Education and faculty assigned to it at the undergraduate or graduate level:

- 1) The Department Chair/ Director of Nursing Education shall be the immediate supervisor of all department faculty.
- 2) Promotion and Tenure and pre-Tenure processes are not modified in any manner by these Special Provisions.

- 3) Each full time faculty member in the department shall submit a copy of the Annual Report to the Department Chair/ Director contemporaneous with submission to the Dean.
- 4) The Department Chair/ Director of Nursing Education shall complete the performance review of every faculty member each year after the submission date for the Annual Reports and prior to April 10. The performance review will be submitted to the faculty member, with copies to the Dean and the Provost.
- 5) The Dean of the School shall complete a “Dean’s Evaluation” of faculty in the department consistent with provisions of the Handbook providing for evaluations by the Dean. These will be completed following the Chair’s Annual Evaluation. Copies of the Dean’s Evaluation will be submitted to the faculty member evaluated, the Chair, and the Provost.
- 6) In the instances of part time or full time faculty who are not evaluated by the Dean under the provisions of the Handbook, after receiving the Annual Performance Evaluation by the Chair/ Director, the faculty member may request a Dean’s Evaluation to be completed also, at the faculty member’s discretion. Such a request should be submitted in writing to the Dean within two weeks of receipt of the Annual Performance Evaluation, and the Dean shall be expected to complete the Dean’s Evaluation before July 1. In the case of graduate-status faculty of the department, the references in this section shall include an option to request a Dean’s Evaluation by the Dean of Graduate Studies.

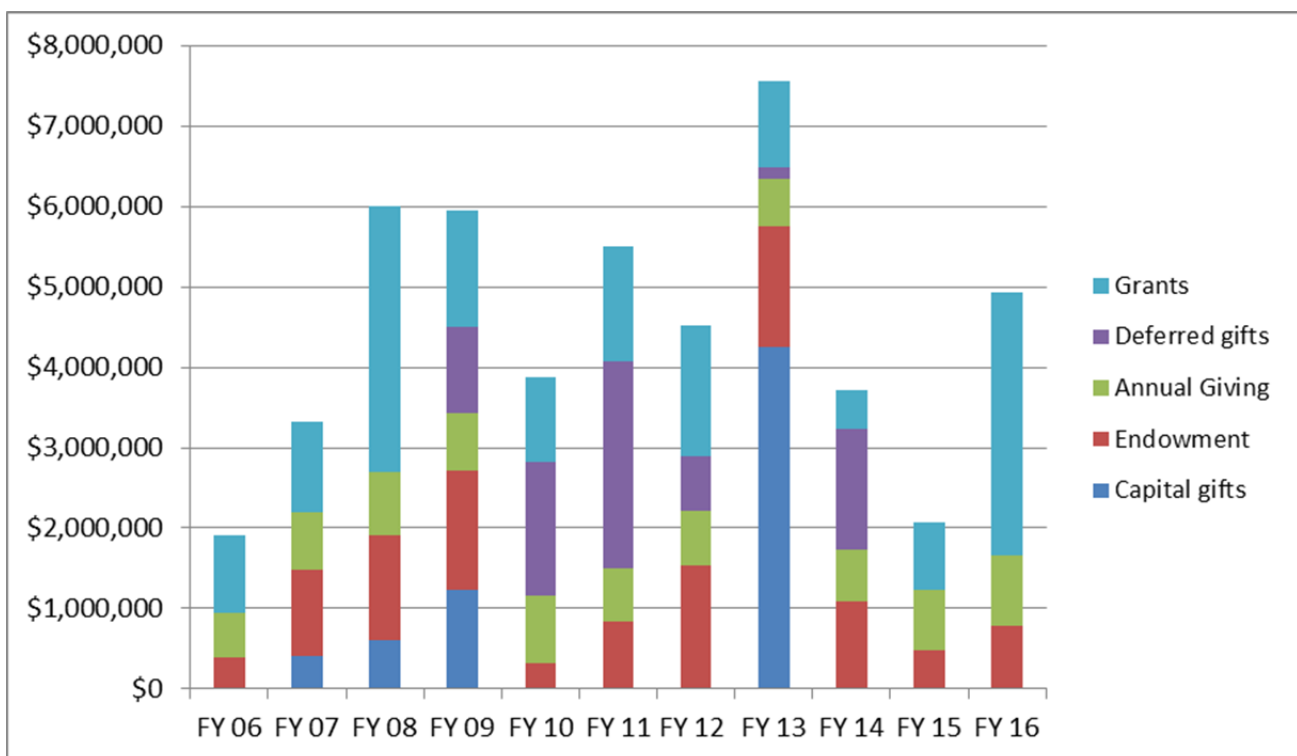
## UNIVERSITY DEVELOPMENT ANNUAL REPORT

### University Development Annual Report

This report reflects the FY2016 activities and results and presents a look ahead at FY2017 priorities and plans for Shepherd University's Development Program. The Development Program is an integrated effort led by the Shepherd University Foundation and supported by staff from units including Alumni Affairs, Annual Giving, Leadership Gifts, and Athletics. Important assistance is provided by our partners in the Shepherd University Alumni Association, Office of Corporate, Foundations and Grants and the Office of University Communications.

### FY2016 At-a-Glance

The following chart illustrates long-term giving trends in terms of total amounts secured as new gifts, grants, and pledges. Over the past five years, annual fundraising results have averaged \$4,556,696. The ten-year average, which includes part of the comprehensive campaign results, is \$4,869,447. In FY2016, total raised was \$4,930,447, exceeding both benchmarks.

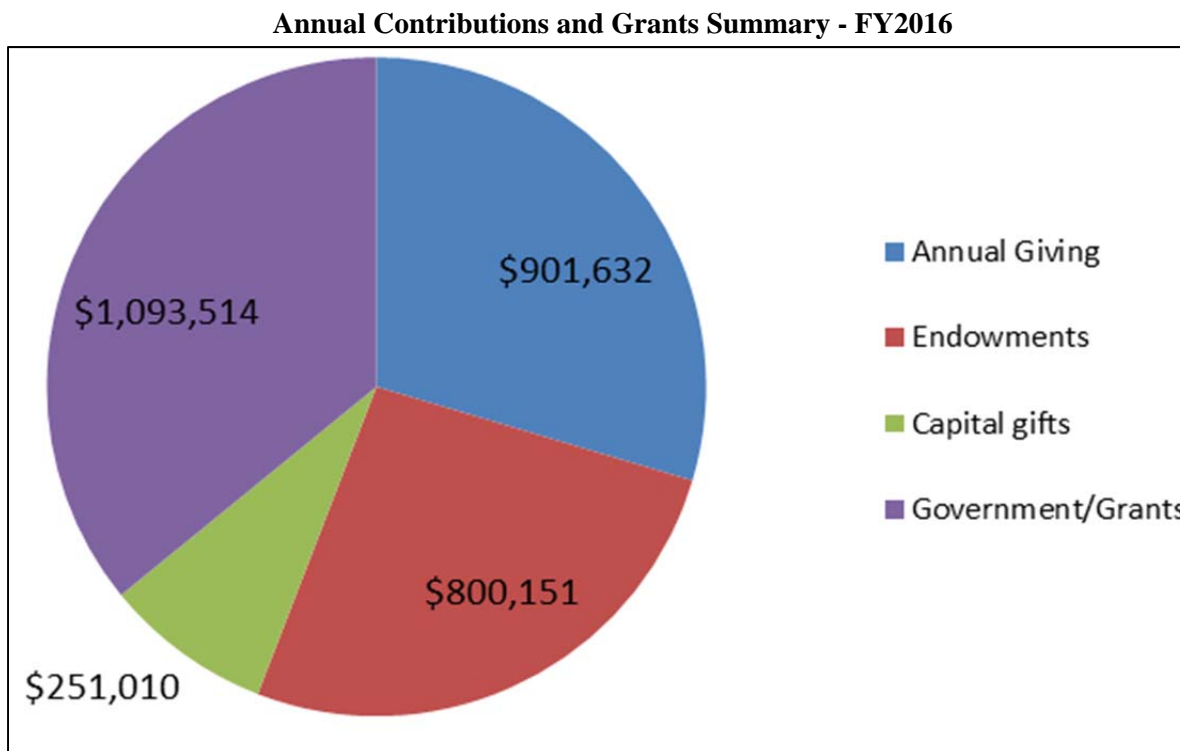


### Year-Over-Year Notes

- Grant funding increased significantly from \$838,521 in FY2015 to \$3,276,697 in FY2016. This fluctuation is a result of timing with sizable grants awarded during FY2015-2016 to the TRiO program and the summer seminar program supported by the National Endowment for the Humanities (NEH).
- Annual giving totals increased by 14.9 percent from \$785,252 to \$901,632. Our annual gift program includes mailings, events, giving societies and clubs, phone-a-thon and individual gift officer solicitations carried out by Foundation, Alumni and Development staff. The increase in annual giving in part reflects increases in gifts to Women Investing in Shepherd (WISH), funding for Appalachian Studies Conference, and the Dr. Mary J.C. Hendrix 2020 Fund. Athletics annual giving is included in the total. A breakdown of athletics gifts shows an increase of 77 percent from \$115,600 to \$205,303. Most of these funds were recruited through the Ram Gridiron Club and Ram Rally fundraising appeal in support of the football team and band appearance in the 2015 Division II national championship game.
- Endowments increased 61 percent from \$497,988 to \$800,151. The number of individual endowment gifts remained flat, but due to a major gift of \$500,000 from BrickStreet to establish a scholarship, the average gift doubled and significantly increased the annual total for new endowed gifts.

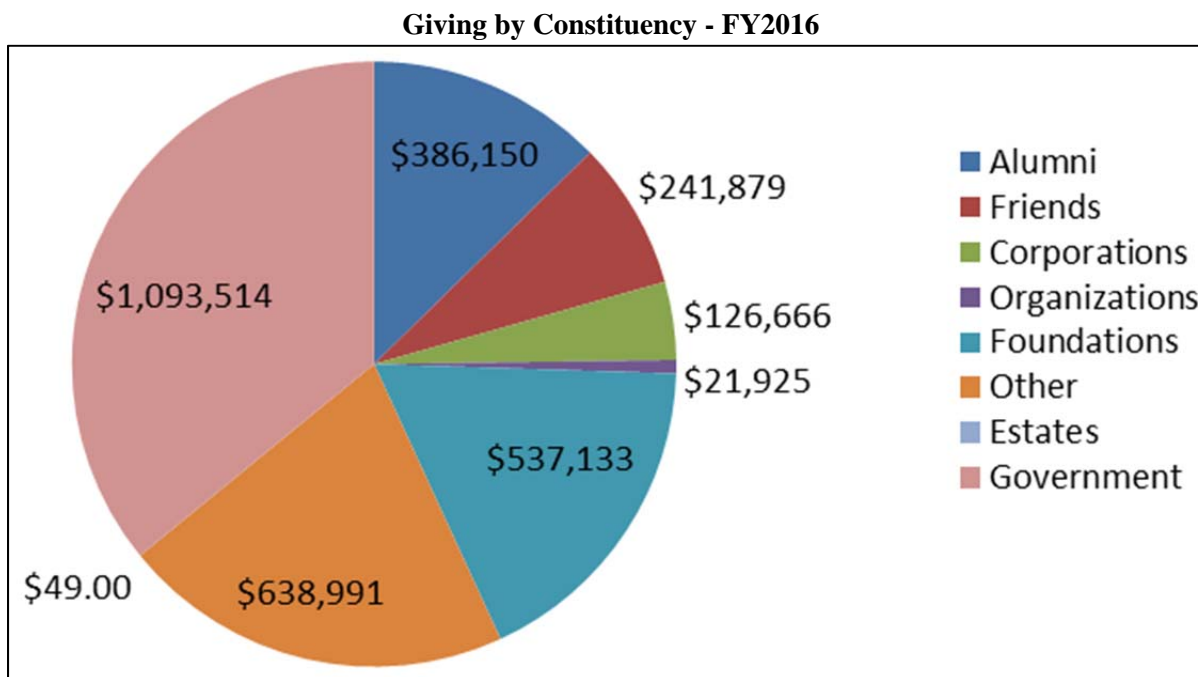
### Annual Contributions and Grants

Cash and stock receipts received during FY2016 through the development program, not including pledges or deferred gifts, totaled \$3,046,307, a 25 percent increase over the FY2015 amount of \$2,435,237. The chart below illustrates the proceeds generated by each of the four major fundraising programs.



### Giving by Constituency

The pie chart below illustrates total giving by each of Shepherd's primary constituency groups, not including pledges or deferred gifts. The percentage of alumni who made gifts during FY2016 was 7.1 percent compared to 7.8 percent in FY2015. The competitive grants program referred to as "government" remains a primary source of funds that are used for student success initiatives, faculty research and development, equipment and other core needs.



### Highlights

Looking back at FY2016 as well as looking ahead at some of the plans begun over the past year and launched during FY2017, there are several programs to highlight in the Foundation, development and alumni affairs area. These are successful programs that bring together our community of alumni, friends, faculty, administrators and staff to support Shepherd University. Meaningful alumni engagement results in boundless opportunities for charitable gifts to support student scholarships, faculty excellence awards, and innovative academic programs. Programs that provide internships, mentoring and career opportunities for our graduates are our future. Private and corporate gifts of time, talent and fiscal resources will strengthen all aspects of our University.

During the 2015-2016 academic year, the Shepherd University Alumni Association completed its strategic five-year plan. The search for a new Director of Alumni Engagement has been completed. With strong support from the Shepherd Foundation Board of Directors, the new director will be in place in early March to implement the plan.

The Friends of Popodicon was created as a volunteer effort dedicated to restoring Popodicon, a historic treasure. Led by volunteer John Miller, alumni and community members have painted, decorated, and worked closely with campus facilities personnel and the President's office to bring the house back to

grandeur. Ms. Elisabeth Staro is leading a volunteer team to restore the gardens. Popodicon's value is increasing as an elegant venue for President hosted events and as a source of revenue, made available for carefully vetted private rental through the President's office and with Shepherd event catering. In addition to the priceless volunteer hours, the Friends of Popodicon group has inspired private donations.

Women Investing in Shepherd (WISH), established by the Shepherd University Foundation, had a record year surpassing its 2016 membership goal of 200. WISH recruited 205 members who donated a grant pool of \$102,500. The grant application cycle began in January 2017, and all grant funds will be awarded at the August 2017 celebration. Since its inception in 2014, this women's giving circle has connected literally hundreds of women to Shepherd University and raised a total of \$237,500 for Shepherd learning programs and our regional community non-profits.

The Pavilion at Ram Stadium project planning began in FY2016, bringing together a wide range of campus units including Shepherd athletics, development, and facilities with community businesses, alumni and volunteer leaders. Smallwood and Small's \$250,000 pledge led the way with several other businesses and individuals stepping up to fill the venue for every home game. The Pavilion will inspire increased athletic fund raising and cultivation and provide a new revenue source for the University.

Planning for the Business 2020 fundraising program began in late FY2016, led by the Foundation and lead volunteer, Ray Alvarez. The goal was to raise funds needed to create a School of Business. With a challenge gift from Foundation president, Mike Smith, and the support and personal generosity of a volunteer committee and business alumni donors, the goal was surpassed with \$650,000 raised. In the next year, a strategic plan will be developed which will include academics, advisory council and fundraising.

### **Guiding Principles for the Management of Philanthropic Giving**

As we move forward, developing a comprehensive fundraising plan based on the University's priorities, efficiently leveraging and coordinating the skills and efforts of staff, faculty, university administrators, and volunteer leaders among our alumni and friends, we will be guided by the following principles of philanthropic giving.

**Donor Centered Approach:** We respect the notion that donors give intelligently, according to their values and to initiatives that allow them to fulfill their aspirations. Therefore, major gift officers, development staff and volunteers serve first and foremost as counselors. This means that their first priority is to ask questions that lead to understanding of giving motivation, philanthropic intent, and a direct matching of the donor's goals with the priorities of the University. Put succinctly, the fundraiser's goal is to identify opportunities for the donor to meet their philanthropic goals. It follows then that the fundraiser places a top priority in documenting gift intent and stewarding the gift to insure that the integrity of the University remains intact.

**Portfolio Based Management:** We recognize that every major donor and lead volunteer deserves to have a single individual whose role it is to understand their philanthropic interests, control the cultivation and solicitation process, and steward their gifts made to the University. To that end, each staff person with responsibility for gift solicitation will be assigned a portfolio of prospects. Each portfolio will be balanced and include prospects who have long-term cultivation and/or stewardship plans, prospects targeted to receive proposals in the short-term, and prospects targeted to receive proposals in the mid-term. Constructing portfolios in this manner will support performance evaluation through the development of reasonable quantitative goals for development staff.

Gift Acceptance Policy: The Shepherd University Foundation Gift Policies and Procedures will set the highest standards for the receipt and acknowledgement of gifts accepted for the benefit of the University. The Foundation will provide effective internal controls for financial reporting, confirmed annually by an external auditor, maintain written gift policies and procedures, prepare fundraising reports conforming to the Council for Advancement and Support of Education (CASE) management standards, follow a written investment policy statement (IPS) which is reviewed annually, and employ professional, legal, accounting and investment advisers.

Shepherd University Board of Governors  
Report to the Academic Programs and Development Committee  
February 23, 2017  
Agenda Item No. 7-c

## **INTENT TO PLAN FOR BACHELOR OF ARTS, APPALACHIAN STUDIES**

Board of Governors approval is sought to develop a new Bachelor of Arts in Appalachian Studies program. If approved by the Board, the University would submit an Intent to Plan to the Chancellor for approval. The draft Intent to Plan is included for a complete description of the rationale for the program. After approval of the Intent to Plan by the Chancellor, the University expects to complete the final program proposal with the hope of implementing the new degree program in Fall 2018.

The following resolution is recommended for adoption by the Board:

**RESOLVED**, That the Shepherd University Board of Governors approves the development of a Bachelor of Arts in Appalachian Studies, and authorizes the President to file an Intent to Plan with the Chancellor of the Higher Education Policy Commission for approval.

# Shepherd University

## WV-HEPC Series 11 Intent to Plan

**Date:** February 23, 2017  
**Category of Action:** Implementation Plan (Section 5 of Series 11)  
**Title of Degree:** Bachelor of Arts, Appalachian Studies (B.A., AS)  
**Location:** Shepherd University

**Effective Date**  
**of proposed action:** Fall 2018

**Submission of Full proposal**  
**(Implementation Plan):** Fall 2017

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## Shepherd University

Dr. Mary J.C. Hendrix, President

Dr. Christopher Ames, University Provost

Professor Dow Benedict, Arts & Humanities Dean

Dr. Sylvia Bailey Shurbutt, Appalachian Studies Center Director and APST Board Chair

*Prepared by:*

**Members of Appalachian Studies Interdisciplinary Board and A&H Dean:** Professor Rachael Meads (APST Faculty), Dr. Benjamin Bankhurst (History Faculty), Dr. Keith Alexander (Historic Preservation Faculty), Ashley Wilkins (Undergraduate Student Representative), Joshua Riese (Graduate Student Representative), Dr. Sylvia Bailey Shurbutt (APST and English Faculty), and Arts and Humanities Dean Dow Benedict

**Formatting & Review by:** Dr. Scott Beard, Associate Provost

## Shepherd University, B.A., Appalachian Studies

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## **5.2. A request to develop a plan should indicate the projected date of submission of the full proposal and the projected date of implementation.**

This submission of the Intent to Plan (WV-HEPC Series 11) is a comprehensive proposal for the Bachelor of Arts, Appalachian Studies Major degree at Shepherd University. The proposal will be submitted to the Shepherd University Board of Governors on February 23, 2017, and following BOG approval, to the Higher Education Policy Commission (HEPC) and upon approval, submission of the full implementation plan in accordance to section 6 of Series 11-Implementation Plan. The program is scheduled for full implementation in Fall 2017, contingent on internal and external approvals.

### **5.2.a. Educational Objectives**

The proposed Appalachian Studies major is a 120-credit hour program structured to provide an interdisciplinary program combining courses in the social sciences, natural sciences, arts, humanities, and leisure studies. The major is designed for students seeking knowledge of and engaging in analysis of the geographic and cultural region known as Appalachia, in order to function as better citizens and to make significant contributions to the State and to the region. This interdisciplinary Appalachian Studies major has been constructed so that students may explore the regions' rich and varied history, traditions, and cultural and environmental influences on Appalachia, and there is a global studies component through the Celtic Roots "place" course and optional study abroad component in lieu of the required electives; this component is a unique feature to Shepherd's Appalachian Studies major. The major is also designed to encourage graduates to remain in the region and to contribute to the economic and cultural health of Appalachia. Students will attach a field specific minor which adds specific focus and expertise to the degree: examples are Anthropology/Geography, Environmental Studies, Entrepreneurship, Business Administration, Economics, History, Art, English, Historic Preservation and Public History, Music, Recreation and Sports Studies, Sociology, Women's Studies, and Political Science.

The Appalachian Studies faculty reflects a breadth of teaching disciplines, research specialties, and personal and professional experiences that have made the program (which includes a minor, a graduate certificate, a yearly anthology, the West Virginia Fiction Competition, and a National Endowment for the Humanities Teacher Institute) one of the leaders in the nation. This expertise and the Appalachian Studies programs and projects already long established at Shepherd will provide an array of learning opportunities for students pursuing the major. The program will have a Director who will work with the multidisciplinary Appalachian Studies Board to coordinate and oversee the program.

The proposed Appalachian Studies B.A. program will be the cornerstone for the designated Appalachian Studies Center at Shepherd University and is structured to provide an interdisciplinary course of study for students who wish to delve deeply into and explore a region with a strong and rich cultural and historical heritage and roots, so that they may, in turn, enrich themselves and their community. The strong interdisciplinary nature of the degree with its literature, history, and culture core courses require writing, research, and critical thinking skills. The diversity and service learning components of the courses encourage developing skills in civic knowledge and multicultural education. The program is likewise structured to interface with Shepherd's new Center for Regional Innovation and to encourage students to remain in the Appalachia after graduation and to participate in the cultural and economic development of the region. The Appalachian Studies Intended Student Outcomes are consistent with the following LEAP (Liberal Education and America's Promise) goals as presented by the Association of Colleges and Universities:

1. Knowledge of Human Cultures and the Physical and Natural World,
2. Intellectual and Practical Skills throughout the Curriculum,
3. Personal and Social Responsibility,
4. Integrative Learning.

These LEAP goals are likewise consistent with Shepherd's COPLAC (Council of Public Liberal Arts) association.

### Relationship of Objectives to the Mission of the Institution



#### **Shepherd University Vision Statement**

*"Shepherd – a premier liberal arts university. We will be a nationally respected community of learners where passion, purpose, and experience unite to inspire individuals to shape the world."*

#### **Shepherd University Mission Statement**

*"Shepherd University, a West Virginia public liberal arts university, is a diverse community of learners and a gateway to the world of opportunities and ideas. We are the regional center for*

*academic, cultural, and economic opportunity. Our mission of service succeeds because we are dedicated to our core values: learning, engagement, integrity, accessibility, and community.”*

### **Appalachian Studies Center Mission Statement & Intended Student Outcomes**

The region of Appalachia encompasses a geographic area that stretches from New York to Alabama, encompassing thirteen states; West Virginia is the only state that is located completely within this geographic area. The Appalachian Studies Program at Shepherd University seeks to celebrate this region through a series of interrelated programs, all dedicated to a richer and fuller understanding of the region, its language, its lore, its history, and its cultural traditions: the Appalachian Heritage Writer-in-Residence Project, the West Virginia Fiction Competition, the annual *Anthology of Appalachian Writers*, the Appalachian Heritage Festival, the interdisciplinary Appalachian Studies Minor and Graduate Certificate, and a National Endowment for the Humanities (NEH) Summer Institute for Teachers. The following intended student outcomes are specifically related to the curricular component of the program and closely align with the mission of the University:

The Appalachian Studies Program at Shepherd University seeks to:

- develop an understanding of the geographic region known as Appalachia, through the study of its cultural traditions and the ethnic heritage of those people who call themselves Appalachians;
- develop a specific understanding of the history of Appalachia and its historic and ethnic roots;
- develop an understanding of the geography and environment of Appalachia;
- develop an understanding and appreciation of the literature, music, art, and folk traditions of the region;
- develop through service learning an appreciation for the unique community that serves the region.



### Special Features that make the Institution a Desirable Place to Initiate a Program

Shepherd University is a Gateway to both the heartland of the Appalachian region and the economically powerful world resting at our front door. Thus the location of Shepherd and the academic and programmatic infrastructure provided by Appalachian Studies programs already developed make this new major particularly appealing and appropriate for a program designated as a Center. As Gateway to Appalachia, Shepherd is also in a unique location and position to draw students from surrounding states that other Appalachian Studies Programs in the region (for example Kentucky's Berea College, University of Kentucky, or North Carolina's Appalachian State University) do not possess. Additionally, our inter-connected programs are already well-established and have given Shepherd a national reputation as a **Center for Appalachian Studies**:

- 1) **NEH Summer Institute, *Voices from the Misty Mountains* (2013, 2016, 2017):** Shepherd University has won the only NEH summer seminar in the State, upgraded this year to a larger institute by the NEH. We have been gratified that the interest in Appalachian Studies among teachers extends across the country (more than 120 applications to the 2016 NEH Seminar). We hope to draw from that apparent national interest in Appalachian Studies as we market the new major to surrounding states. For institute details, see <http://www.shepherd.edu/neh/>.
- 2) **Appalachian Heritage Writer-in-Residence (AHWIR) and Writer's Award:** This program has been funded by the WV Humanities Council for 18 years, has brought an array of writers to Shepherd University and the Eastern Panhandle, including Henry Louis Gates, Ron Rash, Nikki Giovanni, Robert Morgan, Charles Frazier, and others. These writers' books are used for the West Virginia Common Read, and we partner with the WV Center for the Book and WV Library Commission for this project. Appalachian Heritage WIR events allow students the opportunity to work with nationally known writers (see AHWIR website and writers' events at <http://www.shepherd.edu/ahwir>).
- 3) **Appalachian Heritage Festival:** The Performance Arts Series at Shepherd, celebrating twenty-one years running, partners with the APST Program to bring Appalachian artists from across the region to the community. Under the leadership of Rachael Meads, an array of great artists have graced the Frank Theater stage, including Ralph Stanley, Hazel Dickens, Jean Ritchie, and John Lilly. Likewise, a range of dance, gospel sings, fiddle, and other workshops and educational experiences are part of the festival which occurs over the weekend with the week-long AHWIR events each fall. Appalachian Studies students participate in these events, working, facilitating, assisting in events management, and they often receive university credit for their work through the APST 476 practicum experiences. For information about the Festival, see <http://www.shepherd.edu/passweb/>.

- 4) **West Virginia Fiction Competition:** This program is partnered with the WV Center for the Book, which provides funding for the competition while Shepherd provides the staff. Writers across the state participate, including Shepherd University students. Fiction winners are selected by the Appalachian Heritage Writer-in-Residence. See <http://www.shepherd.edu/ahwir/west-virginia-fiction-competition>.
- 5) ***Anthology of Appalachian Writers*:** The Charles Frazier volume of the anthology will be the ninth volume, publishing some of the best writers regionally and nationally, including two state poet laureates and three Weatherford Award winners. Among the anthology editors each year is a student editor mentored by seasoned professional editors, and this prestigious position is useful for graduate school application, working in the publishing world, or securing a position in the work force. The anthology is listed with the Library of Congress and has secured a solid reputation in the field. Proceeds from anthology sales support the APST program, student activities, community outreach, speakers, and fieldtrips. For information about the anthology, see <http://www.shepherd.edu/ahwir/anthology-of-appalachian-writers>.
- 6) **Celtic Roots Global Studies Program:** This is a global travel and study abroad program offered for all students through the Celtic Roots travel course and the optional study abroad semester. In May 2017, students and community members taking the Celtic Roots course will travel to Ireland, Wales, and the English Lakes, while studying the literature that connects to the travel destinations. In 2015, Appalachian Studies students travelled to Celtic France (Brittany, Normandy, and Paris), studying the works of Joyce, Beckett, and Yeats, among others. A place-based course, Celtic Roots APST 430, and a travel practicum, APST 431, are centerpieces for the travel/study component of Appalachian Studies at Shepherd, and while many travel programs languish in the difficult economic times, the current travel program has reach our upward limit of twenty scholar travelers, all of whom are registered for the APST 430 Celtic Roots class. Travel throughout the Appalachian region is also part of both the APST 256 Appalachian Culture and the APST 358 Appalachian Literature courses. For information on the Appalachian Studies Global Studies program, see <https://worldstrides.com/custom/celtic-roots-shepherd-university/> or click Study Abroad at <http://www.shepherd.edu/global>. However, the proposed Appalachian Studies major will offer an expanded component for the global studies Celtic Roots program, specifically an optional study abroad semester in an exchange program with partnering institutions in Wales, Ireland, and Scotland. The Celtic Roots component of the major is one of the unique features of the program.
- 7) **Appalachian Studies Graduate Certificate Program:** This new program has already drawn a number of graduate students into Appalachian Studies, and we will graduate our first recipients of the certificate this spring. The certificate is marketed to interested

community members and graduate students working on a master's degree or students interested in certificate study on the graduate level. See [http://catalog.shepherd.edu/preview\\_program.php?catoid=10&poid=886&returnto=1409](http://catalog.shepherd.edu/preview_program.php?catoid=10&poid=886&returnto=1409).

- 8) **Appalachian Studies Minor:** The minor is marketed to students in a BA degree program who are required to declare a minor. Typical majors who generally select the APST minor are in History, English, Political Science, Environmental Science, and Communications.
- 9) **Appalachian Studies Association (ASA) Conference:** The March 2016 Appalachian Studies Association Conference brought close to a thousand scholars and community activists to Shepherd University and the Eastern Panhandle of West Virginia to talk about the problems and celebrate the accomplishments of the region. Conference Chair Dr. Sylvia Shurbutt, Program Chair Rachael Meads, and Foundation Executive CEO Monica Lingenfelter wrote a WV Humanities Council grant to fund the conference. As a result, more than 18 plenaries and special events were offered for free to the community. See <http://www.shepherd.edu/news/shepherd-hosting-39th-annual-appalachian-studies-association-conference-march-18-20/>.

This academic and community infrastructure offered by the Appalachian Studies Program at Shepherd University is funded and supported through grants, awards, and the Shepherd University Foundation, as well as community partnerships with the WV Center for the Book, the WV Library Commission, the WV Humanities Council, and the National Endowment for the Humanities (NEH); our programs have served the community, the University, and the Nation for almost twenty years. There is both academic and community interest in Appalachian Studies at Shepherd University which will encourage an Appalachian Studies major to thrive. Again, because of our location, we hope to entice students from surrounding states to come to Shepherd for this unique degree for this part of the State, and we likewise hope to encourage students to remain in the region after graduation through the quality and content of courses and various associated programs, including the service learning component that makes students aware of the importance of life-long community engagement. Additionally, the example of the artists, scholars, and internationally known writers, who are involved and activists in the community provide a compelling argument to encourage community engagement among our students.

Shepherd University likewise offers a strong foundation in Core Curriculum courses as well as advanced, specialized programs of study in the Arts and Humanities, Business and Social Sciences, Education and Professional Studies, and Natural Sciences and Mathematics. This Core Curriculum provides a solid foundation on which to build an integrative, interdisciplinary

program of strong liberal learning in Appalachian Studies. Shepherd University has a strong institutional commitment to the liberal arts, business and community partnerships and development, Appalachian Studies Programs and special projects; and the new Appalachian Studies Major will significantly benefit from this commitment.

### 5.2.b. Brief Description of Program and Program Objectives

**The Center for Appalachian Studies at Shepherd University**, composed of a director and a board, will oversee the interdisciplinary major in Appalachian Studies. The curricular program combines courses in the social sciences, natural sciences, arts, humanities, and leisure studies. The major is designed for students seeking knowledge and engaging in analysis of the geographic and cultural region known as Appalachia, in order to function as better citizens and to make significant contributions to the State and to the region.

This interdisciplinary Appalachian Studies major has been constructed so that students may explore the regions' rich and varied traditions and the cultural and environmental influences on Appalachia. Students will attach a field specific minor which adds additional focus to the degree: examples are Anthropology/Geography, Environmental Studies, Entrepreneurship, Business Administration, Economics, History, Art, English, Historic Preservation and Public History, Music, Recreation and Sports Studies, Sociology, Women's Studies, and Political Science.

The Appalachian Studies major is intended to be a 120-credit, non-comprehensive major with clearly defined program objectives. Graduates of the program are expected to:

- develop an understanding of the geographic region known as Appalachia, through the study of its cultural traditions and the ethnic heritage of those people who call themselves Appalachians;
- develop a specific understanding of the history of Appalachia and its historic and ethnic roots;
- develop an understanding of the geography and environment of Appalachia;
- develop an understanding and appreciation of the literature, music, art, and folk traditions of the region;
- develop through service learning an appreciation for the unique community that serves the region;
- develop the ability critically think and effectively communicate about, both orally and in writing, the issues and concepts in Appalachian Studies.

### 5.2.c. The Institution will assure high quality standards for the program and maintain a continuing assessment of quality.

Shepherd University has a solid reputation for strong, rigorous undergraduate education, with *The Princeton Review* rating Shepherd as “a best southeastern college.” Shepherd professors are dedicated to quality teaching, small classes, and a tradition of face-to-face instruction and open-door advising. Shepherd has a respected Center for Teaching and Learning that provides leadership for professional growth and oversight for assessment (<http://www.shepherd.edu/ctl2>)

#### Assessment

The Appalachian Studies program will follow and adhere to the University’s guidelines for programmatic and course assessment. For more than a decade Shepherd has cultivated a culture of assessment. Assessment occurs at multiple levels throughout the institution, not only in academic programs. The Appalachian Studies Interdisciplinary Board will review the program annually to assure that the program goals are being met. Students currently evaluate courses regularly while instructors offer ongoing formal and informal input to the review and planning processes. Knowledge and skills-based outcomes will be assessed by examinations, quizzes, projects, research papers, critical writing assignments, community service projects and reflection assignments, and oral presentations and discussions. The program will be evaluated on the basis of LEAP goals and outcomes of the Association of American Colleges and Universities (AAC & U), as well as APST Intended Student Outcomes. The Director of Appalachian Studies will make recommendations on program development and delivery and will work with the Alumni Office in tracking graduates in the proposed major.

#### Program Review

Shepherd University ensures the quality of its academic programs, its faculty, and curricula through regular assessment in cyclical program reviews. The Appalachian Studies Major will be subject to five-year programmatic review under the established requirements of the state and the institution. Assessment data is regularly collected and reported to the Center for Teaching and Learning as a part of the internal review process. The five-year review requires both internal self-review and external review by a qualified professional; these documents, in turn, are reviewed by the campus Program Review Committee, the Academic Provost, and Board of Governors. The Appalachian Studies Major will also be evaluated at intervals along with other university programs by Shepherd’s regional accreditor, the Higher Learning Commission (HLC).

### 5.2.d. Other Institutions Offering Similar Programs

While there are other institutions in the state with Appalachian Studies courses and programs (for example Bethany College, West Virginia University, and Marshall University, the hosting

institution for the Appalachian Studies Association), Shepherd is the only institution with an NEH Summer Institute for Teachers in Appalachian Studies. This annual \$150,000 institute allows us to bring teachers from across the country to West Virginia in order to study Appalachian culture, history, and literature. Our long-established Appalachian Heritage Writer-in-Residence Program, Appalachian Heritage Festival, and yearly published anthology have given Shepherd a reputation as a “center” for Appalachian Studies. Shepherd’s hosting of the International Appalachian Studies Conference in March 2016 is another signal of the prestige it has gained as a Center for Appalachian Studies. Shepherd has an infrastructure of Appalachian Studies programs that is unequal to any in the state, and we have working partnerships with the WV Library Association and Center for the Book (selecting the West Virginia Common Read), and an array of school and library partnerships that allow us to present an array programs to the community. Few West Virginia higher education institutions offer the “community service” infrastructure that Shepherd University has, and this community component has been infused into our curricular programs (the APST minor and graduate certificate). Likewise, Shepherd’s unique location as a Gateway to Appalachia and as a gateway to Washington, DC, gives us a unique opportunity to develop programs that will pull students into the new major from outside the state as well as to offer something distinctive and unique to West Virginian students that will encourage them to remain inside the State and become partners in its economic revitalization.

**5.2.e. Statement of societal, occupational, research, or public service needs that will be met, as well as anticipated student demand for the program, societal, occupational, research, or public service needs**

The most tangible benefit from the new Appalachian Studies Program will emanate from the community service and engagement component of the major: that is, as students become aware of their Appalachian culture and the needs of the Appalachian community, they tend to be more inclined to remain in the state and be part of the solutions rather than join the diaspora or exit from the state that has been historically part of the Appalachian economic and cultural experience. Community service and engagement is built into the curriculum of the major, as it has been part of the minor and graduate certificate from the beginning. The demand and interest in Appalachian Studies is evidenced by the popularity of its courses and the strong number of applicant for the Voices from the Misty Mountains NEH Summer Seminars that Shepherd has hosted since 2013. It is our aim for the Shepherd University Appalachian Studies Center to become a national center for the study and research of Appalachia and for Shepherd University to become a national center for research and innovation for the economic development of the region. Our Appalachian Studies mission matches the new Center for Regional Innovation (<http://www.shepherd.edu/innovation>) that President Hendrix has established at Shepherd, and we were an important part of both the

BROCADE initiative and conference held at Shepherd December 5-6, 2016, and the Economic Summit scheduled for March 17-18 at Shepherd (<http://www.shepherd.edu/news/m-b-a-program-to-host-a-summit-on-improving-the-states-economy/>)

In terms of student demand for the program, we offer the strong enrollment numbers of the Appalachian Studies Minor core courses (Appalachian Culture, Appalachian Literature, and the WV and the Appalachian Region History courses); these three courses have been offered yearly since the inception of the minor and have solid enrollment numbers. We anticipate that initially the Appalachian Studies Major will be a steady and quality small program with a large benefit coming to the campus and to the State through its local and global initiatives. It is, beyond all else, a program that has and will continue to garner an immense amount of good will for the campus from the community.

### **Student Demand for the Program**

Community and business constituents in the Eastern Panhandle express a growing interest in programs that prepare our students to engage in the local community. Shepherd University's ability to attract students from the tri-state area and to extend into new markets beyond is likewise a benefit. Affordable tuition, convenient location, and a reputation for excellence give Shepherd University an advantage over many institutions of higher learning in the region; and the University's reputation as a Center for Appalachian Studies, as well as its many affiliated programs have helped to establish our strong reputation in the field and increased student demand for our courses and programs. Because of the success of the NEH Summer Seminar and new 2017 NEH Institute in attracting teachers from across the nation to study Appalachian culture at Shepherd University during the summer, we think that our ability to attract students from other states and students who might not have selected Shepherd University as a place to study will be an asset of the new APST major.

### **5.2.f. Additional Resources Needed to Offer the Program**

#### **Faculty**

The APST program is currently administrated through an interdisciplinary APST Board, which has done a remarkable job in growing the minor and graduate certificate programs, as well as establishing the NEH Summer Institute for Teachers. The key faculty members in the major will come from history, Appalachian Studies, English, Student Affairs, and an adjunct faculty member who is one of the nation's leading storytellers who will teach the storytelling course. The Director of the Center for Appalachian Studies is generally assigned a 50% load in English as part of her teaching duties. She is a nationally known scholar in the field of Appalachian literature, past president of the Appalachian Studies Association, and familiar with the

educational workings of the state by virtue of her position as past chair of the State Advisory Council of Faculty (ACF) and current position as ACF Legislative Coordinator. The professor who teaches Appalachian history courses is a recognized scholar and published author as well in the field. The professor from Student Affairs who teaches the Appalachian Culture course is a native West Virginian and possesses the highest degree in the field, an MA in Appalachian Studies (no Ph.D. exists in the discipline). Our award-winning storyteller is the creator of the Speak Storytelling Series and nationally acclaimed at a storyteller possesses a Masters Degree from Case Western Reserve University. Full-time faculty who teach the elective courses in the APST curriculum possess terminal degrees, with expertise in their respective fields, and all full-time professors who serve on the APST Board have terminal degrees and are recognized scholars in the field.

The proposed major will require no new faculty, no start-up costs, and no release time for administration beyond what is currently given to the Director of Appalachian Studies. All core courses in the major and the elective courses are regularly offered each year, and the only courses that will need to be created are the APST 486 Capstone course and the alternative internship for the Service Learning APST 476 practicum, which will be the APST 480 Internship. Thus there will be no additional start-up costs for the University, as we aim to bring new majors from the surrounding states that will enhance both retention and graduation numbers.

### **Facilities Requirements**

Courses for the Appalachian Studies are taught across campus in a variety of venues. All classrooms used are outfitted with an array of technology, including Wi-Fi. Classrooms vary in size and are equipped with smartboards and technology that brings the world-wide web into our classes. Shepherd utilizes a learning management system (LMS) program called Sakai, and is committed to the further development of alternative instructional delivery models such as hybrid and distance teaching.

### **Library**

The Scarborough Library at Shepherd University houses a sizable collection of books, journals, and assorted publications on Appalachian Studies. The online digital library is licensed for group membership so that students and faculty have easy access to relevant publications while in the library as well as remotely. Users have access to thousands of full-text journals from over 50 databases, including subscription databases such as LexisNexis and JSTOR. The Scarborough Library also houses a West Virginia Collection and hosts regional and local Appalachian arts exhibits during the year.

Professional librarians are available to assist faculty and students about 56 hours a week. Librarians teach a one-credit course, “Research Methods and Information Retrieval,” and there are regularly scheduled tours, workshops, and orientation sessions for those who need assistance in utilizing the library’s materials. Librarians offer tailored information literacy skills class sessions that focus on using the library’s databases for research assignments. These sessions are held in the library’s instruction lab enabling students to develop their online searching skills with the assistance of a librarian. The library is normally open 86 hours per week during the fall and spring semesters and has a computer-equipped work room open 24 hours a day. The reference section of the library is typically open 56 hours weekly during the regular academic year. At present there are 33 reference lab computers and 8 public computers on the main floor of the library. The 24-hour room has 8 computers, the instruction lab 24, the third floor 10, and 38 are available for checkout.

#### **5.2.g. Instructional Delivery Methodologies to Deliver the Program**

Courses in the proposed program are delivered in face-to-face settings, utilizing technology, a hybrid system which is particularly important for the music, storytelling, and literature classes in the curriculum. This hybrid model, with online formats provided through Sakai and other means, is the norm for core courses as well as elective courses in the curriculum. Instructional methods will include, but not be limited to, lectures, online simulations and discussions, and various types of experiential learning such as internships, service learning projects, fieldtrips, and a strong study abroad component called Celtic Roots.

#### **Summary**

Shepherd University is uniquely posed at this time to establish a vibrant Appalachian Studies Major that will be built upon the academic and community foundation of programs that have been evolving for in the Eastern Panhandle for past twenty years. The particular convergence of a number of factors, including the significant needs of a State that continues to lose population and requires innovative and dedicated economic and cultural development at this point in time, makes the creation of an Appalachian Studies Major at Shepherd University particularly propitious. The fact that our proposed major will be built upon a strong program that is already in place will ensure its success and allow us to develop out-reach, economic, and service programs to further benefit the state.

## Appendix A: Curricular Summary

## Curricular Summary

**Curricular Overview:** (All but two courses below are already created; the rest are firmly established in the curriculum, are offered with regularity, in most cases every academic year, and achieve good enrollment.)

### Curriculum for a Major in Appalachian Studies, 36-37 Hours:

Return to: [Programs of Study](#)

The Appalachian Studies Center at Shepherd University oversees an interdisciplinary program combining courses in the social sciences, natural sciences, arts, humanities, business, and leisure studies. The major is designed for students seeking knowledge and engaging in analysis of the geographic and cultural region known as Appalachia, in order to function as better citizens and to make significant contributions to the State and to the region.

This interdisciplinary Appalachian Studies major has been constructed so that students may explore the regions' rich and varied history, traditions, and environmental and cultural influences on Appalachia, including a global studies and optional study abroad component. Students will attach a field specific minor which adds additional focus to the degree: suggested minors are [Anthropology/Geography Minor](#), [Environmental Studies Minor](#), [Entrepreneurship Minor](#), [Business Administration Minor](#), [Economics Minor](#), [History Minor](#), [Art Minor](#), [English Minor](#), [Historic Preservation and Public History Minor](#), [Hospitality Management Minor](#), [Music Minor](#), [Recreation and Sport Studies Minor](#), [Sociology Minor](#), [Women's Studies Minor](#), [Nutrition Minor](#), and [Political Science Minor](#).

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### Appalachian Studies Core Requirements, 24 Hours:

- [APST 256 - Appalachian Culture](#) (3 cr)
- [APST 309 - West Virginia and the Appalachian Region](#) (3 cr)
- \*[APST 358 - Appalachian Literature](#) (3 cr)
- [APST 343 - Appalachian Music](#) (3 cr)
- [APST 345 - Appalachian Folk Tales and Storytelling](#) (3 cr)
- [APST 430 - Celtic Roots](#) (3 cr)
- [APST 486 – Appalachian Studies Capstone Project & Presentation](#) (3 cr)
- \*\*[APST 476 - Appalachian Studies Practicum](#) or [APST 480 Internship](#) (3 cr)

\*Writing Intensive Course

\*\*Community Service Requirement for Appalachian Studies Major:

Every major must engage in some form of sustained community service; this project can be met through selecting a local or campus community project or engagement through the APST Practicum 476 or by working off-campus through the [APST 480 Internship](#). The project must be approved by the advisor and the chair/coordinator.

## Elective Courses, 12-14 Hours

**\*\*\*Students will choose no more than two courses from the same discipline:**

- [ANTH 225 - Introduction to Museum Studies](#) (3 cr)
- [ANTH 315 - Cultural Anthropology](#) (3 cr)
- [ANTH 370 - American Architectural Heritage](#) (3 cr)
- [APST 400 - Seminar in Appalachian Studies](#) (3 cr, APST Board Approval)
- [APST 431 - Appalachian Travel Field Experience](#) (1-3 cr)
- [ART 304 - Special Topics in Art History](#) (3-9 cr, Must earn a total of 3 credits)
- [BADM 150 - Introduction to Business](#) (3 cr)
- [BADM 311 - Exploring Entrepreneurship](#) (3 cr)
- [BADM 370 - Entrepreneurial Organization and Financing](#) (3 cr)
- [BADM 411 - New Venture Creation](#) (3 cr)
- [ENVS 306 - Environmental Policy](#) (3 cr)
- [ENVS 309 - Regional Geology and Geomorphology and Laboratory](#) (4 cr)
- [ENVS 322 - Environmental History](#) (3 cr)
- [ENVS 323 - Environmental Ethics](#) (3 cr)
- [ENVS 368 - Geology of National Parks and Laboratory](#) (4 cr)
- [ENVS 422 - Stream Ecology](#) (3 cr)
- [PHYS 301 - Energy](#) (3cr)
- [HIST 300 - Historic Preservation and Interpretation](#) (3 cr)
- [HIST 305 - History of the Lower Shenandoah Valley](#) (3 cr)
- [HIST 308 - The Old South](#) (3 cr)
- [HIST 345 - Introduction to Public History](#) (3 cr)
- [HPPH 325 - Oral History](#) (3 cr)
- [MUSC 343 - Special Topics in Musicology](#) (1-3 cr)
- [PSCI 300 - State and Local Government](#) (3 cr)
- [RECR 125 - Introduction to Commercial Recreation /Tourism](#) (3 cr)
- [RECR 140 - Introduction to Leisure Studies](#) (3 cr)
- [RECR 370 - Environmental Education](#) (3 cr)
- [SOCI 303 - The Family](#) (3 cr)
- [SOWK 300 - Community Service Learning](#) (3 cr)
- [SOWK 301 - Social Welfare as a Social Institution](#) (3 cr)

**\*\*\*A semester of study abroad at universities in Scotland, Ireland, or Wales, at an approved institution where Shepherd University has exchange study or other curricular agreements is possible. The semester abroad curricular plan may substitute for electives in the program, with approval by the Director of Appalachian Studies Center.**

## Appendix B: Appalachian Studies Board Minutes and Supporting Data



## **Appalachian Studies Board Minutes**

### **Monday, September 12, 2:00-2:50 p.m., Scarborough 243**

APST Board Members Present: Dr. Andro Barnett (Leisure Studies), Dr. Benjamin Bankhurst (History), Dr. Keith Alexander (Historical Preservation), Professor Rachael Meads (APST), Ashley Wilkes (student rep.), and Dr. S. Bailey Shurbutt (APST Coordinator)

Announcements:

1) Shepherd was notified by Wilsonia Cherry at the NEH that the Voices from the Misty Mountains NEH Summer Seminar was upgraded to an NEH Institute for Teachers. The grant application for \$118,000.00 was changed by the NEH to \$142,000.00. In July 2017, there will be 25 teacher scholars rather than 16, and Nikki Giovanni, Silas House, and Adam Booth will be the artists involved. Rachael Meads and Ed Herendeen will be scholar presenters, and Sylvia Bailey Shurbutt will again be the director.

2) Charles Frazier will be on campus next September for the 2016 Appalachian Heritage WIR. He will receive the Appalachian Heritage Writer's Award (funded by the WV Humanities Council), and will work with us on the Fiction Competition and Frazier Anthology throughout the year. *Thirteen Moons* will be the West Virginia Community Read, and a range of programs will explore the experiences of Native Americans, Appalachians, and African Americans in the Civil War, as well as the Native American experience in the Indian Removals of 1838. To cover costs of the programs and events, a WV Humanities Council Grant has been awarded, and some of the "Director Indirects" from the 2016 NEH Summer Seminar will be utilized.

3) The Celtic Roots Travel Practicum and course will be offered in spring 2017, with travel to Ireland, Wales, and the English Lakes, followed by 4 nights in London. Encourage your students to consider the travel experience and the course. The APST Celtic Roots course can be taken by students and community members who are not traveling on the May 8-18 travel study. The foreign travel is managed through World Strides Travel: see <https://worldstrides.com/custom/celtic-roots> and <http://www.shepherd.edu/global>

4) APST 358 Appalachian Literature is now part of the Core courses, 2<sup>nd</sup> tier—encourage your majors to sign up when offered.

- I. Approval of February 19, 2016 APST Board Minutes: MVP
- II. Approval of APST Syllabi: APST 431 Travel Practicum, May 8-18, 2017 (attached); APST 430 Celtic Roots (Attached) Several changes were suggested, including adding the catalog course description and CRN number. **MVP**

III. Discussion of APST Major (attached) Following several weeks of email discussion and revision to the curricular document, a number of other suggestions were made and include the following:

- 1) Clarifying the description of the proposed major and adding and editing several appropriate minors;
- 2) Clarifying the Core Requirements by listing the Community Service Requirement with other requirements;
- 3) Adding Music Composition & Theory and ENVS 305, 306, 322, 323 to the elective course roster;
- 4) Pointing out the unusual interdisciplinary nature of the major and the need to continue its administration through a Board.

IV. Motions:

- 1) Course Creations: APST 486 Capstone MVP  
APST 480 Internship MVP
- 2) Course Changes: APST 430/530 Celtic Roots, Amend the catalog description so that it is clear students do not have to travel to take the course. MVP

V. Further Discussion and Moving Forward:

Discussion about release time or a Chair/Coordinator, with the suggestion by Shurbutt that initially there would not be any release time for this position. The cost to the institution would be little if anything for the major, as Appalachian ancillary programs (AHWIR, Anthology, Fiction Competition, Appalachian Studies NEH Summer Institute, etc.) are already in place and required courses already created are offered on a regular basis each year, but raising a donor for an endowed chair would be enhanced by the major status. Conversation occurred about the uniqueness of this major in terms of its interdisciplinary nature. No department dominates in terms of the required or elective courses. The APST major is traditionally one of the most completely interdisciplinary of any in this category, as Appalachian Studies Association composition likewise illustrates. At this point, we agree that administration of the APST program should continue as a Board organization to ensure the major's viability and interdisciplinary status.

Moving forward, Dr. Shurbutt will create the necessary forms, adapt the curriculum as requested by the Board, consult with Tracy Seffers, continue to keep Dean Benedict informed, and once Tracy has had a chance to make suggestions, Dow and Sylvia will meet with Provost Ames. After receiving some input from Provost Ames, we can move forward with informing the Shepherd BOG and HEPC of intent to offer a major in Appalachian Studies.

## ***Appalachian Studies Board Minutes***

### ***Friday, October 7, 2:10-4:20 p.m., Scarborough 243***

APST Board Members: Dr. Andro Barnett (Leisure Studies), Dr. Benjamin Bankhurst (History), Dr. Keith Alexander (Historical Preservation), Professor Rachael Meads (APST), Ashley Wilkins (student rep.), and Dr. S. Bailey Shurbutt (APST Coordinator)

Announcements:

1) Shepherd was notified by Wilsonia Cherry at the NEH that the Voices from the Misty Mountains NEH Summer Institute would receive an additional \$5000.00 in order to support the increase number of teachers in the institute and support the cost of an administrative assistant for the director. The total for the grant is \$146,000.00, and it will run from July 9-29, 2017.

2) The Appalachian Heritage Writer-in-Residence and Appalachian Heritage Festival ran from September 23-October 1, and featured the work of award winning writer Charles Frazier. Frazier's book *Thirteen Moons* is the West Virginia Community Read supported by the Library Association and the WV Center for the Book. Programs ranged from lectures on Native Americans, Appalachians, and African Americans in the Civil War, as well as the Native American experience in the Indian Removals of 1838. Special thanks to the Department of History for the quality of the programs and lectures they provided, to Dr. Broomall, Dr. Bankhurst, and history major Stark Harbour. Likewise, the Board offers thanks to Rachael Meads for putting on a superb Appalachian Heritage Festival and Concert on a shoestring budget, as well as to our Appalachian Studies students who are fully immersed in the concept of service and who served to organize the range of programs and serve as facilitators and hosts (see attached brochure).

3) The WV Center for the Book increased its funding for the Program from \$2000 yearly to \$3000, its funds siphoned through the Foundation. This was the first AHWIR and Festival that Library Association official Karen Goff had experienced, and she complimented the Program on our work, particularly bring artists into the public schools, as Rachael and Sylvia have striven to do.

4) The Celtic Roots Travel experience is moving forward and set for travels in Ireland, Wales, the English Lakes and London, May 8-18, 2017. For information, see the World Strides Travel link at <https://worldstrides.com/custom/celtic-roots> and the Shepherd Travel link at <http://www.shepherd.edu/global>.

I. Approval of September 12, 2016 APST Board Minutes: MVP

II. Student Request to Have a Graduate Seat on the APST Board: Shurbutt shared the request from the students that a graduate student sit on the Board as a voting member along side the undergraduate. After some discussion about the growing involvement of the graduate students in past years, a motion was made. MVP

Shurbutt will invite **Josh Riese** to join the Board. Josh is an MAT student, very involved with Appalachian Studies, presented a paper at ASA last spring, and was a principle leader in organizing students for ASA and with Ashley last week for the AHWIR. Coordinator Shurbutt was charged to explore with Environmental Studies the possibility of a faculty member of that department serving on the APST Board.

### III. Additional Discussion of APST Interdisciplinary Major Proposal and Report on Conversations with

Provost Ames, President Hendrix. **Provost Ames** was supportive. Ames noted it was a positive that the curriculum was already in place, that the major would cost the university nothing more than it already expends, and that there was an infrastructure of programs in place to support the major. Ames echoed what Dean Benedict had told Shurbutt in August. **President Hendrix** asked to see Coordinator Shurbutt on Friday, September 30, to share her ideas about potential fund-raising involving the program. Hendrix was supportive of the APST major, suggesting that class size rather than numbers of minors be used in the data, and was receptive to Shurbutt's ideas about possibly an NEH endowed chair to support Appalachian artists involved in APST. Shurbutt invited **Dean Benedict** to join the Board in our discussions today concerning the administrative structure of the program. While he had obligations in DC, he was cautiously supportive, adding, however, that the proposal of a major would only be tenable with unanimous support by the Board.

Dr. Alexander presented his concerns and shared his own private conversations with Dean Benedict. Alexander made the analogy between his position in Historic Preservation and the situation with the APST Board, and ultimately the decision's being made by the deans. Shurbutt noted that his situation was very different from ours and reiterated how well we had worked managing the APST program through the Board, which, in normal times, is not unduly burdened by meetings and tasks, though it does see and approve all curricular items, special course syllabi, and other tasks that arise in the managing of the program. Dr. Alexander voiced his concerns that our work may be for naught if we continue to operate as we have in the past as a Board. Professor Meads suggested that the APST program operate in a similar autonomous fashion as the RBA program or as a liberal arts interdisciplinary major—programs not hampered by departmental politics and the layers of bureaucracy that inhibit innovation, which has been the hallmark of the APST program. Dr. Alexander went through a list of tasks necessary for the major to move forward, and Dr. Shurbutt noted that these had already begun and that we would follow the procedure to the letter of the law. Dr. Bankhurst noted that we should be careful about having a large number of our "core" APST courses taught by adjuncts and relying too heavily on that teaching population. We would need to be mindful of this situation since we rely on artists for some specialized courses. This situation should also be incentive to attempt to secure an endowed artist's chair similar to the one at Berea College. At the end of the meeting, which was immensely useful in helping us clarify our program and what we envisioned for it, **there was consensus in moving forward with the major. Our goal, it was agreed, is a sustained program, not dependent on any one person, but with a structural foundation that is independent, creative, and continues to be appealing so that outside funding can be secured for**

longevity (i.e., an endowed artist's chair). The administrative structure we currently have has allowed us to secure that support and funding, an appealing entity that placing the program under another department does not hold for funders and an entity that is free of departmental bureaucracy and politics.

- IV. Next Steps: Coordinator Shurbutt has begun working on the document for the BOG and HEPC on intent to create a new major. Data has already been requested from Registrar Seffers, and Shurbutt has been in contact with other APST programs. **The model that Shepherd will use is the prestigious Berea model, one of the most respected APST Programs in the country. Berea has a small but quality major, endowed chairs for artists Silas House, with funding that supports Affrilachian Chrystal Wilkinson and poet/essayist Bell Hooks as artist/teachers. The program is self-contained, coordinated by Dr. Chris Green, a past chair of ASA.**

***Appalachian Studies Board Agenda***  
***Thursday, November 10, 2:30-3:40 p.m., Scarborough 243***

APST Board Members Present: Dr. Benjamin Bankhurst (History), Dr. Keith Alexander (Historical Preservation), Professor Rachael Meads (APST), Ashley Wilkins (undergraduate student rep.), Josh Riese (graduate student rep.), and Dr. S. Bailey Shurbutt (APST Coordinator)

Guest: Dean Dow Benedict, A&H

Approval of October 7, 2016 APST Board Minutes: MVP as amended

Discussion of "Intent to Propose an Appalachian Studies Major" Document: Shurbutt thanked everyone for their work on the document and also for the input of Dean Benedict. She noted that she had been summoned by President Hendrix and that she would share our work at that meeting on Friday, November 11. The document draft was opened for discussion, and Dean Benedict voiced his observations and questions and others responded with suggestions, motions, and comments:

- A.** Number of 200- and 300-level Courses: Dean Benedict suggested that we consider ways to "reel" in majors and engage students in the new major through sophomore course offerings (i.e. 200-level courses). Though we do have some sophomore-level students in the APST 356 and 345 courses (Culture and Storytelling), the creation of a popular gateway course into Appalachian Studies was a good idea. We also now have the APST 358 literature course as part of the Core Curriculum Program, which will bring non-majors into the program. Discussion centered on which course would serve as an ideal gateway course. Undergraduate student Ashley Wilkins noted that the Culture course appeared

ideal, and Professor Meads likewise said she had no issue with changing the number to 256. More discussion included whether this change would affect the English cross-listing, and it was noted that the English Department had indicated three years ago that it was not going to offer the APST prefix with 356 and indeed had not offered ENGL 356 since that time, though APST 356 is offered each spring; the English Department chair indicated that she did not intend to offer the Appalachian Culture class as part of the English program which the current course rotation reflects. As that question then seemed moot regarding the change in the numbering of APST 356, the motion was made and seconded (Reise, Bankhurst) to **change the number designation of APST 356 Appalachian Culture to APST 256, and use the very popular course as a gateway to the new major. MVP**

- B. Administrative Governance of the Interdisciplinary Appalachian Studies Program at Shepherd University and Rationale for an APST Major:** Shurbutt shared her conversations with Dr. Chris Barton (UK Appalachian Center and Appalachian Studies Program), as well as with Dr. Chris Green (Berea College Loyal Jones Appalachian Center), two programs that in particular offer a model for Shepherd. The Berea, Kentucky program is most like Shepherd's Appalachian Studies program in the sense that they have several prestigious associated programs including the *Appalachian Heritage Journal*. All Appalachian Studies Programs are interdisciplinary, with the UK Appalachian Center coordinated by a faculty person in Forestry and the Berea Appalachian Center coordinated by a faculty person in English. Both coordinators continue to teach a few English and Forestry courses, but their Appalachian Centers are autonomous. Dean Benedict noted that most majors are housed under a Department at Shepherd, and Professor Meads responded that Shepherd's RBA program and Liberal Arts interdisciplinary programs did well independent of departments. The Shepherd APST program has been immensely successful under the oversight of the A&H dean, and Meads voiced reservations that we would likely not be as innovative or free to operate the dynamic programs that we have if buried under a department and enmeshed in departmental politics. Likewise, she noted the interdisciplinary nature of Appalachian Studies is different from other programs that are housed under a single department. Graduate student Riese noted that as a student he would have had second thoughts about going into APST were it housed under a dominating department (such as History, English, Environmental Studies, or even Leisure Studies) which would color, from the student's point of view, the focus of the major. Shurbutt shared her experience as chair of Shepherd's C&I Committee, when the recent Global Studies degree came up and was questioned for taking an interdisciplinary program and housing it under a specific department, in this case Political Science. That reservation was countered by the chair of Political Science responding that most of the courses were Political Science courses. In that particular case then, it made sense to house an interdisciplinary program under a specific department. That scenario is

not the case with Appalachian Studies, with the preponderance of courses proposed in the APST major interdisciplinary.

- C. Cost of the APST Major and Coordinator of the Appalachian Studies Major and Program:** The dean's insights were very useful with his experience in shepherding other new programs through the curricular processes. We agreed that since there is no terminal degree for Appalachian Studies (except for the master's degree which Professor Meads holds), the reliance on scholarly publication record of the coordinator and, in the case of the current coordinator Dr. Shurbutt, her recognition across the state and association with the HEPC and the field of Appalachian Studies would have to substitute and suffice for the doctorate degree in the field, which again does not exist for this interdisciplinary field. We likewise agreed that there would be no initial start-up cost of the APST major, as the coordinator does not request any release time beyond what she already has for other duties. All the courses are currently being taught each year, with the exception of the Celtic Roots "place/travel" course, APST 430, which comes up every two years for the global/travel studies component of the program. Also only one new required course was placed in the new major, APST 486 Appalachian Studies Capstone (and an alternative for the required service course APST 476 Appalachian Studies Practicum, the optional APST 480 Internship). Dr. Shurbutt discussed the potential of seeking NEH support for an artist/scholar position similar to the one that Silas House holds at Berea. She was asked to investigate exactly how this funding works with Chris Green and report back at our next meeting. All things considered, it was clear that the start-up cost for the major would not be an issue.
- D. Justification for APST Major:** Meads noted that it seemed odd to have a graduate certificate and a minor at Shepherd without the major. Shurbutt repeated the need for the major to help secure funding for the APST endowed artist's chair that we wish to achieve. Dr. Alexander suggested that we needed to have a strong collection of data to show the interest and need for a major such as this at Shepherd. Dean Benedict noted that such predictions and data-driven information were always tricky concerning "interest," sharing the initiation of the Environmental Studies Institute and major as an example. Shurbutt said that she could add the success of the NEH Summer Seminars if he thought that would help, since the numbers of applicants certainly indicated a strong interest in Appalachian Studies (with 121 applicants on the NEH website from across the country last year at the same time there were two Appalachian Culture seminars being offered: Shepherd's *Voices from the Misty Mountains* and UNC Asheville's *The Power of Place*). Dean Benedict asked her to include that information in the second draft of the "intent" document. He also suggested that Shurbutt tout the fact that Appalachian Studies is a unique program that fills a need in this particular part of the country and the state. Meads suggested that the program be linked to the new Center for Regional Innovation, and Shurbutt

agreed that the President appeared to be interested in making that connection as well. It was clear from our discussions that, given our curricular infrastructure and our variety of APST programs—the Appalachian Heritage Festival, the Appalachian Heritage Writer-in-Residence and Writer’s Award, *Anthology of Appalachian Writers*, WV Fiction Competition, NEH Summer Institute, and Global Studies program—already in place at Shepherd; given the prestige that Shepherd already has acquired across the country as a Center for Appalachian Studies; and given our unique geographic and economic position in the Eastern Panhandle as a “Gateway to Appalachia,” we clearly have an argument for drawing majors into the state and to Shepherd University.

- E. **Moving Forward:** Dean Benedict and Dr. Shurbutt agreed to take the revision of the “intent” document to the Provost, and move the major forward. Dr. Shurbutt agreed to create the Appalachian Culture course change form and add it to the other curricular forms already created and included in the “intent” document. The Board meeting dismissed 3:40 p.m.

**From:** Tracy Seffers  
**Sent:** Friday, October 07, 2016 4:33 PM  
**To:** Sylvia Shurbutt  
**Subject:** RE: Data for APST Major Proposal

[See below](#)

[Tracy L Seffers, Registrar • Shepherd University](#)

**Spring 2016**

APST 356 – 18 /556 – 1 Appalachian Culture (19 total)  
APST 345 – 15 /545 – n/a Appalachian Storytelling (15 total)  
APST 309 – 7 /HIST 309 – 50 /509 – n/a WV and the Appalachian Region (57 total)

**Fall 2015**

APST 358 – 9 /ENGL 358 – n/a /558 - 1 Appalachian Lit. (10 total)  
APST 343 – 18 /543 - 0 Appalachian Music (18 total)  
APST 309 – 2 /HIST 309 – 55 /509 – n/a WV and the Appalachian Region (57 total)

**Spring 2015**

APST 356 – 16 /556 – n/a Appalachian Culture (16 total)  
APST 345 – 18 /545 – n/a Appalachian Storytelling (18 total)  
APST 309 – 5 /HIST 309 – 64 /509 – n/a WV and the Appalachian Region (69 total)

**Fall 2014**

APST 358 – 12 /ENGL 358 – 7 /558 – 0 Appalachian Lit. (19 total)  
APST 343 – 19 /543 – n/a Appalachian Music (19 total)  
APST 309 – 4 /HIST 309 – 64 /509 – n/a WV and the Appalachian Region (68 total)

**Spring 2014**

APST 356 – 18 /556 – n/a Appalachian Culture (18 total)

APST 345 – 21 /545 –n/a Appalachian Storytelling (21 total)

APST 309 – 3 /HIST 309 – 64 /509 – n/a WV and the Appalachian Region (67 total)

**Fall 2013**

APST 358 – 11 /ENGL 358 – 5 /558 - 1 Appalachian Lit. (17 total)

APST 309 – 10 /HIST 309 – 55 /509 – n/a WV and the Appalachian Region (65 total)

**Spring 2013**

APST 356 – 10 /556 – n/a Appalachian Culture + ENGL 356 – 3 (13 total)

APST 309 – 3 /HIST 309 – 68 /509 –n/a WV and the Appalachian Region (71 total)

**Fall 2012**

APST 358 – 6 /ENGL 358 – 11 /558 – n/a Appalachian Lit. (17 total)

APST 309 – 9 /HIST 309 – 67 /509 – n/a WV and the Appalachian Region (76 total)

**Spring 2012**

APST 356 –7 /556 – n/a Appalachian Culture + ENGL 356 – 7 (14 total)

APST 309 -3 /HIST 309 – 35 /509 –n/a WV and the Appalachian Region (38 total)

**Fall 2011**

APST 358 -2 /ENGL 358 – 14 /558 – n/a Appalachian Lit. (16 total)

APST 309 -3 /HIST 309 – 63 /509 – n/a WV and the Appalachian Region (66 total)

- F. Note: APST/HIST 309 serves the Teacher Education Program, as well as the APST program. Students who use the APST/ENGL 358 for both the English major and the APST minor will often opt for the ENGL prefix, which is reflective in the numbers above. This is likewise true for History majors who are Appalachian Studies minors and tend to select the HIST prefix. A good idea of potential interest in the major can be seen in the APST 356, 345 and 343 which particularly in the past several years serve only the APST program.

***Four-Year Course Progression Appalachian Studies Major***

Program Name – Effective Term							
FALL		FIRST YEAR		SPRING		FIRST YEAR	
Sub./Course No.	Tier	Title	Credit	Sub./Course No.	Tier	Title	Credit
CoreCur.	1	FYEX	1	CoreCur.	1	ENGL102	3
CoreCur.	1	ENGL101	3	CoreCur.	1	MATH	3
CoreCur.	1	LifeSc.	4	CoreCur.	1	LifeSc.	4
CoreCur.	1	Hist.	3	CoreCur.	2	Gn.Soc.203(MD)	3
CoreCur.	2	Am.Gov.PSCI101	3	APST256		Appal.Culture	3

		(CK)					
		<b>TOTAL</b>	14			<b>TOTAL</b>	16
<b>FALL</b>		<b>SECOND YEAR</b>		<b>SPRING</b>		<b>SECOND YEAR</b>	
<b>Sub./Course No.</b>	<b>Tier</b>	<b>Title</b>	<b>Credit</b>	<b>Sub./Course No.</b>	<b>Tier</b>	<b>Title</b>	<b>Credit</b>
CoreCur.	2	Am.Lit.204 (MD)	3	CoreCur.	2	GL w/Advisor	3
CoreCur.	2	Arts	3	Ap.Hist	2	APST309	3
CoreCur.	2	Soc.Sc.	3	Language			3
CoreCur.	2	Wellness	3	Minor			3
Language			3	Elective			3-4
		<b>TOTAL</b>	15			<b>TOTAL</b>	15-16
<b>FALL</b>		<b>THIRD YEAR</b>		<b>SPRING</b>		<b>THIRD YEAR</b>	
<b>Sub./Course No.</b>	<b>Tier</b>	<b>Title</b>	<b>Credit</b>	<b>Sub./Course No.</b>	<b>Tier</b>	<b>Title</b>	<b>Credit</b>
Wr. Major		APST Lit. 358	3	Language			3
Language			3	Ap.Folktales		APST345	3
App. Music		APST Music 343	3	Celtic Roots		APST430	3
Minor			3	Minor			3
Elective		w/Advisor	3	Elective		w/Advisor	3-4
		<b>TOTAL</b>	15-16			<b>TOTAL</b>	15-16
<b>FALL</b>		<b>FOURTH YEAR</b>		<b>SPRING</b>		<b>FOURTH YEAR</b>	
<b>Sub./Course No.</b>	<b>Tier</b>	<b>Title</b>	<b>Credit</b>	<b>Sub./Course No.</b>	<b>Tier</b>	<b>Title</b>	<b>Credit</b>
Service Ln.		APST476/480	3	Ap.Capstone		APST486	3
Minor		w/Advisor	3	Minor		w/Advisor	3
Minor/Elect.		w/Advisor	3	Elective		w/Advisor	3
Elective		w/Advisor	3	Elective		w/Advisor	3
Elective		w/Advisor	3	Elective		w/Advisor	3
		<b>TOTAL</b>	15			<b>TOTAL</b>	15
<i>Date Submitted</i>						<b>DEGREE TOTAL</b>	<b>120</b>

## ***2017 APPALACHIAN STUDIES BOARD***

**Dr. Sylvia Bailey Shurbutt, Center for Appalachian Studies Director, English**

**Dr. Ben Martz, Business and Entrepreneurship**

**Professor Rachael Meads, Student Affairs and APST**

**Dr. Benjamin Bankhurst, History**

**Dr. Andro Barnett, Leisure Studies**

**Dr. Jeffrey Groff, Environmental Studies**

**Ashley Wilkins Undergraduate Student**

**Josh Riese, Graduate Student**

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**From:** Ben Martz

**Sent:** Friday, December 09, 2016 8:27 AM

**To:** Sylvia Shurbutt

**Subject:** RE: Addition of Entrepreneurship courses to the APST Major Elective Pool

Sylvia –

Yes, the Business Administration department, and the future School of Business, stands in support of having the business administration courses as part of the elective list for the Appalachian Studies program. The courses are part of our ongoing schedule and we can absorb a good number of student enrollments without undue pressure on teaching resources. We also believe that the business perspective can provide a complementary set of skills for the students in the APST program.

Ben Martz, Chair, Business Administration

Dean, Business School Development

**From:** Sylvia Shurbutt

**Sent:** Thursday, December 08, 2016 8:41 AM

**To:** Ben Martz

**Cc:** Dow Benedict; Christopher Ames; Mary Hendrix; Josh Riese; Wilkins, Ashley; Benjamin Bankhurst; Andro Barnett; Keith Alexander; Rachael Meads; Sylvia Shurbutt

**Subject:** Addition of Entrepreneurship courses to the APST Major Elective Pool

Ben, thanks so much for the conversation yesterday (and it has been a pleasure getting to know you through the Brocade and Economic Summit meetings. Per our conversation, I am including the revisions to the vision statement and elective curriculum for the APST major; these will be included in the "intent" document and curricular proposals. I agree that the entrepreneurship courses will strengthen our elective offering, and I'm more encouraged than ever about the part the minors will play in the proposed

APST major. **If you will reply to this email with your agreement to what we discussed, I will be able to add these additions to the proposed elective courses.** Many thanks. Sylvia

Dr. S. Bailey Shurbutt, Professor of English

### Vision Statement

The Appalachian Studies Center at Shepherd University oversees an interdisciplinary program combining courses in the social sciences, natural sciences, arts, humanities, and leisure studies. The major is designed for students seeking knowledge and engaging in analysis of the geographic and cultural region known as Appalachia, in order to function as better citizens and to make significant contributions to the State and to the region.

This interdisciplinary Appalachian Studies major has been constructed so that students may explore the regions' rich and varied traditions and the cultural and environmental influences on Appalachia. Students will attach a field specific minor which adds additional focus to the degree: examples are Anthropology/ Geography, Environmental Studies, **Entrepreneurship**, Business Administration, Economics, History, Art, English, Historic Preservation and Public History, Music, Recreation and Sports Studies, Sociology, Women's Studies, and Political Science.

### Elective Courses, 12-14 Hours

**\*\*\*Students will choose no more than two courses from the same discipline:**

- [ANTH 225 - Introduction to Museum Studies \(3 cr\)](#)
- [ANTH 315 - Cultural Anthropology \(3 cr\)](#)
- [ANTH 370 - American Architectural Heritage \(3 cr\)](#)
- [APST 400 - Seminar in Appalachian Studies \(3 cr, APST Board Approval\)](#)
- [APST 431 - Appalachian Travel Field Experience \(1-3 cr\)](#)
- [ART 304 - Special Topics in Art History \(3-9 cr, Must earn a total of 3 credits\)](#)
- [BADM 150 - Introduction to Business \(3 cr\)](#)
- [BADM 311 - Exploring Entrepreneurship \(3 cr\)](#)
- [BADM 370 - Entrepreneurial Organization and Financing \(3 cr\)](#)
- [BADM 411 - New Venture Creation \(3 cr\)](#)

**From:** Clarissa Mathews

**Sent:** Monday, December 12, 2016 3:40 PM

**To:** Sylvia Shurbutt

**Subject:** RE: ENVS electives in the APST Major

Yes, I approve and applaud your efforts to bring this important major forward!

Best,

Clarissa

**From:** Sylvia Shurbutt

**Sent:** Monday, December 12, 2016 2:06 PM

**To:** Clarissa Mathews

**Cc:** Scott Beard; Christopher Ames; Dow Benedict; Jeffrey Groff; Mary Hendrix; Andro Barnett; Benjamin

Bankhurst; Josh Riese; Keith Alexander; Rachael Meads; Sylvia Shurbutt; Wilkins, Ashley

**Subject:** ENVS electives in the APST Major

Clarissa, thanks so much for the conversation today and for your input into the Elective options for the proposed APST major. **The Board will see that we have eliminated the ENVS 305 course and added ENVS 422 Stream Ecology and PHYS301 Energy**—the other courses that Keith had suggested will remain in the elective options.

I will attach the full Intent document for Scott once I have Clarissa's approval to add. I do not anticipate any further changes, as we have now contacted everyone involved in the selection of new electives for the APST major. Scott, be on the lookout for that document later today.

**Clarissa, if you would just respond with your approval of these additions to the electives, then we'll have all we need for the documentation. S**

#### **Elective Courses, 12-14 Hours**

**\*\*\*Students will choose no more than two courses from the same discipline:**

- [ANTH 225 - Introduction to Museum Studies \(3 cr\)](#)
- [ANTH 315 - Cultural Anthropology \(3 cr\)](#)
- [ANTH 370 - American Architectural Heritage \(3 cr\)](#)
- [APST 400 - Seminar in Appalachian Studies \(3 cr, APST Board Approval\)](#)
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- [BADM 150 - Introduction to Business \(3 cr\)](#)
- [BADM 311 - Exploring Entrepreneurship \(3 cr\)](#)
- [BADM 370 - Entrepreneurial Organization and Financing \(3 cr\)](#)
- [BADM 411 - New Venture Creation \(3 cr\)](#)
- [ENVS 306 - Environmental Policy \(3 cr\)](#)
- [ENVS 309 - Regional Geology and Geomorphology and Laboratory \(4 cr\)](#)
- [ENVS 322 - Environmental History \(3 cr\)](#)
- [ENVS 323 - Environmental Ethics \(3 cr\)](#)
- [ENVS 368 - Geology of National Parks and Laboratory \(4 cr\)](#)
- [ENVS 422 - Stream Ecology \(3 cr\)](#)
- [PHYS 301 - Energy \(3cr\)](#)

**From:** David Gordon

**Sent:** Friday, January 27, 2017 2:43 PM

**To:** Sylvia Shurbutt

**Cc:** Keith Alexander; Dow Benedict; Mary Hendrix; Christopher Ames; Andro Barnett; Benjamin Bankhurst; Josh Riese; Rachael Meads; Wilkins, Ashley

**Subject:** RE: Approval of the History Electives for APST Major Intent doc.

Sylvia,

Thanks for your reminder email. The History Department approves the four HIST courses and one HPPH course listed below (in your email) for use in the Appalachian Studies minor. Were the Appalachian Studies major to move forward, we would approve their inclusion in such as major as well. As Chair of the History Department, it is necessary for me to clarify that this email does not express or imply departmental approval of the creation of an Appalachian Studies major at this time.

Thanks again for touching base—have a great weekend.

Sincerely,

David Gordon



**From:** Sylvia Shurbutt

**Sent:** Friday, January 27, 2017 10:54 AM

**To:** David Gordon

**Cc:** Keith Alexander; Dow Benedict; Mary Hendrix; Christopher Ames; Andro Barnett; Benjamin Bankhurst; Josh Riese; Rachael Meads; Sylvia Shurbutt; Wilkins, Ashley

**Subject:** Approval of the History Electives for APST Major Intent doc.

David, thanks for our conversation few weeks ago concerning the electives in the proposed APST major. I appreciate your candidness and the concerns you voiced about history courses selected for the new major that might not be appropriate for the new degree, and again we rely on you and your department to select the appropriate courses that you are willing to service for the interdisciplinary Appalachian Studies major. Below are the courses that we are keeping on the APST elective roster, thus **deleting from the “intent” document HIST 425 Seminar in US History, HPPH 330 Living History Interpretation, HPPH 371 Documentation of Historic Properties.**

The courses below remain in the minor, as approved several years ago by Andy, and **as newly approved** as appropriate as electives for the new degree by members of your department:

- [HIST 300 - Historic Preservation and Interpretation \(3 cr\)](#)
- [HIST 305 - History of the Lower Shenandoah Valley \(3 cr\)](#)

- [HIST 308 - The Old South \(3 cr\)](#)
- [HIST 345 - Introduction to Public History \(3 cr\)](#)
- [HPPH 325 - Oral History \(3 cr\)](#)

Thanks, David, and please respond to this email to indicate that you have seen these and approve these changes. Thanks for your expeditious attention to this matter, and the APST Board is very appreciative of History's contribution to the program. It is our feeling that our partnership will benefit both History and Appalachian Studies. Sylvia

Dr. S. Bailey Shurbutt

Professor of English

Shepherd University Appalachian Studies Coordinator

<http://www.shepherd.edu/appalachian/>

304.876.3119 (messages), 304.876.5207 (office)

Shepherd University Board of Governors  
Report to the Academic Programs and Development Committee  
February 23, 2017  
Agenda Item No. 7-d

## **INTENT TO PLAN FOR BACHELOR OF ARTS, CONTEMPORARY THEATER STUDIES**

Board of Governors approval is sought to develop a new major in Contemporary Theater Studies. If approved by the Board, the University would submit an Intent to Plan to the Chancellor for approval. The draft Intent to Plan is included for a complete description of the rationale for the program. After approval of the Intent to Plan by the Chancellor, the University expects to complete the final program proposal quickly with the hope of implementing the new degree program in Fall 2017.

The following resolution is recommended for adoption by the Board:

**RESOLVED**, That the Shepherd University Board of Governors approves the development of a Bachelor of Arts, Contemporary Theater Studies and authorizes the President to file an Intent to Plan with the Chancellor of the Higher Education Policy Commission for approval.

# Shepherd University

## WV-HEPC Series 11 Intent to Plan

**Date:** February 2017  
**Category of Action:** Implementation Plan (Section 5 of Series 11)  
**Title of Degree:** Bachelor of Arts, Contemporary Theater Studies (B.A.)  
**Location:** Shepherd University

**Effective Date**  
**of proposed action:** August 2017

**Submission of Full proposal**  
**(Implementation Plan):** March 2017

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## Shepherd University

Dr. Mary J.C. Hendrix, President

Dr. Christopher Ames, Academic Affairs Provost

Professor Dow Benedict, Arts & Humanities Dean

Professor Rhonda Smith, Department of Contemporary Art and Theater

Ed Herendeen, Producing Director CATF and Artist in Residence

Peggy McKowen, Associate Producing Director CATF and Adjunct Professor

*Prepared by:*

**Members of** Contemporary American Theater Festival, Ed Herendeen and Peggy McKowen; Dr. Sylvia Bailey Shurbutt (CATF Education Committee Chair), Rhonda Smith (Chair, Department of Contemporary Art and Theater), Dow Benedict (Dean, Arts and Humanities)

**Formatting & Review by:** Dr. Scott Beard, Associate Provost

## Shepherd University, B.A., Contemporary Theater Studies

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## **5.2. A request to develop a plan should indicate the projected date of submission of the full proposal and the projected date of implementation.**

This submission of the Intent to Plan (WV-HEPC Series 11) is a comprehensive proposal for the Bachelor of Arts, Contemporary Theater Studies Major degree at Shepherd University. The proposal will be submitted to the Shepherd University Board of Governors on February 23, 2017, and following BOG approval, to the Higher Education Policy Commission (HEPC) on February 23, 2017, and upon approval, submission of the full implementation plan in accordance to section 6 of Series 11-Implementation Plan. The program is scheduled for full implementation in fall 2017, contingent on internal and external approvals.

### **5.2.a. Educational Objectives**

The proposed Contemporary Theater Studies major is a 120-credit hour program created to provide an innovative plan of study connected to Shepherd's professional theater company, The Contemporary American Theater Festival (CATF) hosted by Shepherd University. The proposed degree program is designed to encourage students to engage in every aspect of theater at an introductory level and then devise or create an emphasis in the theater that reflects their own passions while appreciating the context of that scholarship in a liberal arts institution. Contemporary theater artists must maintain a connection to the core curriculum that includes course work in Political Science, English, Art, Music, Philosophy, History, Shakespeare and many other disciplines. The core curriculum should be a point of inspiration for the work that is developed in the Contemporary Theater Studies Major. The major is designed to give students high quality classroom learning opportunities while engaging the students in direct laboratory and observation experiences with professional theater-making artists. The focus of the degree program is to connect scholarship and theater practice within the context of contemporary American culture and society, indeed global culture and society as perceived through the theater arts and new play development.

This Contemporary Theater Studies major is innovatively designed so that students study the history, literature, writing/storytelling and visual dialogue of the theater in general and then more specifically the impact of the theater in contemporary terms – new plays. The program also explores other disciplines that shape the context of contemporary theater making or “devising” as described by many current artists. Regular classroom study is enhanced by the internship experiences with CATF where students explore the theater in detail and work with the most talented new play professionals in the country. Designed to encourage the use of theater arts as a part of daily communication practices, leadership and community citizenship, the major is very much a liberal arts degree. The degree can be the precursor to a graduate

degree in theater, theater education or any number of advanced study programs. The degree also provides career entry into the creative industry, arts, administration, and a range of associated professions. Students in the program attach a field specific minor which adds specific focus and expertise to the degree: examples are Communications, Entrepreneurship, Business Administration, Economics, History, Art, English, Historic Preservation and Public History, Music, Recreation and Sports Studies, Sociology, Women's Studies, and Political Science.

The Contemporary Theater Studies faculty will come from across the Shepherd University curriculum; exceptional staff members for the Contemporary American Theater Festival, all of whom hold advanced degrees from prestigious institutions; and academically qualified, working theater professionals who are in residence every summer on the campus of Shepherd University. CATF is considered --within the theatrical creative industry--one of the premiere new play festivals in the country. The CATF company of artists have been on Broadway, film and television; been nominated for Pulitzer Prizes; and have a background of expertise in everything from playwriting to arts administration. The program will be administered and overseen by two directors: one from CATF and one faculty member from the Department of Contemporary Art and Theater. The two leaders/directors will work collaboratively to coordinate and oversee the program, as well as advise students.

The proposed Contemporary Theater Studies B.A. program will be directly linked to CATF; the cornerstone of the Center for Contemporary Arts at Shepherd University and the Cultural Gateway to West Virginia. The degree is structured to provide a course of study for students who wish to understand the voice of their community, their generation and their cultural/political and economic heritage so that they may, in turn, enrich themselves and their community. Exposure to new plays and artists who voice diverse stories further enhance the understanding of civic and multicultural learning. Teaching students the value of the arts in their community makes them better community members and life-long advocates of the arts as a forum for free speech and civic change. The program is likewise structured to encourage students to remain in the region after graduation and to participate in artistic, cultural and economic development. The Contemporary Theater Studies Intended Student Outcomes are consistent with the following LEAP (Liberal Education and America's Promise) goals as presented by the Association of American Colleges and Universities:

1. Knowledge of Human Cultures and the Physical and Natural World,
2. Intellectual and Practical Skills throughout the Curriculum,
3. Personal and Social Responsibility,
4. Integrative Learning.

These LEAP goals likewise align with Shepherd’s COPLAC (Council of Public Liberal Arts) affiliation.

## Relationship of Objectives to the Mission of the Institution

### Shepherd University Vision Statement

*“Shepherd – a premier liberal arts university. We will be a nationally respected community of learners where passion, purpose, and experience unite to inspire individuals to shape the world.”*

### Shepherd University Mission Statement

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

### Contemporary American Theater Festival Vision Statement

*“The ultimate theater experience – valuing fearless art; daring and diverse stories; and a profound dynamic among the audience, the artist, and the work.”*

### Contemporary American Theater Festival Mission Statement

*“To produce and develop new American theater.”*

**Shepherd University and CATF have developed a partnership with shared objectives providing a theater studies program that is innovative, unique and only possible with this partnership.**

For twenty six years Shepherd University and CATF (a separate non-profit 501 c-3 organization) have partnered to provide students, teachers, and guests of both institutions the opportunity to experience engagement and learning through the medium of theatrical performance of new plays. New plays are either commissions (plays written specifically for performance with CATF at Shepherd University), world premieres (plays that have never been performed before) or second/third productions of plays (a play that a writer needs to hear and see again after the first public production). CATF productions have received critical acclaim from National Public Radio, *New York Times*, *Washington Post* and international publications. The relationship has produced a humanities series that encourages further discussion with scholars and leaders from Shepherd University and the community at large. This relationship has placed Shepherd University and CATF in the spotlight as a partnership that creates a diverse community, accessible to all and nationally recognized for tackling important issues and producing outstanding art. This unique and successful relationship demonstrates that a theater major

guided by the principles and leadership of CATF will share the objectives of Shepherd University and fulfill Shepherd's vision as a premier liberal arts institution. As the partnership has delivered on art and learning in the past, the partnership promises a theater degree program that will have national impact and receive recognition in the educational and creative industries.

The region served by the CATF/Shepherd University partnership stretches from New York to Florida, Washington DC to Los Angeles and around the world. CATF visitors come from thirty-six states and several countries to attend events on the Shepherd University campus. Shepherd University is perfectly located in the theater mecca of the United States being just a few hours away from New York City, Washington DC, Baltimore, and Philadelphia. This region is rich in theatrical opportunities and, more importantly, potential students who will wish to study theater that is relevant, compelling and designed specifically for them to find their voice in their community. In addition, this community is ripe with writers and storytellers; historians and scholars, including partners from the National Endowment for the Humanities (NEH) Summer Institute for Teachers.

### **Contemporary Theater Studies Intended Student Outcomes**

With this lush storytelling environment and the long-term partnership of the University with CATF, the following intended student outcomes for the degree program will be closely aligned with the mission of the University:

The Contemporary Theater Studies Program at Shepherd University seeks to:

- develop an understanding and appreciation of storytelling, literary analysis and writing
- develop an understanding and appreciation for theater, theater makers and theater audiences
- develop a specific understanding of the history the arts and the role of the arts as a forum for community engagement, learning and leadership
- develop an understanding and appreciation of the literature, music, art, and folk traditions that enhance a unified global awareness
- develop an understanding of art as a forum for social, political and economic change

### **Special Features that make the Institution a Desirable Place to Initiate a Program**

The Shepherd University/CATF partnership, the rich writer/scholar community, and the geographical location of the University are all special features that make this a desirable place to initiate this contemporary theater studies program. In addition, there are several other features that make Shepherd University the perfect location to begin a unique degree program.

### **1) The Contemporary American Theater Festival**

CATF is one of three premiere new play festivals in the country and arguably is becoming one of the foremost festivals in the world. The reputation of CATF has grown based on the quality of the art being produced and the artists who make that work. What sets the CATF product above others is the mission-driven commitment to create art that provokes thought, conversation and understanding about the world we live in. Complementary to the work on stage is a long-established series of programs that promote conversation among artist and audience, patron to patron, and educator and artist/patron. This commitment to include an entire community in the dialogue of issues raised by the themes of the plays has made the CATF experience one that demonstrates the power of the arts to invoke understanding and change within our society. For more information regarding the preeminence of the CATF experience please see the Media section of the CATF website at <http://catf.org/news-a-press/>

### **2) The CATF Staff**

Lead by Founder and Producing Director Ed Herendeen, CATF has become a major contributor to the future of American theater. For more details about his credentials and leadership please refer to the staff section at the following link: <http://catf.org/catf-staff/>

This link also includes the bios of other staff who will be involved in teaching as part of the program; Peggy McKowen, Associate Producing Director; Joshua Midgett; General Manager and Gaby Tokach, Public Relations Manager.

### **3) The CATF Summer Internship Opportunities**

CATF already has a very competitive internship component. In 2016 CATF hired forty-two interns from across the country in a variety of positions throughout the Festival. The internship experience provides a weekly stipend, housing and other benefits. In the theater industry, this is an extraordinary opportunity given that some professional theaters expect the interns to pay to participate. In addition, CATF and its Board Education Committee are dedicated to providing a true learning experience for these young theater students. Guest lectures, workshops and one-on-one interaction with the professional artists of the company help make the overall intern opportunity a very special one. Students participate in the process of making new plays – something that rarely happens in other theater experiences, and they learn all this in the repertory format, another unique experience for students working in the theatrical environment. While this opportunity already exists within the CATF structure, special programming will be dedicated to Shepherd University interns using this summer experience as part of their credit-earning degree within the Department of Contemporary Art and Theater. Working with the departmental staff, CATF will add a classroom component to the existing intern program giving Shepherd students unique access to the laboratory that is CATF. Two

levels will be designed so that students may spend one summer gaining a generalist approach to theater studies, while the next level will give Shepherd students the opportunity to select a specialization.

#### **4) The CATF Guest Artists Series**

Artists of the highest caliber work with CATF, including nominees for the Tony Awards, Pulitzer Prizes, and an entire list of literary and theatrical accolades. These artists are working professionals who have the ultimate investment in making their art here in Shepherdstown. These artists are often outstanding teachers as well and cherish the opportunity to share their knowledge and passion with young students. The connection to the CATF Company is obvious during the summer internship program, but the teaching and classroom opportunities can continue throughout the fall and spring semesters. Playwriting courses with CATF playwrights can easily happen via the virtual classroom with short-term residencies over the year. Guest artists who come to direct, design and act for the co-curricular play series will teach classes during their residencies. Guest artists working in the Baltimore and DC Metro areas who have ties to CATF will be available to participate in various classes and workshops throughout the school term.

#### **5) Professional Affiliations and Career Entry Opportunities**

CATF has already demonstrated that the Festival is a gateway to professional access for early career artists. Just one example of this career access happened with Adrienne Sowers. She worked at CATF as an Intern one summer, returned a second summer as an Assistant Dramaturg/Director working with playwright Kyle Bradstreet. When Kyle was hired to be one of the head writers on the BBC series *Copper*, he asked Adrienne to join him as his assistant researcher. She moved to New York with immediate employment in a high profile position. There are endless examples of working relationships that have begun at CATF and the trend will certainly continue. Shepherd University students will have direct access to this network of professional colleagues. They will have direct access to the various professional organizations and unions affiliated with the CATF Company including Actors Equity Association, Stage Directors and Choreographers, United Scenic Artists/IATSE. CATF is also connected to the other premiere new play institutions throughout the country including The Humana Festival at Actors Theater in Louisville <https://actorstheatre.org/humana-festival-of-new-american-plays/>, The Denver Center Theater Colorado New Play Summit <https://www.denvercenter.org/events/colorado-new-play-summit>, New Dramatists <http://newdramatists.org/> in New York and The Lark <http://www.larktheatre.org/>, a new play development center also in New York. Finally, industry leaders from around the country come to see the work at CATF. They are agents,

artistic leaders and employers looking for talent and have hired folks on the spot when attending plays and events at CATF.

## **6) The Facilities**

Shepherd University has an outstanding facility already in place to house the proposed theater program. The Center for Contemporary Arts boasts two performing spaces, costume, scenic and lighting laboratories complete with state-of-the-art equipment. The Marinoff Theater in the Center for Contemporary Arts 2 opened its doors in 2013. The flexible black box theater houses brand new lighting, projection, sound and scenic equipment. It is a soundproof and LEED-certified space that audiences and artists alike have come to cherish. Since CATF is graciously hosted on the campus and in this theater during the summer, the facilities and equipment are constantly maintained to adhere to the high professional standards of the artists working here during the Season. Working collaboratively with faculty and staff of the Department of Contemporary Art and Theater, the University routinely assesses the space for efficiency and improvement, and everyone contributes to this extraordinary resource.

## **7) A Collaborative Fine Arts Faculty and Community**

The partnership of Shepherd University and CATF is one of the most unique and successful relationships in the theater industry. Now it is time to share with the Shepherd student population with another artistic major that will create a unique degree program that only this partnership could produce—a degree program that broadly promotes the interactive nature of fine art and performing art; a degree program that focuses on contemporary content and learning; a degree program that highlights the success of a professional summer theater company with an outstanding arts faculty. Complement this with a town that embraces the partnership of Shepherd University and CATF, in terms of volunteer support and financial donations, and one can understand the full range of collaborative resources available for this new degree program.

In addition, there are other collaborations within the University that offer a unique perspective to this degree program. For several years, CATF has been a component of the National Endowment for the Humanities (NEH) Summer Seminar and will continue their efforts with this teaching model.

## **8) NEH Summer Institute, *Voices from the Misty Mountains* (2013, 2016, 2017)**

Shepherd University has been awarded the only NEH summer seminar in the State, and in recognition of its success, upgraded this year to a larger institute by the NEH. We have been gratified that the interest in Appalachian Studies among teachers extends across the country (more than 120 applications to the 2016 NEH Seminar). For institute details, see

<http://www.shepherd.edu/neh/>. CATF supports the dramatic component of the NEH Summer Institute and features Appalachian playwrights in its staged reading series.

This academic and community infrastructure offered by the Contemporary Theater Studies Program at Shepherd University is funded through grants, awards, and the Shepherd University Foundation, as well as community partnerships that serve our programs. There is both academic and community interest in a Contemporary Theater Studies Major at Shepherd University, which will allow the program to thrive. Because of Shepherd's access to students in the quad-state region, we hope to recruit students from this region for this unique degree.

### **9) Shepherd University Curriculum**

Shepherd University offers a strong foundation in its general education Core Curriculum courses, as well as advanced, specialized programs of study in the Arts and Humanities, Business and Social Sciences, Education and Professional Studies, and Natural Sciences and Mathematics. SU's Core Curriculum provides a solid foundation on which to build an integrative, interdisciplinary program of strong liberal learning in Theater Studies. Shepherd University has a strong institutional commitment to the liberal arts, business and community partnerships, and development. The proposed Theater Studies Major will significantly benefit from this commitment to excellence.

### **5.2.b. Brief Description of Program and Program Objectives**

The Contemporary Theater Studies Major at Shepherd University, composed of at least one full-time theater faculty member, the CATF staff and other faculty from the Department of Contemporary Art and Theater will oversee and administer the major in Contemporary Theater. The major is designed for students seeking knowledge and engaging in analysis and understanding of the performing arts as a means of studying contemporary issues.

The Contemporary Theater Studies major has been constructed so that students may explore the contemporary arts through literature, fine arts, music and other disciplines. The association with the Contemporary American Theater Festival provides students a unique opportunity to apply these principles and exposes them to an intense hands-on opportunity to enhance their classroom studies. The Contemporary Theater Studies major is intended to be a 120-credit, non-comprehensive major with clearly defined program objectives. Graduates of the program are expected to:

- develop an understanding and appreciation of storytelling, literary analysis and writing;
- develop an understanding and appreciation for theater, theater makers and theater audiences;
- develop a specific understanding of the history the arts and the role of the arts as a forum for community engagement, learning and leadership;
- develop an understanding and appreciation of the literature, music, art, and cultural traditions that enhance an inclusive and unified global awareness;
- develop an understanding of art as a forum for social, political and economic change.

### **5.2.c. The Institution will assure high quality standards for the program and maintain a continuing assessment of quality.**

Shepherd University has a solid reputation for strong, rigorous undergraduate education, with *The Princeton Review* rating Shepherd “a best southeastern college.” Shepherd professors are dedicated to high quality teaching, small classes, and a tradition of face-to-face instruction and open-door advising. Shepherd has a respected Center for Teaching and Learning that provides leadership for professional growth and oversight for assessment

(<http://www.shepherd.edu/ctl2>). In addition, CATF artists and staff have a proven record of outstanding talent and dedication to theater making, and they have a proven track record of incorporating educational opportunities and programming as part of the artistic endeavor.

### **Assessment**

The Contemporary Theater Studies program will follow and adhere to the University’s guidelines for programmatic and course assessment. For more than a decade Shepherd has cultivated a culture of assessment. Assessment occurs at multiple levels throughout the institution, not only in academic programs. The Contemporary Theater Studies faculty will review the program annually to assure that the program goals are being met. Students currently evaluate courses regularly while instructors offer ongoing formal and informal input to the review and planning processes. Knowledge and skills-based outcomes will be assessed by examinations, quizzes, projects, research papers, critical writing assignments, community service projects, internships, reflection assignments, and oral presentations and discussions. The program will be evaluated on the basis of LEAP goals and outcomes of the Association of American Colleges and Universities (AAC & U). The Director of Contemporary Theater Studies will make recommendations on program development and delivery and will work with the Alumni Office in tracking graduates in the proposed major.

In anticipation of future accreditation by the National Association of Schools of Theater (NAST), syllabi, student outcomes and assessment will be constructed with NAST standards as a guideline.

### **Program Review**

Shepherd University ensures the quality of its academic programs, its faculty, and curricula through regular assessment in cyclical program reviews. The Contemporary Theater Studies Major will be subject to five-year programmatic review under the established requirements of the state and the institution. Assessment data is regularly collected and reported to the Center for Teaching and Learning as a part of the internal review process. The five-year review requires both internal self-review and external review by a qualified professional; these documents, in turn, are reviewed by the campus Program Review Committee, the Associate Provost, Provost and Board of Governors. The Contemporary Theater Studies Major will also be evaluated at intervals along with other university programs by Shepherd's regional accreditor, the Higher Learning Commission (HLC). Likewise, the Contemporary Theater Studies Major will strategically pursue NAST accreditation and systematic NAST review.

### **5.2.d. Other Institutions Offering Similar Programs**

While there are other institutions in the state with Theater Studies courses and programs (for example West Virginia University and Marshall University), Shepherd is the only institution with a highly regarded professional theater company specifically dedicated to new plays and contemporary theater. In fact, there is not another example of this degree emphasis with this professional component in the country. No other West Virginia higher education institution offers the summer internship professional experience that Shepherd University in partnership with CATF makes possible. Likewise, Shepherd's unique location as a Gateway to Appalachia and to the Washington metropolitan area, provides a unique opportunity to develop programs that will draw students into the new major from outside the state. This program also offers something distinctive and unique to West Virginians that will encourage them to become partners in the arts and will contribute to economic revitalization of the state.

### **5.2.e. Statement of societal, occupational, research, or public service needs that will be met, as well as anticipated student demand for the program, societal, occupational, research, or public service needs**

The most tangible benefit from the new Contemporary Theater Studies Program will emanate from the community service and engagement component of the major: that is, as students become more involved with the performing arts at the University they will begin to offer more

cultural and educational access to the performing arts to the community and region. Public outreach for the performing arts will now become more than a summer engagement.

Performing arts will happen throughout the year, and the community will benefit from student performances, public discussions and even classroom opportunities for early and Life Long learners. In addition, writing and public reading of artistic works will increase, and it is a goal of CATF and Shepherd University to become a national center for the study and development of new plays and new performing arts methodologies. The Center for Contemporary Arts already has a five million dollar donation to create a new play library and study center as the focal point of the final building in the three-phase complex. Planning and funding efforts are underway to complete the facility and the programming to support this endeavor as the premier research center for new plays in the country.

### **Student Demand for the Program**

Shepherd University has consistent enrollment for the Introduction to Theater course – which is full every semester and often has two sections each semester of students interested in learning more about the theater. Demand for internships with CATF has also been growing. In 2016, CATF employed forty-four students from across the country, an increase over the thirty-five interns in 2015 and twenty-four in 2014. The CATF interns come from all over the country including Hawaii, South Dakota, New York and neighboring states, Pennsylvania, Kentucky and Virginia. These students also come from some of the best theater schools in the country – Emerson in Boston, Carnegie Mellon in Pittsburgh and Virginia Commonwealth in Richmond. Over the last several years, interns have indicated that if Shepherd University had a theater major these students would consider transferring to Shepherd to finish their major degree. Below is a simple review of 2015 graduates in theater programs at other similar institutions, which indicates that theater majors do attract students.

We anticipate that initial enrollment in the Contemporary Theater Studies Major will be a steady and quality small program, with a large benefit coming to the campus and to the State. It is, beyond all else, a program that has and will continue to garner an immense amount of good will for the campus from the community and will enhance student enrollment and excitement in the Department of Contemporary Art and Theater.

Constituents in the Eastern Panhandle express a growing interest in programs that prepare our students to engage in the local community. Shepherd University's ability to attract students from the tri-state area and to extend into new markets beyond is likewise a benefit. Affordable tuition, convenient location, and a reputation for excellence give Shepherd University an advantage over many institutions of higher learning in the region, and the University's

reputation through the partnership of the Contemporary American Theater Festival, as well as its many affiliated programs have helped to establish our strong reputation in the field and should increase student demand for our courses and programs.

#### **5.2.f. Additional Resources Needed to Offer the Program**

##### **Faculty**

Currently to fully staff the minor in Theater Studies, qualified adjunct faculty are in place. These positions will continue to be needed to facilitate the major and will increase over time, as the enrollment increases. Similar to other arts degrees, the special skills of theater artists and professionals serving as adjunct instructors will always be an important component of the faculty. One full-time teaching line will supplement the current theater staff and facilitate the partnership with CATF. Courses will be taught by CATF staff and artists until the enrollment reaches a level to warrant adding further new lines. All core courses in the major and the elective courses will be offered in rotation throughout the four-year cycle, and the only new courses that will need to be created and staffed are the THEA Capstone course, a few specific contemporary theater courses, and several levels of practicum and internships. There will be additional start-up costs for the University to enhance the existing co-curricular program and to flesh out the guest artist series. Some funding will be generated through active fund-raising as well as the use of program and attendance fees for community members attending events. As the program grows the attendance will grow and the revenue will assist in covering the costs of these specific initiatives. We aim to bring new majors from the surrounding states that will enhance both retention and graduation numbers, and we hope to see the new major support itself in tuition dollars over a five-year growth period.

##### **Facilities Requirements**

No additional facilities would be required. Shepherd University is currently equipped with outstanding facilities for a new Theater Studies Major.

##### **Library**

The Scarborough Library at Shepherd University houses a sizable collection of books, journals, and assorted theater related issues. The online digital library is licensed for group membership so that students and faculty have easy access to relevant publications while in the library as well as remotely. Users have access to thousands of full-text journals from over 50 databases, including subscription databases such as LexisNexis and JSTOR.

Professional librarians are available to assist faculty and students about 56 hours a week. Librarians teach a one-credit course, “Research Methods and Information Retrieval,” and there

are regularly scheduled tours, workshops, and orientation sessions for those who need assistance in utilizing the library's materials. Librarians offer tailored information literacy skills class sessions that focus on using the library's databases for research assignments. These sessions are held in the library's instruction lab enabling students to develop their online searching skills with the assistance of a librarian. The library is normally open 86 hours per week during the fall and spring semesters and has a computer-equipped work room open 24 hours a day. The reference section of the library is typically open 56 hours weekly during the regular academic year. At present there are 33 reference lab computers and 8 public computers on the main floor of the library. The 24-hour room has 8 computers; the instruction lab 24, the third floor 10, and 38 are available for checkout.

Currently the library collection of reference items related to contemporary theater studies and the creative industry are minimally adequate. Therefore the Department of Contemporary Art and Theater will work to increase this resource over time.

#### **5.2.g. Instructional Delivery Methodologies to Deliver the Program**

Courses in the proposed program are delivered in face-to-face settings, utilizing technology, which is particularly important for the storytelling and literature classes in the curriculum. The norm is the hybrid model, with online formats provided through Sakai (LMS) and other means. Instructional methods will include, but not be limited to, lectures, online simulations and discussions, and various types of experiential learning such as, co-curricular learning projects, and a strong internship component with CATF.

#### **Summary**

Shepherd University is uniquely poised to establish a vibrant Contemporary Theater Studies Major that will be built upon the academic and community foundation that has been evolving in the Eastern Panhandle for twenty-seven years through the unique partnership of Shepherd University with the Contemporary American Theater Festival. The particular convergence of a number of factors, including the significant needs of a state that continues to lose population and requires innovative and dedicated economic and cultural development at this point in time to address these needs, makes the creation of a Contemporary Theater Studies Major at Shepherd University particularly propitious. CATF has already proven to be a strong economic and cultural driver for the region and the State, and the new contemporary theater major will enhance the arts as an economic force in West Virginia. The fact that our proposed major will be built upon a strong program that is already in place will ensure its success and allow us to develop outreach and service programs to further benefit the state.

Other institutions offer theater as a major but they do not include the contemporary, play making theater as part of the curriculum. In this major the focus is on contemporary theater making with an emphasis on the impact of “devised or created work” as a means to achieve cultural, societal and economic change in America’s communities. The combination of such a unique major, a strong professional theater company, an ideal location with an excellent University, will draw students from all over the county and the world to Shepherd University, Shepherdstown, and the state of West Virginia.

## **APPENDIX A-CURRICULUM**

### **Curricular Summary**

**Curricular Overview:** Currently, Shepherd University offers a Theater Minor and many of the existing courses would be included in the proposed major. The new major would require more upper-level classes reflecting the nature of contemporary theater. This unites the programming with the professional component presented by the Contemporary American Theater Festival. The curriculum includes 12 new courses to solidify the curriculum for the Contemporary Theater Studies Major.

### **Curriculum for a Major in Contemporary Theater Studies**

#### **54 Hours – 30 Major Core and 24 Required Electives**

The Shepherd University/CATF partnership provides a unique and exciting opportunity to create a contemporary theater studies major unlike any major offered in the country. The major is designed for students seeking knowledge and engaging in analysis of theater making, storytelling and the cultural, social, economic impact that contemporary performance can have to create change in communities – regionally and globally. Contemporary theater artists create or devise their own work, and the proposed major is designed to inspire students to devise a well-rounded but specific major based on their artistic sensibilities and community and global interests.

The Contemporary Theater Studies major has been constructed so that students may explore the creation of theater within the context of a nationally renowned professional theater company, its artists and its audiences. Students will directly experience the creative process and the immediate impact of their work with an audience. Students will attach a field specific minor which adds additional focus to the degree: suggested minors are Anthropology/Geography Minor, Environmental Studies Minor, Entrepreneurship Minor, Business Administration Minor, Economics Minor, History Minor, Art Minor, English Minor, Historic Preservation and Public History Minor, Hospitality Management Minor, Music Minor, Sociology Minor, Women's Studies Minor, and Political Science Minor. Curricula for these minors may be found at <http://catalog.shepherd.edu>.

### **CONTEMPORARY THEATER STUDIES**

#### **Major Core Requirements, (30 Hours)**

THEA 107 – Theater Practice 1 (1-6 credits, maximum of 3 credits applicable to the Major Core Requirements)

THEA 202\* – Intro to Playwriting and Script Study (3cr)

THEA 203 – Acting I (3 cr)

THEA 204 – Introduction to Theater (3 cr)

THEA 205 – Theater Technology (3 cr)

THEA 207 – Theater Practice 2 (1-6 credits, maximum of 3 credits applicable to the Major Core Requirements)

ART 300 – Research Methods for the Arts (3 cr)

## **APPENDIX A-CURRICULUM**

THEA 307 – Theater Practice 3 (1-6 credits, maximum of 3 credits applicable to the Major Core Requirements)

THEA 309 – Directing I (3 cr)

THEA 341\* – History of the Theater (3 cr)

THEA 4XX – Capstone (3 cr)

\*Writing Intensive Course

### **SPECIFIC Core Curriculum Requirements: (4 HOURS)**

THEA 100 – FYEX (1 cr)

ART 103– Intro to Visual Arts (3 cr)

### **RESTRICTED Elective Courses (24 HOURS)**

**At least 9 of the required 24 restricted elective credits must be chosen from upper-division (300-400 level) coursework.**

THEA 200– CATF Internship 1

**1-6cr repeatable to a maximum of 6 credits. Offered each summer during the CATF season.**

THEA 300– CATF Internship 2

**1-6cr repeatable to a maximum of 6 credits. Offered each summer during the CATF season.**

THEA 302 – Playwriting and Script Study 2 (3 cr)

THEA 303 – Designing for New Works (3 cr)

THEA 310 - Production

THEA 311 - Directing II

THEA 312 - Acting Studio I

THEA 314 - Acting Studio II

THEA 316 - Acting Studio III

THEA 340 - Stage Management

THEA 342– Contemporary Theater History (3 cr)

THEA 346 - Theater Design

### **Internship and Summer CATF CREDITS:**

Given the partnership between the University and the Contemporary Theater Festival, the Contemporary Theater Studies Major will be significantly enhanced by the hands-on learning opportunities provided by the professional artists in residence during the summer. Therefore students are strongly encouraged to participate in the summer school experience. Courses listed as either Internship or upper level Restricted Elective courses might be taken during the summer to augment the experiential learning of the major.

## **APPENDIX B: CATALOG LISTINGS AND COURSE DESCRIPTIONS**

### **Current Course Listings:**

## **Contemporary Art and Theater**

### **Art (Contemporary)**

- [ART 103 - Introduction to the Visual Arts](#)

### **Theater (Contemporary)**

- [THEA 203 - Acting I](#)
- [THEA 204 - Introduction to Theater](#)
- [THEA 205 - Theater Technology](#)
- [THEA 207 - Theater Practice](#)
- [THEA 208 - Theater Practice](#)
- [THEA 309 - Directing I](#)
- [THEA 310 - Production](#)
- [THEA 311 - Directing II](#)
- [THEA 312 - Acting Studio I](#)
- [THEA 314 - Acting Studio II](#)
- [THEA 316 - Acting Studio III](#)
- [THEA 340 - Stage Management](#)
- [THEA 341 - History of the Theater](#)
- [THEA 346 - Theater Design](#)

### **THEA 100 – Introduction to the Contemporary Theater Context**

(1 cr) This 1-credit course is designed to facilitate the reading and discussion of current events as presented by main stream media outlets and social media formats. The course will explore these topics as reflected in contemporary theater themes and general contexts within Shepherd University, Shepherdstown, West Virginia and the country. This course is required for the Contemporary Theater Studies Major.

### **ART 103 – Introduction to the Visual Arts**

(3 cr) An introductory course designed to give insight into the nature of the visual arts and their relationship to contemporary life. Includes a study of the language and functions of painting, sculpture, and architecture. The development of styles, aesthetic principles, and the ideas of art are surveyed. Students are introduced to movements, western and non-western, in the history of art that have a strong influence on contemporary art.

**CORE CODES: AR      GL**

### **THEA 107 – Theater Practice 1**

(1-6 cr) Assigned theater projects supervised by faculty.

### **THEA 200– CATF Internship 1**

(1-6) The internship connects the student to the professional theater company in residence at Shepherd – The Contemporary American Theater Festival. Students will study in all departments of the company giving them a general experience of the professional theater.

## **APPENDIX B: CATALOG LISTINGS AND COURSE DESCRIPTIONS**

### **THEA 202 – Introduction to Playwriting and Script Study**

(3 cr) Introduction to play structure, literary analysis and playwriting styles. Emphasis on writing stories and transcribing into theatrical events.

### **THEA 203 – Acting I**

(3 cr) Fundamentals of acting. Basic theories and concepts in stage acting for the beginning student. Emphasis on relaxation techniques and improvisation exercises.

### **THEA 204 – Introduction to Theater**

(3 cr) Develops an appreciation and understanding of theater as a fine art through normal lecture and attendance at live theater productions. Emphasis on the artists of the theater including playwrights, directors, designers, and actors.

**CORE CODES: AR GL MD**

### **THEA 205 – Theater Technology**

(3 cr) Technical fundamentals of scenery, costumes, lighting, sound and projections through formal lecture and practical crew experience. Laboratory requirements include assignments on construction and running crews.

### **THEA 207 – Theater Practice 2**

(1-6 cr) Assigned theater projects supervised by faculty.

### **ART 300 – Research Methods for the Arts**

(3 cr) Develops an understanding of theory, methodology and practical application of research techniques specific to the arts and creative industries. Explores the assessment of all research methods and the assimilation of research to expand further study.

### **THEA 300– CATF Internship 2**

(1-6) The internship connects the student to the professional theater company in residence at Shepherd – The Contemporary American Theater Festival. Students will study in a specific area of the company and follow advance level curriculum within the specialization.

### **THEA 307 – Theater Practice 3**

(1-6 cr) Assigned theater projects supervised by faculty.

### **THEA 309 – Directing I**

(3 cr) Fundamentals of directing stage plays. Emphasis on the work of the director in relation to the actor, designer, and text analysis.

### **THEA 302 – Playwriting and Script Study 2**

(3 cr) The course will begin with short scene writing leading to the creation of full-length theatrical pieces. CATF playwrights will function as guest artists to facilitate the writing and reading process of the new works.

## **APPENDIX B: CATALOG LISTINGS AND COURSE DESCRIPTIONS**

### **THEA 303 – Designing for New Works (3 cr)**

(3 cr) The course will focus on the relationships of collaborators in the creation of a new play and specifically the role of scenic, costume, lighting, sound and projection designers as they adapt the vision of a developing new work.

### **THEA 310 – Production**

(3 cr) Advance studies in theater technology. Emphasis on assigned theater projects. Consent

### **THEA 311 – Directing II**

(3 cr) Advance directing examines the work of the director in relationship to the rehearsal process. Assigned projects.

Prerequisites: Directing I, consent.

### **THEA 312 – Acting Studio 1**

(3 cr) Basic process work to prepare the student for scene study. Emphasis on modern/contemporary scenes and monologues.

Prerequisites: Acting I, consent.

### **THEA 314 – Acting Studio II**

(3cr) Fundamentals of scene study work. Emphasis on character analysis and the importance of exercise work and its relationship to a text. Consent.

### **THEA 316 – Acting Studio III**

(3 cr) Advance scene study work. Emphasis on ensemble work and its relationship to performance. Assigned project. Consent.

### **THEA 340 – Stage Management**

(3 cr) Detailed study of the role of the stage manager. Examines production duties, the rehearsal process, performances, and post-production.

### **THEA 341\* – History of the Theater**

(3 cr) The development of the theater with special attention to period theaters and theatrical styles which influence modern stage productions.

### **THEA 342– Contemporary Theater History**

(3 cr) A survey of the beginning of the regional theater movement through the contemporary practice of devising work.

### **THEA 346 – Theater Design**

(3 cr) A study of the theory and practice of theater design. Emphasis on scenery, lighting, costume, sound and projection design.

Shepherd University Board of Governors  
Report to the Enrollment, Student and Community Affairs Committee  
February 23, 2017  
Agenda Item No. 8-a

## **STUDENT AFFAIRS ANNUAL REPORT**

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

# Student Affairs Annual Report



## Board of Governors Meeting February 23, 2017

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

Shepherd University



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

Shepherd University



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



"Shepherd University is one of 18 colleges and universities on the 2017 Most Promising Places to Work in Student Affairs list. This is the third time in four years that Shepherd has made the list, which examines the administrative structures, commitment to diversity, and workplace or staffing practices of the student affairs department through a study conducted by the Center for Higher Education Enterprise at the Ohio State University in partnership with the American College Personnel Association (ACPA) member institutions." – Cecelia Mason, *Shepherd University Communications*

Shepherd University



## STUDENT ENGAGEMENT

### *Purposeful Leadership and Involvement*

- Community Service and Service Learning
- Student Programming via RamPulse
- New Student Programming
- Multicultural Student Affairs
- Washington Gateway
- Community Engagement Outreach (C.E.O.)
- Fraternity and Sorority Life
- Program Board
- Performing Arts Series at Shepherd



Shepherd University



## Student Engagement

### Highlights: *Commitment to Service*

#### Student Community Service & Service Learning

	2011-12	2012-13	2013-14	2014-15	2015-16
Service Learning Hours	7,705	13,627	10,636	10,491	10,631
Community Service Hours	25,599	20,421	26,036	22,687	21,208
<b>Total Service Hours</b>	<b>33,304</b>	<b>34,048</b>	<b>36,672</b>	<b>33,178</b>	<b>31,839</b>
<b>Avg. Hours Per Student</b>	<b>8.7</b>	<b>8.8</b>	<b>9.9</b>	<b>9.5</b>	<b>9.6</b>

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



## Student Engagement

### Highlights: *Student Programming*



.... a portal that chronicles organization and department profiles, membership rosters, and events, as well as other engagement opportunities from around campus.

Year to Date	Number of Students Logged into RamPulse	Number of student memberships
January 2015	73	26
January 2016	434	977
January 2017	725	994

Year to Date	Total Events	Number of Organizations Using RamPulse to Market Events
Fall 2014	407	52
Fall 2015	459	81
Fall 2016	526	80

## Student Engagement

### *Highlights: New Student Programming*

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



## STUDENT SUCCESS

### *Fostering Student Persistence*

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



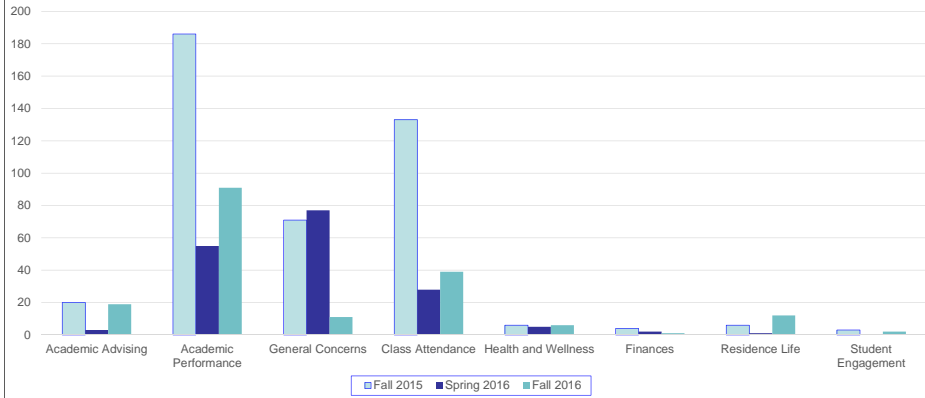
# Student Success

## Highlights: *Beacon Early Alert System*

Frequency of Use of Beacon Early Alert System

Semester	Faculty and Staff Issuing Alerts	Notifications	Number of Students
Fall 2015	64	379	266
Spring 2016	38	199	16
Fall 2016	87	429	232

Early Alert Categories of Concern



## Student Success : *Student Strengths Inventory*

### The Students Strength Inventory (SSI)

48-item assessment measuring six non-cognitive factors:

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

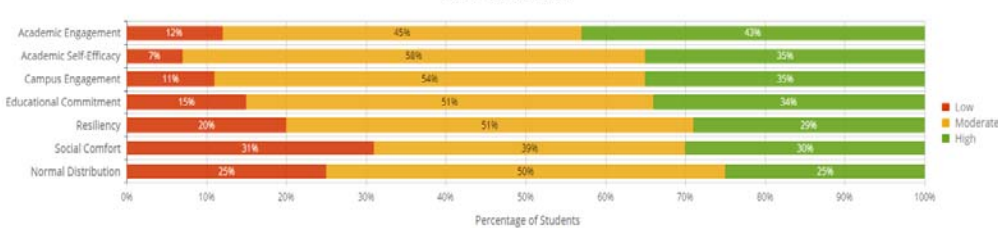
SSI measures the probability of academic success and the likelihood of retention.

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

The SSI was administered to first year students entering the university in Fall 2015 and Fall 2016

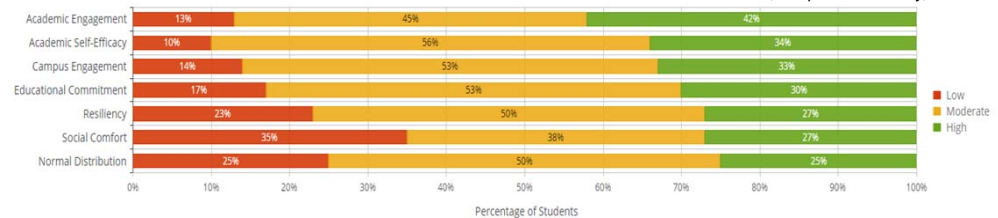
Factor Distribution

SSI Results, Shepherd University, Fall 2015



Factor Distribution

SSI Results, Shepherd University, Fall 2016



# STUDENT SERVICES

## *Fostering Student Persistence*

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



Shepherd University

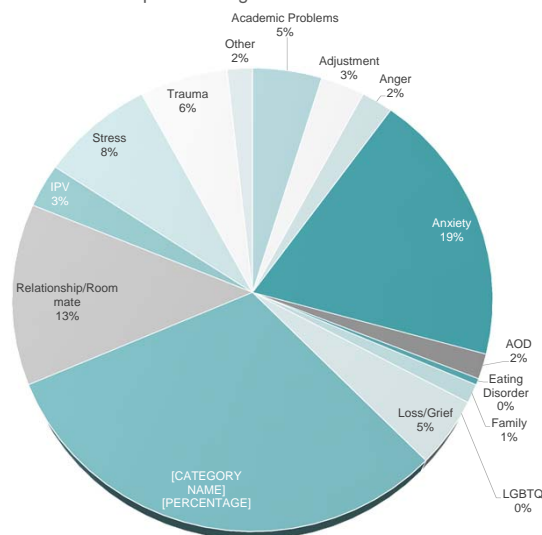


## Student Success

### *Highlights: Counseling Services*

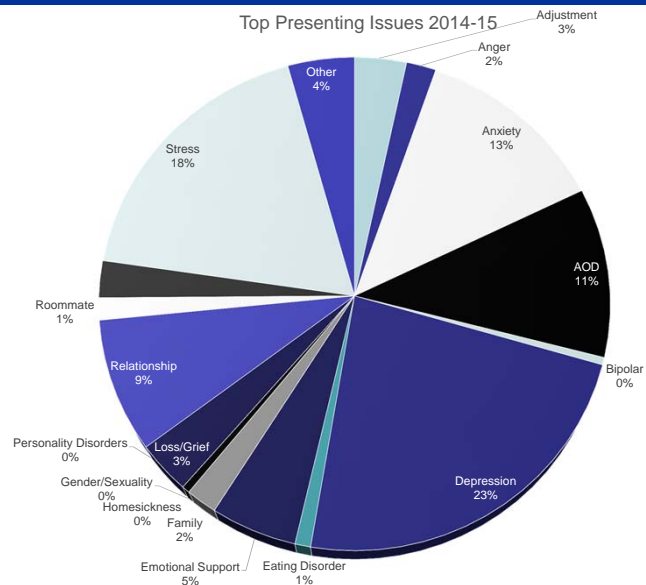
“Stress, depression, and anxiety remain our leading presenting problems when students present for counseling. The number of students with preexisting mental health conditions is increasing as is the severity of the disorders in students we are seeing. There also appears to be a decrease in students’ abilities to use positive, healthy coping strategies.”  
*-Shanan Spencer, Director, Counseling Services*

Top Presenting Issues 2015-16



## Student Success

### Highlights: *Counseling Services*



## Student Engagement

### Highlights: *Veterans Support Services*

- Assist veterans in their transition to student life
- Provide one-on-one guidance on university processes
- Connect veterans with campus resources
- Create a community within a community for veterans through an expanded Veterans Center and planned activities



## Student Engagement

### *Highlights: Veterans Support Services*



Establish traditions among student veterans that integrate them with university traditions while allowing them to promote an esprit de corps within their group.

Foster student success through promoting social integration and student leadership. These types of activities lead to increased student persistence among a population that nationally has lower retention rates.



## AUXILIARIES

### *Providing Essential Student Services*



- Residence Life
- Dining Services
- Student Center



## Auxiliaries

### Highlights: *Residence Life*

Undergraduate Enrollment at Fall Census						
Academic Year	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Total Undergraduate Headcount	3838	3852	3695	3489	3320	3094

Housing Occupancy at Fall Census						
Academic Year	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
First-Year Students	470	425	377	388	389	307
Returning Students	694	703	706	666	590	492
Transfer Students	106	93	81	68	78	75
Readmitted Students	5	1	3	5	2	4
<b>Total Students</b>	<b>1275</b>	<b>1222</b>	<b>1169</b>	<b>1127</b>	<b>1059</b>	<b>878</b>

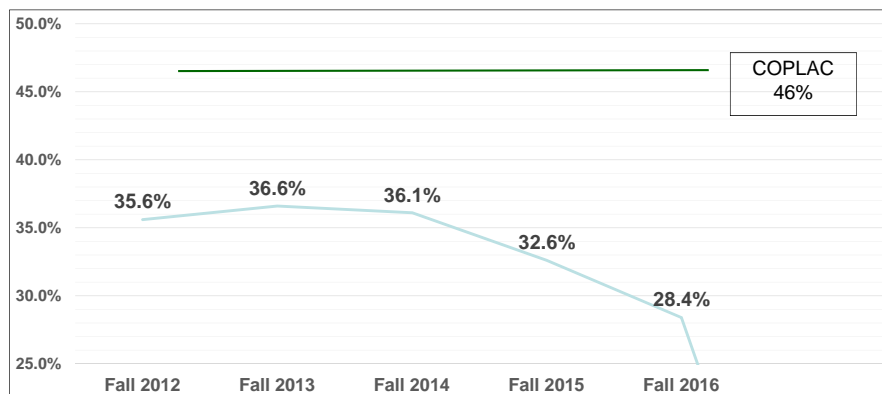
Shepherd University



## Auxiliaries

### Highlights: *Residence Life*

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



## Auxiliaries

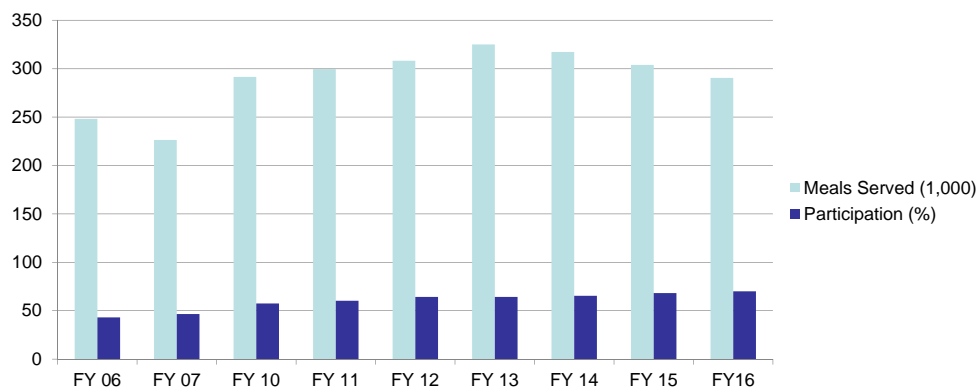
### Highlights: *Residence Life*

- FY16 total revenue of \$6.16 million with bottom line net revenue of just over \$800,000. Included in that sales figure is \$230,000 from Conference Services.
- Began construction of Potomac Place.
- Completed Wi-Fi upgrades in Printz and Dunlop apartments, and Shaw, Thacher, and Kenamond Halls. Upgraded bathroom flooring as needed in Shaw and Kenamond Halls.
- Finalized HVAC upgrades to Westwoods to improve air flow and ventilation.
- Hired Tim Maggio, a 2015 Shepherd master's alumnus, to fill mission-critical Area Director position in July 2016.
- Spear-headed 3D Thursday Bystander Intervention campaign.
- Sponsored a total of 305 educational programs including wellness, student success, and diversity.
- Relaxed visitation policies in apartments to be more consistent with national norms
- Adjusted RA programming model to promote community building and academic success
- Modified RA training to promote community development
- Implemented new housing information system



## Auxiliaries

### Highlights: *Dining Services*



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

## Auxiliaries

### *Highlights: Dining Services*

- FY16 revenue reached \$4.28 million with a bottom line net revenue of \$335,000.
- Meal plan participation climbed 2 percentage points to 70.1%. Board plan meals served in retail operations now account for over 50% of total meals served. Food cost as a percentage of sales was down 0.7 percentage points from year prior.
- Concessions achieved an all-time high of \$87,206 in sales with football generating just over \$60,000. With satellite vendors football concessions averaged just over \$10,000/game with sales per attendee of \$2.27. Added one additional satellite vendor selling Caribbean Jerk chicken.
- Provided service to Appalachian Studies conference in April, 2016. New Catering Director, Marcey Clemons, hired in July, 2016.
- Midnight Breakfast moved to Dining Hall from the Student Center with positive response from students.
- Brought in Black Dog Coffee, a local roaster, for sales in retail operations.
- Beginning to plan for Riverside Market, the foodservice operation to be located within Potomac Place.

## Auxiliaries

### *Highlights: Student Center*

- FY16 revenue equaled \$934K with net revenue at +\$312K (approximately \$36K above budget).
- Significantly reduced labor cost throughout year, streamlining Games Zone, custodial, and Information Center staffing.



- Michael Golze, Shepherd master's alumnus, hired as Assistant Director in July, transitioning the role to focus on operations. Transition was integral part of making operations more efficient.
- Hayden Rudolf, longtime Shepherd employee retired in June, 2015.
- Hosted a total of 34,550 event hours with just under 100,000 guests. Games Zone revenue \$52,000 (slightly up from FY15).
- Installed ADA compliant door on 1<sup>st</sup> floor, transitioning in LED lighting throughout the building, and upgraded HVAC at entrances to improve efficiency.

## CHALLENGES

### *for the Division ...*

- Student Social Integration
- Student Financial Challenges
- Responding to the Unique Developmental Needs of New Students
- Providing a Quality Experience with declining resources

## OPPORTUNITIES

- New Dean of Students
- Potomac Place
- International Students
- Expanded Veterans Center



Shepherd University



## Questions?



Thank you!

Shepherd University Board of Governors  
Report to the Enrollment, Student and Community Affairs Committee  
February 23, 2017  
Agenda Item No. 8-b

## **ENROLLMENT UPDATE**

The Enrollment, Student and Community Affairs Committee representative will lead a discussion with the Board on the Enrollment Update as presented by Mr. Bill Sommers, Vice President for Enrollment Management. The report will include an update of both spring 2017 enrollment and the early stages of the enrollment build for Fall 2017.

## **QUARTERLY FINANCIAL REPORT**

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

### **STATEMENT OF NET ASSETS**

#### **Assets and Deferred Outflows**

Compared to the second quarter of FY2016, total assets and deferred outflows have decreased approximately 4.48 percent to \$160 million. This decrease is attributable to the decrease in Capital Assets and Cash and Cash Equivalents.

The decrease in Capital Assets is due to Depreciation Expense exceeding Capital Purchases. Capital Assets in the amount of \$1.2 million were purchased in the second quarter FY2017 compared to \$2.2 million purchased in second quarter FY2016.

The decrease in Cash and Cash Equivalents is a result of the continuing decline in enrollment revenue and expenses continuing substantially at the budgeted levels. Year to year expense comparisons in most categories are impacted by the 2 percent salary increases which were effective January 1, 2016.

With a full fiscal year of implementation of GASB Statement No. 68, Accounting and Financial Reporting for Pensions, the Deferred Outflow of Resources increased \$10,000 which represents the six percent employer contribution set aside during FY2017 for a future benefit.

#### **Liabilities and Deferred Inflows**

Total liabilities decreased to \$75.5 million or 2.31 percent. Significant changes include an increase in Accounts Payable, a decrease in Deferred Revenue, an increase in Other Post-Employment Benefits (OPEB), a decrease in Net Pension Liability and an increase in Deferred Inflow of Resources and a decrease in Bonds Payable.

The increase in Accounts Payable is due to a timing difference when compared to last year.

Deferred Revenue has decreased as the State Scholarships for spring were received prior to the start of the semester last year, increasing deferred revenue.

The OPEB liability continues to increase and represents healthcare costs that may be paid on behalf of retirees.

The Net Pension Liability, a requirement of GASB 68, decreased \$122,000, 27.17 percent. This was implemented last year, and the liability is a measure of the promised benefits to employees for services performed compared to the assets set aside to pay for those benefits.

Deferred Inflow of Resources increased \$53,000 or 22.55 percent. This includes changes between employer contributions and the University's proportionate share of contributions and gains on these investments as determined by the State Retirement Board.

The Debt Obligation due Commission is the no-interest loan for the demolition of Sara Cree.

Bond Principal payments made during the fiscal year have reduced this liability by 3.76 percent to \$38.8 million.

## STATEMENT OF REVENUES, EXPENSES AND OTHER CHANGES

### Operating Revenues

The University has generated 47.0 percent, \$20.8 million of the budgeted Operating Revenue for the fiscal year.

Tuition and Fees are up slightly, 2.1 percent, \$191,000, when compared with FY2016. Even though there was 5 percent tuition and fee increase, the continuing challenges with enrollment and retention resulted in only a slight increase in those revenues. Auxiliary Enterprises had a 10.7 percent, \$1.1 million decrease, due to the significant decline in enrollment and continuing decline in on-campus residency.

### Operating Expenses

Overall, the University has expended 47.3 percent, \$29.2 million, of the budgeted Total Operating Expenses. These expenses are currently 2.5 percent, \$700,000, above the prior fiscal year.

Instructional costs are at 46.4 percent of budget and up over last year due to salary and benefit increases as well as increased Federal Grant activity. Auxiliary costs are up over last year by 3.5 percent, in contrast to the significant decrease in auxiliary revenues.

Depreciation Expense is down 4.6 percent, \$169,000 as a result of the continued delay of significant capital projects to preserve cash flow.

### Non-Operating Revenues and Expenses

Year-to-date actuals for Non-Operating Revenues and Expenses are \$6.9 million which is approximately 47.3 percent of the budget. Comparing this to the prior year shows a reduction of 3.4 percent, \$244,000.

State Appropriations are down \$140,000, 2.8 percent, as a result of the reduction in State support. Non-Operating Federal Revenue is down 12.6 percent, \$339,000. This is a result of a reduction of PELL awards due to the continuing decline in enrollments. Interest on Capital Assets Related Debt is down \$187,000, 19.3 percent, due to the payments going towards more principle and no new debt incurred.

There has been a significant decline in Net Assets compared to the prior year. This is a result of the continuing decline in enrollment resulting in significant reductions in Tuition and Fee and Auxiliary Revenues. The continued reduction in State support is also a contributing factor. President Hendrix has appointed a Financial Working Group consisting of the Tony Major, James Vigil, Vice President for Administration, and Dr. Ben Martz, Dean for Business School Development. This group has been charged with finding innovative ways to combat Shepherd's continuing operational deficits. These include revenue enhancements as well as reduction to expenses.

Table 1

**Shepherd University**  
**Statement of Net Assets**  
**As of December 31, 2016**  
(Dollars in Thousands)

	Actual 12/31/16	QTD Actual 12/31/15	% Change
<b>ASSETS</b>			
<b>Current assets:</b>			
Cash and cash equivalents	18,520	21,485	-13.80%
Accounts receivable net	14,502	15,244	-4.87%
Grants and contracts receivable, net	944	370	155.14%
Due from the Commission	-	-	n/a
Inventories	636	642	-0.93%
Loans Receivable	100	100	0.00%
Other assets	-	2	-100.0%
<b>Total Current assets</b>	<b>34,702</b>	<b>37,843</b>	<b>-8.30%</b>
<b>Noncurrent assets:</b>			
Restricted cash and cash equivalents	-	-	n/a
Investments	-	-	n/a
Loans receivable, net	384	377	1.86%
Capital assets net	124,398	128,751	-3.38%
Other Noncurrent assets	281	307	-8.5%
<b>Total Noncurrent assets</b>	<b>125,063</b>	<b>129,435</b>	<b>-3.38%</b>
<b>TOTAL ASSETS</b>	<b>\$159,765</b>	<b>\$167,278</b>	<b>-4.49%</b>
Total Deferred Outflows of Resources (GASB 68)	\$53	\$43	23.26%
<b>TOTAL ASSETS &amp; DEFERRED OUTFLOWS</b>	<b>\$159,818</b>	<b>\$167,321</b>	<b>-4.48%</b>
<b>LIABILITIES</b>			
<b>Current liabilities:</b>			
Accounts payable	611	313	95.21%
Accrued liabilities	2,523	1,852	36.23%
Due to the Commission	-	-	n/a
Due to other State agencies	-	-	n/a
Deferred revenue	17,733	19,895	-10.87%
Long-term liabilities - current portion	2,373	2,267	4.68%
<b>Total Current liabilities</b>	<b>23,240</b>	<b>24,327</b>	<b>-4.47%</b>
<b>Noncurrent liabilities:</b>			
Advances from federal sponsors	509	512	-0.59%
Deposits	162	179	-9.50%
Other post employment benefits	10,918	10,541	3.58%
Compensated absences	372	383	-2.87%
Net pension liability	327	449	-27.17%
Debt obligation due Commission	750	-	n/a
Leases Payable	396	550	-28.00%
Bonds Payable	38,810	40,326	-3.76%
<b>Total Noncurrent liabilities</b>	<b>52,244</b>	<b>52,940</b>	<b>-1.31%</b>
<b>TOTAL LIABILITIES</b>	<b>75,484</b>	<b>77,267</b>	<b>-2.31%</b>
Total Deferred Inflows of Resources (GASB 68)	288	235	22.55%
<b>TOTAL LIABILITIES &amp; DEFERRED INFLOWS OF RESOURCES</b>	<b>75,772</b>	<b>77,502</b>	<b>-2.23%</b>
<b>NET ASSETS</b>	<b>84,046</b>	<b>89,819</b>	<b>-6.43%</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$159,818</b>	<b>\$167,321</b>	<b>-4.48%</b>

Table 2

**Shepherd University**  
**Budget to Actual Report**  
**FY17 - For the Quarter Ending December 31, 2016**  
(Dollars in Thousands)

	Annual Budget	YTD Actual	\$ Variance	% Budget
<b>OPERATING REVENUES</b>				
Tuition and Fees	\$19,655	\$9,299	\$10,356	47.3%
Federal Grants and Contracts	1,457	568	889	39.0%
State and Local Grants and Contracts	4,408	2,202	2,206	50.0%
Private Grants and Contracts	20	-	20	0.0%
Sales and Services of Educational Activities	15	25	(10)	166.7%
Auxiliary Enterprises	18,285	8,477	9,808	46.4%
Other Operating Revenues	617	303	314	49.1%
<b>TOTAL OPERATING REVENUES</b>	<b>44,457</b>	<b>20,874</b>	<b>23,583</b>	<b>47.0%</b>
<b>OPERATING EXPENSES</b>				
<b>Core Operating Expenses</b>				
<b>Primary Mission Costs</b>				
Instruction	18,553	8,609	9,944	46.4%
Academic Support	3,424	1,736	1,688	50.7%
Student Services	3,860	1,655	2,205	42.9%
Scholarships & Fellowships	3,079	1,327	1,752	43.1%
<b>Subtotal Primary Mission Costs</b>	<b>28,916</b>	<b>13,327</b>	<b>15,589</b>	<b>46.1%</b>
<b>Other Core Operating Expenses</b>				
Operations and Maintenance	5,016	2,239	2,777	44.6%
Institutional Support	6,384	3,197	3,187	50.1%
Research	244	98	146	40.2%
Public Service	239	145	94	60.7%
<b>Subtotal Other Core Operating Expenses</b>	<b>11,883</b>	<b>5,679</b>	<b>6,204</b>	<b>47.8%</b>
<b>Total Core Operating Expenses</b>	<b>40,799</b>	<b>19,006</b>	<b>21,793</b>	<b>46.6%</b>
<b>Auxiliary Expenses</b>	<b>13,140</b>	<b>6,547</b>	<b>6,593</b>	<b>49.8%</b>
<b>Depreciation Expense</b>	<b>7,472</b>	<b>3,519</b>	<b>3,953</b>	<b>47.1%</b>
<b>Transfers and Other (Additions) Subtractions</b>	<b>293</b>	<b>130</b>	<b>163</b>	<b>44.3%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>61,704</b>	<b>29,202</b>	<b>32,502</b>	<b>47.3%</b>
<b>NONOPERATING REVENUES AND EXPENSES</b>				
State Appropriations	9,552	4,776	4,776	50.0%
Nonoperating federal revenue	5,400	2,351	3,049	43.5%
Investment Income	33	44	(11)	133.3%
Interest on capital asset related debt	(1,876)	(783)	(1,093)	41.7%
Loss on disposal of equipment	-	-	-	n/a
Gifts	1,240	565	675	45.6%
Payments on behalf of Shepherd University	-	-	-	n/a
Fees assessed by the Commission for interest and reserves	(38)	(9)	(29)	23.8%
<b>TOTAL NONOPERATING REVENUES AND EXPENSES</b>	<b>14,311</b>	<b>6,944</b>	<b>7,367</b>	<b>48.5%</b>
<b>Income (Loss) Before Other Revenues, Expenses, Gains or Losses</b>	<b>(2,936)</b>	<b>(1,384)</b>	<b>(1,552)</b>	<b>47.1%</b>
<b>OTHER REVENUES, EXPENSES, GAINS OR LOSSES</b>				
Capital Grants and Gifts	-	0	(0)	n/a
CTC Net Assets Transfer	-	3	(3)	n/a
Other Post Employment Benefits (OPEB) expense	(648)	(94)	(554)	14.5%
<b>Increase (Decrease) in Net Assets</b>	<b>(3,584)</b>	<b>(1,475)</b>	<b>(2,109)</b>	<b>41.1%</b>

Table 3

**Shepherd University**  
**Statement of Revenues, Expenses and Other Changes**  
**FY17 - For the Period from July 1, 2016 to December 31, 2016**  
(Dollars in Thousands)

	Budget FY17 Annual	Six Months Ended 12/31/16	Six Months Ended 12/31/15	% Change	\$ Change
<b>OPERATING REVENUES</b>					
Tuition and Fees	19,655	\$9,299	\$9,108	2.1%	\$191
Federal Grants and Contracts	1,457	568	366	55.2%	202
State and Local Grants and Contracts	4,408	2,202	2,288	-3.8%	(86)
Private Grants and Contracts	20	-	22	-100.0%	(22)
Sales and Services of Educational Activities	15	25	19	31.6%	6
Auxiliary Enterprises	18,285	8,477	9,488	-10.7%	(1,011)
Other Operating Revenues	617	303	342	-11.4%	(39)
<b>TOTAL OPERATING REVENUES</b>	<b>44,457</b>	<b>20,874</b>	<b>21,633</b>	<b>-3.5%</b>	<b>(759)</b>
<b>OPERATING EXPENSES</b>					
<b>Core Operating Expenses</b>					
<b>Primary Mission Costs</b>					
Instruction	18,553	8,609	7,879	9.3%	730
Academic Support	3,424	1,736	1,701	2.1%	35
Student Services	3,860	1,655	1,753	-5.6%	(98)
Scholarships & Fellowships	3,079	1,327	1,390	-4.5%	(63)
<b>Subtotal Primary Mission Costs</b>	<b>28,916</b>	<b>13,327</b>	<b>12,723</b>	<b>4.7%</b>	<b>604</b>
<b>Other Core Operating Expenses</b>					
Operations and Maintenance	5,016	2,239	2,281	-1.8%	(42)
Institutional Support	6,384	3,197	3,117	2.6%	80
Research	244	98	113	-13.3%	(15)
Public Service	239	145	122	18.9%	23
<b>Subtotal Other Core Operating Expenses</b>	<b>11,883</b>	<b>5,679</b>	<b>5,633</b>	<b>0.8%</b>	<b>46</b>
<b>Total Core Operating Expenses</b>	<b>40,799</b>	<b>19,006</b>	<b>18,356</b>	<b>3.5%</b>	<b>650</b>
<b>Auxiliary Expenses</b>	13,140	6,547	6,320	3.6%	227
<b>Depreciation Expense</b>	7,472	3,519	3,688	-4.6%	(169)
<b>Transfers and Other (Additions) Subtractions</b>	293	130	138	-5.8%	(8)
<b>TOTAL OPERATING EXPENSES</b>	<b>61,704</b>	<b>29,202</b>	<b>28,502</b>	<b>2.5%</b>	<b>700</b>
<b>NONOPERATING REVENUES AND EXPENSES</b>					
State Appropriations	9,552	4,776	4,916	-2.8%	(140)
Nonoperating federal revenue	5,400	2,351	2,690	-12.6%	(339)
Investment Income	33	44	18	144.4%	26
Interest on capital asset related debt	(1,876)	(783)	(970)	-19.3%	187
Loss on disposal of equipment	0	-	-	n/a	-
Gifts	1,240	565	553	2.2%	12
Payments on behalf of Shepherd University	0	-	-	n/a	-
Fees assessed by the Commission for interest and	(38)	(9)	(19)	-52.4%	10
<b>TOTAL NONOPERATING REVENUES AND EXPENSES</b>	<b>14,311</b>	<b>6,944</b>	<b>7,188</b>	<b>-3.4%</b>	<b>(244)</b>
<b>Income (Loss) Before Other Revenues, Expenses, Gains or Losses</b>	<b>(2,936)</b>	<b>(1,384)</b>	<b>319</b>	<b>-533.7%</b>	<b>(1,703)</b>
<b>OTHER REVENUES, EXPENSES, GAINS OR LOSSES</b>					
Capital Grants and Gifts	-	0	-	n/a	0
CTC Net Assets Transfer	-	3	1	200.0%	2
Other Post Employment Benefits (OPEB) expense	(648)	(94)	(309)	-69.6%	215
<b>Increase (Decrease) in Net Assets</b>	<b>(3,584)</b>	<b>(1,475)</b>	<b>11</b>	<b>-403.3%</b>	<b>(\$1,486)</b>

## UTILITIES RIGHT OF WAY AT TABLER FARM

The Tabler Farm property was acquired in 1991 as a 158 acre tract, from which 7.5 acres in the center had been previously subdivided and are privately owned. The private 7.5 acre tract enjoys the benefit of an access easement along the driveway into the farm property, from Billmyer Mill Road, as do several other property's to the north.

Potomac Edison already has long-established utilities right-of-ways (ROW) which come into the farm property from Billmyer Mill Road at a point more than 300 feet to the southeast of the driveway, running northward and parallel to the driveway to an area in the center of the farm. The established ROW then runs eastward to the old farmhouse, which is owned by the University, and also runs westward across the existing driveway and into the 7.5 acre private tract. All of this is on above-ground poles.

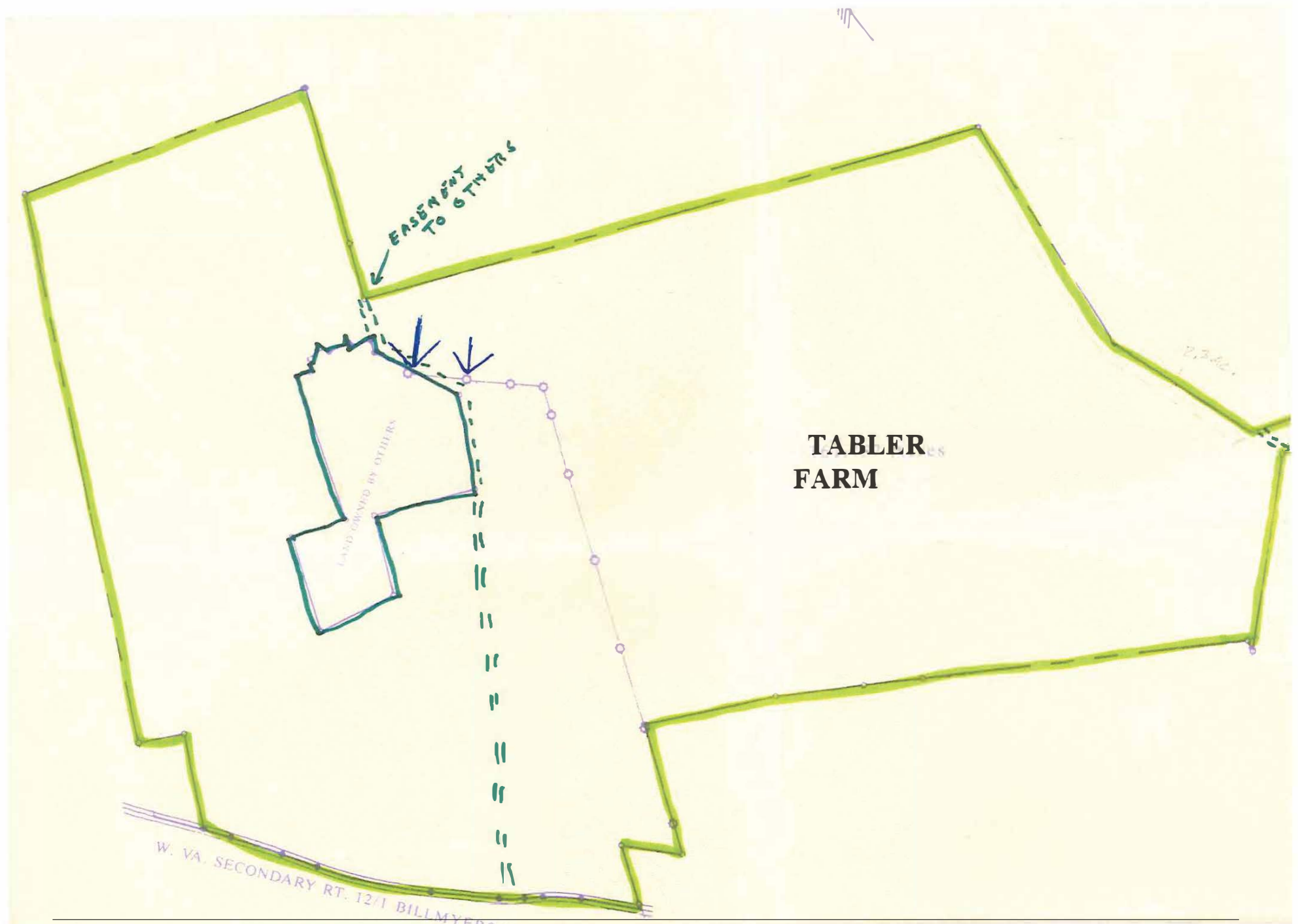
The owner of the 7.5 acre tract desires to have all of the electrical service line within his property underground. To accommodate this, Potomac Edison proposes to establish underground lines beginning at the existing pole east of and closest to the driveway. The foremost value in shifting the lines to an underground service is to avoid Potomac Edison's determination to completely remove two or more trees which encroach the ROW within the 7.5 acre tract and which are extremely old and which the owner aspires to save. The owner is therefore willing to accept the entire expense of the establishment of the underground service.

The ROW presented is entirely within the footprint of the already existing electrical service ROW, so it poses no planning conflicts for the University. Potomac Edison's determination is that the existing ROW does not clearly grant an option for underground burials of the service lines, and this further ROW would expressly authorize it. The University will gain the advantage of eliminating any overhead utility wires at the driveway.

The subsequent pages reflect an illustration of the farm property, followed by the proposed Right of Way.

The following resolution is recommended for adoption by the Board:

**RESOLVED**, That the Shepherd University Board of Governors approves the conveyance of the Right of Way to Potomac Edison Company as provided for in the Agenda Item 9-b materials of February 23, 2017, and authorizes the President to execute the Right of Way on its behalf.



**RIGHT-OF-WAY AGREEMENT (Distribution) (MD and WV)**

FORM X-4216 (03-13) Page 1 of 2

For good and valuable consideration, the receipt of which is acknowledged, and of the covenants and agreements herein contained, I/we,

the undersigned Grantors, grant unto THE POTOMAC EDISON COMPANY, a Maryland and Virginia corporation, its successors and assigns, (the "Company") a right-of-way TEN feet ( 10 ') wide for the purpose of constructing, reconstructing, inspecting, operating and maintaining an overhead and/or underground electric and communication system including all necessary poles, anchors, wires, trenches, conduits, cables, and other facilities under, over and upon the property which I/we own or in which I/we have any interest, situated in \_\_\_\_\_ District of \_\_\_\_\_ County, State of \_\_\_\_\_,

acquired by me/us from \_\_\_\_\_ by deed dated the \_\_\_\_\_ day of \_\_\_\_\_, of record in \_\_\_\_\_ Book No. \_\_\_\_\_ Page \_\_\_\_\_ of the land records of \_\_\_\_\_ County, State of \_\_\_\_\_ together with right of ingress to and egress from said right-of-way at all times over the lands of Grantors; said system and easement to be located as indicated on Company's Drawing No. 58163240, which is incorporated herein by reference and is either attached hereto or filed in Company office, said right-of-way being more particularly described as follows:

ON, OVER, UNDER, AND ACROSS THE PROPERTY OF THE UNDERSIGNED WITH INSTALLED FACILITIES BEING THE CENTER OF SAID EASEMENT. INSTALLING APPROX 400' OF PRIMARY FROM POLE # M80210-PE31 ON LANDS OF SHEPHERD UNIVERSITY IN WESTERNLY DIRECTION TO LANDS OF ERNEST JOHNSTON.

RIGHT OF WAY TO INCLUDE EASEMENT FOR ALL UNDERGROUND AND OVERHEAD FACILITIES. SEE ATTACHED DRAWING # 58163240

and to permit the installation of wires, cable, conduit or other facilities of any Company or persons. The Grantors, and their successors in ownership of the property, shall not, and shall not permit others to, plant any trees or erect or place any buildings or other structures on said property, except usual fences, nor alter the surface elevation of said property from the elevation existing upon completion of construction and/or burial of facilities hereunder. The Company shall have the right to install, maintain, operate and replace its underground and overhead facilities without responsibility for any damage caused thereby to trees, shrubs, flowers or any other obstruction grown, constructed or placed on said right-of-way and shall at all times have the right to clear and keep clear the right-of-way and to control, cut down, trim and remove trees, limbs and brush under and alongside of said facilities sufficiently for the safe and proper operation and maintenance thereof; said sum being in full payment therefor.

The Company shall pay for or repair all damages to Grantor's property caused by the construction, operation, maintenance, rebuilding and removal of said facilities, if notice in writing is given within thirty days after such damages are suffered, otherwise it is understood that such damages are waived.

Witness the following signatures and seals this \_\_\_\_\_ day of \_\_\_\_\_ in the year \_\_\_\_\_.

WITNESS:

GRANTOR:

_____	_____ / _____	_____
	(SIGNATURE)	(NAME - Please print)
_____	_____ / _____	_____
	(SIGNATURE)	(NAME - Please print)
_____	_____ / _____	_____
	(SIGNATURE)	(NAME - Please print)
_____	_____ / _____	_____
	(SIGNATURE)	(NAME - Please print)

State of \_\_\_\_\_ County of \_\_\_\_\_ to-wit:

I hereby certify that on this \_\_\_\_\_ day of \_\_\_\_\_ before me, a \_\_\_\_\_ (MONTH/YEAR)

Notary Public in and for the State and County aforesaid, personally appeared \_\_\_\_\_

known to me to be the person(s) whose name(s) is/are signed to the written instrument hereto annexed and acknowledged before me in my said County that he/she/they executed the same for the purposes therein contained, and that the actual consideration paid, including amounts assumed by the Grantee, is in the sum total of \_\_\_\_\_.

My Commission Expires \_\_\_\_\_ (NOTARY PUBLIC)

State of \_\_\_\_\_ County of \_\_\_\_\_ to-wit:  
I hereby certify that on this \_\_\_\_\_ day of \_\_\_\_\_ before me, a  
(MONTH/YEAR)  
Notary Public in and for the State and County aforesaid, personally appeared \_\_\_\_\_

known to me to be the person(s) whose name(s) is/are signed to the written instrument hereto annexed and acknowledged before me in my said County that he/she/they executed the same for the purposes therein contained, and that the actual consideration paid, including amounts assumed by the Grantee, is in the sum total of \_\_\_\_\_.

My Commission Expires \_\_\_\_\_  
(NOTARY PUBLIC)

### MARYLAND CERTIFICATION

*This instrument was prepared by the undersigned, an employee of The Potomac Edison Company, a party to the above instrument.*

\_\_\_\_\_  
(EMPLOYEE) (TITLE)

### DECLARATION OF CONSIDERATION (West Virginia)

The undersigned does hereby declare that the transfer involved in the document to which this declaration is appended is not subject to State Excise Tax upon the privilege of transferring the right-of-way for the reason designated as follows:

The cost being less than One Hundred Dollars (\$100).

Executed this \_\_\_\_\_ day of \_\_\_\_\_.

By \_\_\_\_\_  
(RIGHT-OF-WAY SOLICITOR)

*This instrument prepared by* **BRANDON SILVER** *under the direction of Gary A. Jack, Attorney for The Potomac Edison Company.*

RIGHT-OF-WAY

COUNTY LAND RECORDS

Name \_\_\_\_\_  
Line \_\_\_\_\_  
WBS Element/  
Internal Order \_\_\_\_\_  
Company \_\_\_\_\_  
Service Center \_\_\_\_\_  
State \_\_\_\_\_ County \_\_\_\_\_  
Date \_\_\_\_\_



## **POTOMAC PLACE RIGHT OF WAY AGREEMENT**

The construction of the Potomac Place residence hall includes the installation of new electrical service transformers and lines. To implement those changes, additional utilities right of way is required for Potomac Edison.

The attached right of way agreement would provide the utility company with the required linear routes from existing service to the identified location of the transformer. All of the equipment and right of way lines are north of West Campus Drive and east of the previously existing Parking Lot F.

As is typically the case with a new installation of this kind of equipment, Potomac Edison is also requiring a one year commitment for the University's use of these electrical services at this location.

The following resolution is recommended for adoption by the Board:

**RESOLVED**, That the Shepherd University Board of Governors approves the conveyance of the Right of Way to Potomac Edison Company as provided for in the Agenda Item 9-c materials of February 23, 2017, and authorizes the President to execute the Right of Way on its behalf.

**The Potomac Edison Company™**

**RIGHT-OF-WAY AGREEMENT (Distribution) (MD and WV)**

FORM X-4216 (03-13) Page 1 of 2

For good and valuable consideration, the receipt of which is acknowledged, and of the covenants and agreements herein contained, I/we,

the undersigned Grantors, grant unto THE POTOMAC EDISON COMPANY, a Maryland and Virginia corporation, its successors and assigns, (the "Company") a right-of-way TEN feet (10 ) wide for the purpose of constructing, reconstructing, inspecting, operating and maintaining an overhead and/or underground electric and communication system including all necessary poles, anchors, wires, trenches, conduits, cables, and other facilities under, over and upon the property which I/we own or in which I/we have any interest, situated in \_\_\_\_\_ District of \_\_\_\_\_ County, State of \_\_\_\_\_ ,

acquired by me/us from \_\_\_\_\_

by deed dated the \_\_\_\_\_ day of \_\_\_\_\_ , of record in \_\_\_\_\_ Book No. \_\_\_\_\_

Page \_\_\_\_\_ of the land records of \_\_\_\_\_ County, State of \_\_\_\_\_

together with right of ingress to and egress from said right-of-way at all times over the lands of Grantors; said system and easement to be located as indicated on Company's Drawing No. 58061613 , which is incorporated herein by reference and is either attached hereto or filed in Company office, said right-of-way being more particularly described as follows:

ON, OVER, UNDER, AND ACROSS THE PROPERTY OF THE UNDERSIGNED WITH INSTALLED FACILITIES  
BEING THE CENTER OF SAID EASEMENT. INSTALLING APPROX UNDERGROUND FACILITIES FROM  
EXISTING JUNCTION # 2040658-PE31 ON GRANTORS PROPERTY IN WESTERNLY DIRECTION TO  
NEW FACILITIES TO BE INSTALLED

RIGHT OF WAY TO INCLUDE EASEMENT FOR ALL UNDERGROUND AND OVERHEAD FACILITIES.  
SEE ATTACHED DRAWING # 58061613

and to permit the installation of wires, cable, conduit or other facilities of any Company or persons. The Grantors, and their successors in ownership of the property, shall not, and shall not permit others to, plant any trees or erect or place any buildings or other structures on said property, except usual fences, nor alter the surface elevation of said property from the elevation existing upon completion of construction and/or burial of facilities hereunder. The Company shall have the right to install, maintain, operate and replace its underground and overhead facilities without responsibility for any damage caused thereby to trees, shrubs, flowers or any other obstruction grown, constructed or placed on said right-of-way and shall at all times have the right to clear and keep clear the right-of-way and to control, cut down, trim and remove trees, limbs and brush under and alongside of said facilities sufficiently for the safe and proper operation and maintenance thereof; said sum being in full payment therefor.

The Company shall pay for or repair all damages to Grantor's property caused by the construction, operation, maintenance, rebuilding and removal of said facilities, if notice in writing is given within thirty days after such damages are suffered, otherwise it is understood that such damages are waived.

Witness the following signatures and seals this \_\_\_\_\_ day of \_\_\_\_\_ in the year \_\_\_\_\_ .

WITNESS:

GRANTOR:

_____	/	_____
(SIGNATURE)		(NAME - Please print)
_____	/	_____
(SIGNATURE)		(NAME - Please print)
_____	/	_____
(SIGNATURE)		(NAME - Please print)
_____	/	_____
(SIGNATURE)		(NAME - Please print)

State of \_\_\_\_\_ County of \_\_\_\_\_ to-wit:

I hereby certify that on this \_\_\_\_\_ day of \_\_\_\_\_ before me, a  
(MONTH/YEAR)

Notary Public in and for the State and County aforesaid, personally appeared \_\_\_\_\_

known to me to be the person(s) whose name(s) is/are signed to the written instrument hereto annexed and acknowledged before me in my said County that he/she/they executed the same for the purposes therein contained, and that the actual consideration paid, including amounts assumed by the Grantee, is in the sum total of \_\_\_\_\_ .

My Commission Expires \_\_\_\_\_  
(NOTARY PUBLIC)

State of \_\_\_\_\_ County of \_\_\_\_\_ to-wit:  
I hereby certify that on this \_\_\_\_\_ day of \_\_\_\_\_ before me, a  
(MONTH/YEAR)  
Notary Public in and for the State and County aforesaid, personally appeared \_\_\_\_\_

known to me to be the person(s) whose name(s) is/are signed to the written instrument hereto annexed and acknowledged before me in my said County that he/she/they executed the same for the purposes therein contained, and that the actual consideration paid, including amounts assumed by the Grantee, is in the sum total of \_\_\_\_\_.

My Commission Expires \_\_\_\_\_

(NOTARY PUBLIC)

### MARYLAND CERTIFICATION

*This instrument was prepared by the undersigned, an employee of The Potomac Edison Company, a party to the above instrument.*

(EMPLOYEE)

(TITLE)

### DECLARATION OF CONSIDERATION (West Virginia)

The undersigned does hereby declare that the transfer involved in the document to which this declaration is appended is not subject to State Excise Tax upon the privilege of transferring the right-of-way for the reason designated as follows:

The cost being less than One Hundred Dollars (\$100).

Executed this \_\_\_\_\_ day of \_\_\_\_\_

By \_\_\_\_\_  
(RIGHT-OF-WAY SOLICITOR)

*This instrument prepared by* **BRANDON SILVER** *under the direction of Gary A. Jack, Attorney for The Potomac Edison Company.*

RIGHT-OF-WAY

COUNTY LAND RECORDS

Name	_____
Line	_____
WBS Element/ Internal Order	_____
Company	_____
Service Center	_____
State	_____
County	_____
Date	_____

T21943-PE31

DIR: RT 45 EAST TO SHEPHERD UNIVERSITY  
WEST CAMPUS -- WHERE OLD TENNIS CT WAS

T21942  
PE31  
T21942-PE31

PDMT # 198310C3730  
INSTALL 750 KVA 120/208 PDMT XFMR  
WITH METERING PACKAGE ON IT  
INSTALL (3) 3/0 ELBOWS  
INSTALL (3) ARRESTORS  
INSTALL (4) 16 POS "Z" BARS  
CONNECT UP CUSTOMER SECONDARIES  
-- WILL BE INSTALLING 12 SETS OF 750 AL

M113861  
PE31

PVT0438  
PE31

T27115  
PE31  
T2711

2032255  
PE31



750(E)  
198310  
C3730

204065  
PE31

JUNCTION # 204065  
INSTALL (3) 3/0 ELBOWS

INSTALL APPROX 125 FT BUNDLED  
3 PHASE -- 3/0 UG PRIMARY

20432  
PE31

Designer : SILVER,BRANDON L	Phone : (304)267-3258	WR Name : 58061613	 Region : Potomac Edison -- Potomac Edison Region	 Scale : 1:52		
Sales Rep : TROXELL,TIMOTHY R	Phone : (301)582-5208	Township -- County: ----			Substation : N/A	Circuit : N/A
Scheduler : SANDY,KYLE E	Phone : (304)267-3262	Cust/Elect Name: ----			Upstream Device: N	
Work Request: <b>58061613</b>	SAP Order # : 14964548	Customer: HARKINS BUILDERS,			Primary Voltage : 208Y/120 V	
Apprvl: _____ Date: _____	Apprvl: _____ Date: _____	Street No : 170			Forestry Req: N	Easment: N
Proposal : [Y or N] #'s: N	City : SHEPHERDSTOWN	Zip : 25443	Foreman's Signature: _____	Const. Comp. Date: _____		

## **PROPOSED 2017-2018 ENROLLMENT, HOUSING, DINING AND OTHER FEES**

### **Tuition and Fees**

Shepherd University is proposing a 2.2 percent increase to in-state and out-of-state undergraduate and graduate tuition and required fees for FY2018. The increase would result in the per semester charges shown in the table below:

	<b>FY2017</b>	<b>Proposed FY2018</b>	<b>Increase</b>
Undergraduate in-state	\$3,585	\$3,664	\$79
Undergraduate out-of-state	\$8,742	\$8,934	\$192
Graduate in-state (credit hour)	\$435	\$445	\$10
Graduate out-of-state (credit hour)	\$622	\$636	\$14
Graduate – DNP	\$681	\$696	\$15

The proposed tuition and fees increases balance financial pressures for sustenance of quality academic programs and instruction, student support services, and student programming while recognizing that cost is a difficult challenge for many students.

Three critical factors drive the content of the institutional budget: State funding, university enrollments, and operational expenses.

- Since FY2013, West Virginia State appropriations have been decreased by 16.63 percent, or \$1,981,397, including the FY2017 rescission of \$191,000. Shepherd remains last among its peer State institutions with regard to appropriation distribution. We fear and need to anticipate further reductions in our State appropriations for FY2018. Mandatory operational expenses including general costs of supplies and services; a possible unfunded increase in employer-paid PEIA premiums; faculty promotions in rank; maintenance, IT and utilities costs will all be factors leading to increased expenses in FY2018.
- University enrollments have been declining since 2012. Enrollment challenges are not exclusive to Shepherd University as 10 out of 11 West Virginia public universities experienced declining enrollments over the last five years. Shepherd has new programs and initiatives underway to address enrollment and student attrition/retention, and the Potomac Place initiative has contributed to enrollment and housing requests, even during its early phases of construction.
- University operational expenses are being reviewed in an attempt to reduce overall operating expenses and maximize efficiencies. Debt refinancing and procurement credit card service charges are two areas where we will see significant cost reduction in the coming fiscal year. All non-academic travel has been eliminated except when it negatively impacts operations. The President has appointed a financial working group to address the ongoing deficit and had previously declared this to be “The Year of Maximizing Efficiencies.”

Public universities in West Virginia and our neighboring states are also experiencing enrollment and financial challenges. It is reasonable to project that our peer regional, public universities will be increasing tuition, fees, room, and board for FY2018. A tuition and fees increase study was completed to determine Shepherd's price point among peer institutions in West Virginia. With a two percent increase, Shepherd's price point will remain at a reasonable range.

Undergraduate semester rate table:

School	2016-2017	2% Increase	2017-2018
Shepherd University	\$3,585	\$72	\$3,657
Fairmont State	\$3,476	\$70	\$3,546
Glenville State	\$3,540	\$71	\$3,611
WVU	\$3,996	\$80	\$4,076
Marshall University	\$3,577	\$72	\$3,649
Concord University	\$3,540	\$71	\$3,611

Graduate credit hour table:

School	2016-2017	2% Increase	2017-2018
Shepherd	\$435	\$9	\$444
Fairmont State	\$405	\$8	\$413
WVU*	\$500	\$10	\$510
Marshall*	\$446	\$9	\$455
Concord University	\$ 403	\$8	\$411

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

## **Residence Life and Dining Services**

### **Proposed Room Rates**

No rate increases to our traditional and suite housing styles are recommended for FY2018. A modest decrease in the apartment rates is recommended. The standard apartment double room rate would decrease by \$70 per semester; the corresponding standard apartment single rate would decrease by \$93 per semester. The deluxe apartment double rate would decrease by \$71; the corresponding deluxe apartment single rate would decrease by \$96. Upon completion of a local rental market study, the Residence Life department concluded that a slight decrease in apartment rates was needed to remain competitive within the local Eastern Panhandle rental market.

Potential rental rates for Potomac Place were established as part of the project's feasibility study. Rates were determined based on student responses to room pricing and residence hall amenity questions during focus groups. At 95 percent occupancy, the room rates generate enough revenue to cover the building's operating expenses, debt service, fund the debt service reserve and produce a debt coverage ratio of 1.34 in the first full year of debt service payments and projected net revenue of 15.7 percent.

Proposed FY2018	Double	Single	Double	Single
Room Rates:	FY2017	FY2017	FY2018	FY2018
East Campus	\$2,260	\$3,277	\$2,260	\$3,277
Shaw/Thatcher	\$2,815	\$4,081	\$2,815	\$4,081
Westwoods/Miller	\$3,170	\$4,216	\$3,170	\$4,216
Potomac Place	N/A	N/A	\$3,188	\$4,275
Apartments	\$3,465	\$4,608	\$3,395	\$4,515
Apartments (Deluxe)	\$3,606	\$4,796	\$3,535	\$4,700

### Proposed Board Rates

No rate increase across the four continuing traditional meal plans offered to students at Shepherd University is recommended.

Proposed FY2018			
Board Rates:	FY2017	FY2018	FY2018
The Deluxe Block 300	\$2,349	0%	\$2,349
The Basic 19	\$2,099	0%	\$2,099
The Flex 15	\$2,035	0%	\$2,035
The Block 190	\$2,085	0%	\$2,085

### Enrollment Fees

Undergraduate Enrollment Fees would be increased in the following subcomponents:

	Undergraduate (Per Semester)					
	In-State			Out-of-State		
	Current	Proposed	Requested Increase	Current	Proposed	Requested Increase
Tuition and Required Educational and General	\$2,615	\$2,682	\$67	\$7297	\$7477	\$180
Capital Fees	\$292	\$292	\$0	\$767	\$767	\$0
Auxiliary Fees	\$185	\$185	\$0	\$185	\$185	\$0
Athletic Equity Fee	\$75	\$81	\$6	\$75	\$81	\$6
Athletic Fee	\$217	\$223	\$6	\$217	\$223	\$6
Auxiliary Capital Fee	\$201	\$201	\$0	\$201	\$201	\$0
Total	\$3,585	\$3,664	\$79	\$8742	\$8934	\$192
Percentage Increase	2.20%			2.20%		

### Course Fees

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

<b>Baccalaureate Unit</b>	<b>Fee Type</b>	<b>Current Fee</b>	<b>Requested Fee (Per Semester)</b>	<b>Total Increase</b>
COMM 302 Narrative Screenwriting	Course	\$25	\$35	\$10
COMM 326 Radio Practicum	Course	\$25	\$35	\$10
COMM 329 Sound Design	Course	\$25	\$35	\$10
COMM 333 Music Video	Course	\$25	\$35	\$10
COMM 335 Writing Across Platforms	Course	\$25	\$35	\$10
COMM 343 Graphic Novel	Course	\$25	\$35	\$10
COMM 344 Game Design	Course	\$25	\$35	\$10
COMM 345 Animation and Communication	Course	\$25	\$35	\$10
COMM 346 Motion Graphics	Course	\$25	\$35	\$10
COMM 349 New Media Practicum	Course	\$0	\$35	\$35
COMM 348 News Practicum	Course	\$25	\$35	\$10
COMM 350 Single Camera Production	Course	\$25	\$35	\$10
COMM 352 Computer Mediated Comm	Course	\$25	\$35	\$10
COMM 360 Studio Production	Course	\$25	\$35	\$10
COMM 406 Advertising and Imagery	Course	\$25	\$35	\$10
COMM 420 Advanced Production	Course	\$25	\$35	\$10
COMM 435 Communication Research	Course	\$25	\$35	\$10
COMM 447 Adv Internet Media	Course	\$25	\$35	\$10
COMM 470 Strategic Campaigns	Course	\$25	\$35	\$10
COMM 322 01 Social Media	Course	\$0	\$35	\$35
COMM 321 01 Public Relations Principles	Course	\$0	\$35	\$35
GSPE 210	Course	\$37	\$40	\$3
RECR 430	Course	\$37	\$40	\$3
RECR 320	Course	\$37	\$40	\$3
RECR 370	Course	\$37	\$40	\$3
RECR 350	Course	\$37	\$40	\$3
RECR 450	Course	\$37	\$40	\$3
PHED 246	Course	\$37	\$40	\$3
HLTH 225	Course	\$37	\$40	\$3
HLTH 390	Course	\$37	\$40	\$3
ATHC 324	Course	\$37	\$40	\$3
ENGL 101A	Course	\$0	\$15	\$15
ENGL101B	Course	\$0	\$15	\$15
MATH 101A	Course	\$0	\$15	\$15
MATH 101B	Course	\$0	\$15	\$15

**Communications:** All of the proposed course fees reflect a \$10 increase to offset increased technology costs; fees are used to acquire equipment and materials that will have direct impact on students and will be accessible in the Communication labs and studios. The new fee collected for COMM 349 (Fall 2017) will be used to provide equipment and components for the TV studio.

**Health, Physical Education, Recreation and Sport:** The fees generated from these courses provide the salary for the Human Performance Lab (HPL) Director, equipment maintenance fees, needed teaching resources and materials such as a stationary bike, treadmill, blood pressure cuffs, etc., as well as the required maintenance and upkeep of the hydrostatic weight tank. These fees are essential to the HPL as this area is continually in need of up-to-date teaching and training resources needed for Health Promotion and Exercise Science, Physical Education, and some Recreation and Sport majors.

**Center for Teaching and Learning:** The Center for Teaching and Learning (CTL) proposes a new course fee of \$15 for all stretch courses (ENG 101A and B, MATH 101A and B). These courses are offered for two credits, but meet three hours a week. The “extra” hour is a tutorial session or workshop led by the faculty member, and the fee will go directly to the costs of staffing those tutorial hours. (Note that, like all students, students in stretch courses also have free access to peer tutors). The co-curricular approach to remediation is supported by the HEPC, and this model of funding the tutorial or workshop hour has been used at other West Virginia institutions and was presented during state-sponsored workshops this year. Stretch courses have total enrollments of approximately 700 students per year.

The following resolution is recommended for adoption by the Board:

**RESOLVED**, That the Shepherd University Board of Governors adopts the enrollment, housing, dining and others fees schedules for FY2018, effective August 2017, as presented in the Agenda materials of February 23, 2017.

## **NOMINATION AND ELECTION FOR NEW AUDIT COMMITTEE**

In light of the amendment of the bylaws completed at the November meeting, an Audit Committee is established independent of the Finance and Facilities Committee. It is recommended that the Chair nominate and that the Board elect three members to the new Audit Committee for the remainder of the current year.

The new Bylaws provide:

The Audit Committee shall consist of three members, all of whom shall have some experience in matters of finance and/or accounting, and shall include at least one member who possesses accounting or financial management expertise; provided, however, that no Board Member may serve on this Committee at any time that said Member is receiving any compensation, directly or indirectly, for consulting or any service provided to the University. The members of the Committee, and its Chair, shall be elected annually by the Board at the Annual Meeting, following an initial nomination by the newly elected Chair. The Committee shall have the responsibility to oversee the University's financial reporting and audit processes. It shall also be responsible for establishing procedures for receiving, investigating and resolving "whistleblower" or other complaints concerning the University's financial and accounting practices.

The primary function of the Audit Committee is to assist the Board of Governors in its oversight responsibilities. The Committee's principal activities will include:

- Oversight of the University's grant activity;
- Oversight of the University's internal control structure;
- Review of the Internal Audit functions;
- Selection and retention of independent auditors;
- Review of the annual audit plan; and
- Oversight of the University's financial reporting.

The Audit Committee shall have the power to conduct or authorize investigations into matters involving errors and irregularities or any other matters within the Committee's scope of responsibilities. The Committee shall be empowered to retain independent counsel, accountants, or others to assist it in the conduct of investigations. In discharging its oversight role, the Committee is empowered to investigate any matter brought to its attention with full access to all books, records, facilities, and personnel of the University and the power to retain outside counsel, or other experts for this purpose.