Surviving Uncertain Times: Delivering Education in a Challenging Environment

President’s Report
Fall Assembly
September 14, 2020
Presentation Outline

• Surviving Uncertain Times – President Mary J.C. Hendrix

• Dr. Scott Beard (Provost/VP Academic Affairs)
  ✓ Delivering Education in a Challenging Environment

• Dr. Richard Stevens (Interim VP for Enrollment Management)
  ✓ Fall 2020 Student Enrollment Estimate
  ✓ Marketing and Recruiting Fall 2020 and Spring 2021
  ✓ Update on the Recruitment of the VPEM

• Pam Stevens (VP for Finance/CFO)
  ✓ FY2021 Financial Update
  ✓ COVID-19 Related Expenditures (FY2020 and FY2021 YTD)

• Dr. Chiquita Howard-Bostic (AVP for Diversity, Equity, and Inclusivity)
  ✓ Office for Diversity and Equity

• Select New Initiatives
Surviving Uncertain Times: Shepherd’s Guiding Principles

• Shepherd University maintains financial stability.

• Our students, faculty and staff remain healthy.

• The University sustains the integrity and quality of education and degrees for the next generation of professional leaders and model citizens - - and continues to serve as an educational resource for the community.

• The academic enterprise prepares for the 2021 submission of the 10-year HLC accreditation review.

• Meetings to review benchmarks and progress related to our Strategic Plan (under the leadership of Drs. Scott Beard and Stacey Kendig) are underway - - and new members have been added to the implementation teams. Please refer to https://www.shepherd.edu/strategic-plan/.
In preparation for the opening of the Fall semester, the Campus Health Task Force (CHTF) coordinated multiple, campus-wide initiatives including:

• COVID-19 testing for more than 3,000 individuals;

• Online Daily Health Check for students, staff, and guests of the University;

• Classroom de-densification by reducing the number of students by 40%;

• Identification of spaces throughout campus to provide students places to study or attend online courses remotely, especially for students with back-to-back in-person instruction and online classes;

• Mandatory face coverings;

• Addendums to the Student Code of Conduct to expedient resolution of any non-compliance behavior that could cause harm to others, or to the campus community;

• Distribution of more than 3,500 care kits to the campus community;

• De-densification of residence halls by providing single occupancy accommodations and placing additional students in the Clarion Hotel;

• Providing tents, tables, and chairs on the Midway to accommodate seating for up to 80;
Surviving Uncertain Times (cont.)

• Food venues equipped with extra safety precautions - with specific pedestrian flow, plastic separation screens, and reduced seating capacity;

• Developing MOUs between Shepherd, Jefferson County Health Department and Berkeley Medical Center - to facilitate urgent testing needs;

• Securing 40 infrared touchless thermometers and placing them in strategic locations across campus;

• Distributing thousands of face coverings; and

• Adopting extensive Student Group Operating Procedures during the pandemic for all clubs, activities, and student events on campus.

The CHTF, under the guidance and coordination of the Jefferson County Health Department, provided clinical samples for COVID-19 testing for all staff, faculty and students. A specific timeframe was chosen in order to provide a baseline for the entire campus community. There was no charge for testing as this was a directive from Governor Jim Justice. The testing took place within a seven-day period. Between 300-500 individuals were tested each day, and staff provided more than 1,000 volunteer hours to execute the testing. Shepherd University DNP students were instrumental in providing the support required to supervise the actual self-administered test. Weekly COVID-19 updates for our campus are provided every Friday in “Highlights”.

Shepherd University
Classroom Protocols for Ensuring Campus Safety

How often are academic spaces being cleaned/sanitized?

Academic spaces are cleaned/sanitized daily, Monday – Friday, and the library and residence halls are cleaned/sanitized 7 days/week. Customer Service Workers are also attempting to clean all public areas, stairwells, touchpoints, areas of high traffic, and elevators, at least twice daily.

What kind of sanitizing wipes are used, and who is responsible for wiping surfaces in academic spaces between classes?

Sanitizing wipes saturated with either a hydrogen peroxide dilution or a 3M product solution are being used. Both are CDC List N approved and COVID specific. Students are asked (not required) to wipe their classroom seating (i.e., chair, desk, etc.) upon entering a classroom. Teachers may also use the wipes to clean their “space” (desk, chair, etc.) and other equipment used during class.

Can we be confident that efforts to remove the SARS-CoV-2 from campus surfaces have been successful?

The University is working with Assured Bio Lab, LLC, an accredited lab which ensures the quality of laboratory analysis for surface and air for the presence of SARS-CoV-2. The Lab has performed two sampling protocols throughout our campus. The first was the baseline, taken the week prior to the first day of classes; the second was taken the week of August 24. Both test results indicated no evidence of SARS-CoV-2 present in the samples analyzed.

What additional measures are being taken by the University?

TruSens Air Purifiers have been placed in strategic locations across campus. The air purifiers detect, filter and report the cleanliness of the ambient air in the spaces they are placed. The University will continue to deploy TruSens units throughout campus to ensure air quality and safety.
A Special Thank You to Members of the Campus Health Task Force

• Ms. Holly Morgan Frye (Chair)
• Mayor Jim Auxer
• Scott Beard
• Rebecca Boehler
• Joey Dagg
• Marie DeWalt
• John McAvoy

• Valerie Owens
• Alan Perdue
• Elisabeth Sechler
• Jack Shaw
• Pam Stevens
• Richie Stevens
• Chauncey Winbush

and Facilities
A Special Acknowledgement To:

• Kay Dartt – 3D Fabrication Manager
• Chase Molden – Theater Technical Director
• Michael Mendez – Adjunct Instructor, Contemporary Art and Theater

For:
• Generating more than 3,000 PPE items for first responders, faculty, staff, students, and community members;
• Developing the N95 mask model adopted by the WV National Guard - - and called the “Shepherd mask”; and
• Designing and creating hundreds of protective acrylic screens and partitions for utilization across campus.
Delivering Education in a Challenging Environment

- **Academic Delivery for Fall 2020**: A blended environment of in-person, hybrid and online. From a total of 1,080 Active Course Sections (as of 8/27/2020).
  - 310 are online (30%). 126 are synchronous and 184 are asynchronous. 357 Hybrid (35%); 363 in-person (35%). *Note: Continuing Education courses are not included.*

- **Safe Environment**: Instructional spaces were reset for COVID-19 capacity with designated seating and removal of superfluous furniture.

- **Be Flexible**: Customized approach to providing flexibility to meet student needs regardless of course modality.

- **Connecting**: To help students navigate the blended environment, rooms are designated throughout campus to provide those with synchronous online classes a place to connect.

- **Qualified Faculty**: Faculty teaching classes entirely online have been trained and certified to teach in this modality using Quality Matters (QM) standards and/or certification.

- **Resources**: Expanded online training opportunities and resources have been provided to faculty by the Center for Teaching and Learning and through grant funding from the WV Higher Education Policy Commission (HEPC).
Enrollment Management

- Student Enrollment Estimate Fall 2020
- Marketing and Recruiting Fall 2020 and Spring 2021
- Update on the Recruitment of the VPEM
# Student Enrollment Estimate

## Fall 2020

<table>
<thead>
<tr>
<th>Headcount by Student Type</th>
<th>Fall 2020 Build</th>
<th>Fall 2020 Targets</th>
<th>% of Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continuing Undergraduate</td>
<td>1,738</td>
<td>1,697</td>
<td>102.4%</td>
</tr>
<tr>
<td>First-time in College</td>
<td>517</td>
<td>550</td>
<td>94.0%</td>
</tr>
<tr>
<td>Re-admit</td>
<td>33</td>
<td>30</td>
<td>110.0%</td>
</tr>
<tr>
<td>Transfer</td>
<td>177</td>
<td>200</td>
<td>88.5%</td>
</tr>
<tr>
<td>Continuing Graduate</td>
<td>97</td>
<td>110</td>
<td>88.2%</td>
</tr>
<tr>
<td>New Graduate Student</td>
<td>79</td>
<td>65</td>
<td>121.5%</td>
</tr>
<tr>
<td><strong>Total Degree Seeking Enrollment</strong></td>
<td><strong>2,641</strong></td>
<td><strong>2,652</strong></td>
<td><strong>99.6%</strong></td>
</tr>
<tr>
<td>Non-degree Undergraduate</td>
<td>253</td>
<td>600</td>
<td>42.2%</td>
</tr>
<tr>
<td>Non-degree Graduate</td>
<td>204</td>
<td>200</td>
<td>102.0%</td>
</tr>
<tr>
<td><strong>Total University Enrollment</strong></td>
<td><strong>3,098</strong></td>
<td><strong>3,452</strong></td>
<td><strong>89.7%</strong></td>
</tr>
</tbody>
</table>

Note: Snapshot taken after drop/add week and drop for non-payment.
Marketing and Recruiting
Fall 2020 and Spring 2021

New Students

• The Common App
• Digital Marketing Partner-Gauge Digital Marketing
• Financial Aid Videos
• Pivoting to Virtual Recruitment Fairs/Virtual Admissions Tours
• Exploring Options for Expansion of Metro Scholarships
• CARES Funding
• Virtual Orientation, Registration, Advising (Summer 2020)

Current Students

• CARES Funding
• Expanding Course Delivery Definitions - Advising Strategy (Spring 2021)
Update on the Recruitment of the VPEM

- Applications received by the deadline – 56
- Applicants interviewed in first round – 10 scheduled (1 accepted alternate job)
- Applicants interviewed in second round – 5 scheduled (1 accepted alternate job)
- Final recommendation to President Hendrix – November 9, 2020
- Potential start date – January 2021

Members of the Committee:
- Richie Stevens (Chair)
- James Broomall
- Joyce Cabral
- Yee Cho
- Arnetta Fletcher
- Melanie Ford
- Holly Morgan Frye
- Valerie Owens
- Bea Stottlemyer
- Shannon Zimmerman
FY2021 Financial Update
(7/1/20 – 6/30/21)

Target: Eliminate Deficit by FY2022 Year-end

Opportunities/Challenges/Solutions – Revenue:

• No Increase in Tuition and Fees for FY2021
• Room and Board – no single rate charges
  o Single occupancy in most rooms for safety related to the COVID-19 pandemic; some exceptions as requested for two students.
  o Overflow redirected to Clarion at no change in board rate to students; approximately 50 students residing there for the Fall semester; may extend to spring, if needed.
  o Enrollment will present a significant challenge due to the COVID-19 pandemic. Our Fall enrollment aligns with the FY2021 budget for tuition and fees, which is slightly above FY2020 at $14.8 million (compared to $14.5 million).
• State Appropriation Remains Unchanged for FY2021 at $12,684,000
  o Increase in FY2020 ($2.7 million) contributed to a significant budget reduction in the deficit from $4.554 million to $1.619 million.
FY2021 Financial Update (cont.)
Target: Eliminate Deficit by FY2022 Year-end

Emphasis on Cost Containment Through Budget Reductions:

Additional Initiatives: $1,200,000 loan funding obtained

- Interest free energy-saving loan from HEPC – planned use is to deploy propane boilers and HVAC replacement in Byrd/Science (*bid in progress*);
- Capital improvements – replaced Student Center and Knutti Hall rooftops with additional foundation repairs (*energy savings should result from both*);
- Continue early intervention – student account collection (*ongoing*);
- RFP issued to convert to a hosted VOIP telephone service campus wide;
- RFP in progress for East Campus Loop Development – will result in relocation of dining hall - - newly designed use of that space by external developer with Shepherd input and financial benefits;
- Continue travel prohibition in most instances through December and re-evaluate based on COVID-19 guidelines in January;
- Continue budget monitoring to ensure responsible spending which is essential to stay on course; and
- Reduction in Operating Expenses by approximately $2 million in FY2020.
## FY2021 Operating Projection
*(in thousands)*

<table>
<thead>
<tr>
<th></th>
<th>Budget FY2020</th>
<th>Pre-Audit FY2020</th>
<th>Budget to Actual Variance</th>
<th>Budget FY2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Revenue</strong></td>
<td>54,197</td>
<td>53,443</td>
<td>(754)</td>
<td>50,892</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>57,091</td>
<td>55,062</td>
<td>(2,029)</td>
<td>53,776</td>
</tr>
<tr>
<td><strong>Increase (Decrease) in Net Position</strong></td>
<td>(2,894)</td>
<td>(1,619)</td>
<td>1,275</td>
<td>(2,884)</td>
</tr>
<tr>
<td><strong>Increase (Decrease) in Cash</strong></td>
<td>(400)</td>
<td>1,440</td>
<td>1,840</td>
<td>(1,065)</td>
</tr>
<tr>
<td><strong>Ending Cash</strong></td>
<td>8,814</td>
<td>10,254</td>
<td>1,440</td>
<td>9,189</td>
</tr>
<tr>
<td><em>Days Cash on Hand</em></td>
<td>66</td>
<td>79</td>
<td></td>
<td>73**</td>
</tr>
</tbody>
</table>

*Industry Standard is 90 days

**Better than most other West Virginia institutions*
## COVID-19 Related Expenditures

**FY2020 and FY2021 (YTD)**

<table>
<thead>
<tr>
<th></th>
<th>FY2020</th>
<th>FY2021 (YTD)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Non-payroll Expenses</strong></td>
<td>$90,431.80</td>
<td>$50,239.51</td>
</tr>
<tr>
<td><strong>Payroll Expenses</strong></td>
<td>$140,265.30</td>
<td>$127,643.66</td>
</tr>
<tr>
<td><strong>Total FY2020 and FY2021 (YTD) Non-payroll and Payroll Expenses:</strong></td>
<td><strong>$230,697.10</strong></td>
<td><strong>$177,883.17</strong></td>
</tr>
</tbody>
</table>

**Combined FY2020 and FY2021 (YTD) Expenses:** $408,580.27
Office for Diversity and Equity

- Shepherd’s Office for Diversity and Equity has been officially established in Gardiner Hall – with a work station for student interns, a collaboration building/meeting area, and a lounge for affinity groups.

- The AVP for Diversity, Equity, and Inclusivity has partnered with Shepherd’s human resources team to update the Universities search committee training module and to expand and diversify sources through which Shepherd advertises job openings.

- A new dynamic Diversity, Equity, and Title IX training is being developed to accommodate Shepherd’s policies for diversity and inclusion and new federal regulations that modify the former Title IX Sexual Misconduct Policy. An interim Title IX Sexual Harassment policy went into effect on August 14.

- Dr. Howard-Bostic is leading the effort to recognize all-gender access to specific single occupancy restroom facilities on campus.

- Invitations have been extended by Colleges and Departments to discuss the mission of the Office and resources available for related activities.
Select New Initiatives
Shepherd University students, faculty, and staff transform higher education through our commitment and support for inclusion, social justice, and diversity, which are essential to our educational mission.

OUR VALUES
We are dedicated to treating everyone with fairness, kindness, and civility by upholding meaningful values that are linked to academic inquiry and knowledge.

COMMİTTED
• Commit to conducting ourselves in a manner that promotes an inclusive, positive, respectful, and safe climate, and acknowledge, protect, and support the safety and dignity of all individuals by standing up and calling attention to behavior and actions inconsistent with our values.
• Commit to timely responses to those impacted by those behaviors.

ACCOUNTABLE
• Take responsibility for our own actions and behaviors and contribute to our collective success, recognizing that our decisions impact other members of the University community.

REСПECTFUL
• Dedicate ourselves to being considerate and responsive to the needs of others, always interacting in a positive, respectful, and appropriate manner, and we avoid actions, attitudes, and behaviors that disrespect, degrade, or dehumanize others.
• Acknowledge the uniqueness of each individual and support their personal journey to success.

EVOVLE
• Continually evolve in creating and embracing an environment that respects and endorses efforts that celebrate the uniqueness of each individual, encouraging change that is for the greater good.

WE C.A.R.E.
Remember: Words and Actions Matter

When Civility Code violations have occurred, please stand up—don’t stand by!
Students: 304-876-5030 (Student Affairs)
Faculty: 304-876-5313 (Faculty Affairs)
Staff: 304-876-5299 (Human Resources)

Civility Code Committee
• Holly Morgan Frye (Chair)
• Scott Beard
• Marie DeWalt
• Karen Green
• Chiquita Howard-Bostic
• Alan Perdue
• Jack Shaw
• Pam Stevens
• Richie Stevens
Progress Report (Drs. Peter Vila and Jeff Groff):

- Construction of aquaponics laboratory continuing and nearing system startup;
- ADA accessible raised garden beds constructed by Harpers Ferry Jobs Corps;
- SIPS panel roof and insulated windows were installed on a second cinder block farm building;
- Awarded $5,000 grant from Home Depot for building supplies and tools;
- Applied for $15,000 in funding from the USDA Rural Development Program to expand power and WI-FI coverage for distance learning and an outdoor classroom and remote education studio;
- Solar array produced over 8,000 kWh of solar electricity in its first year of operation;
- Produce donated to Shepherd Shares to provide food to local families during COVID-19 Pandemic;
- The Advisory Council for Tabler Farm met and held preliminary discussions of a future Shepherd-to-Tabler recreational and educational trail;
- Two seminars on fruit tree grafting and pruning have been held; and
- FEMA container office donated by Dr. Lin Wells, George Mason University.
East Campus Loop Development Project

- RFP was distributed in May 2020
- Two groups responded
- Possible Projects
  - Commercial Business Offices
  - Day Care Facility
  - Employee Housing
  - Extended Stay Complex
  - Healthcare Facility
  - Retirement Housing
Town Run Monitoring Station Installed

- Partnership between Shepherd University (Department of Environmental and Physical Sciences; Drs. Groff and Vila) and Corporation of Shepherdstown.
- A funded grant will monitor water quality in the Town Run.
- A monitoring station on the creek will measure oxygen, pH, temperature, and conductivity.
- The station is solar powered and will upload the data generated to the web using Wi-Fi.
Transforming Our Future
Overview of Campaign Timetable

I. Campaign Planning and Early Leadership Phase
   February 2019 to September 2019 (approximately 7 months)
   • Approve campaign title, complete working operating plan
   • Identification of campaign leadership (Gat Caperton, Ray Alvarez, R.B. Seam, and Tom Miller)
   • Approval and commitment of all partner boards and MOU’s
   • Needs assessment begins with campus to determine campaign priorities
   • Prioritization of initial campaign objectives and dollar amounts for quiet phase

II. Campaign “Pre-Quiet to Quiet” Phase (Placed on hold by BOG for reconsideration in February 2021)
   September 2019 to September 2022 (approximately 36 months)
   • Leadership gift solicitations of partner board members
   • Focus on major gifts solicitations
   • Determination of public phase campaign $ goals and objectives

III. Campaign Public Phase
   September 2022 to June 30, 2024 (approximately 21 months)
   • Public announcement event
   • Completion of major solicitations to meet goal
   • Enhanced annual giving activities in the campaign completion phase to solicit grass roots contributions

Shepherd University
Shepherd University Food Service Vendor:

Aramark

- This summer Shepherd began a partnership with Aramark to provide dining services across campus.
- Menus and hours of operations can be viewed on the Campus Dish webpage suds.campusdish.com.
- The Rams Den is now “all you care to eat” including entrees, sides, pizza, deli sandwiches, and made to order salads. You can take your meal to go, if desired.
  - Pricing:
    - Breakfast $6.50
    - Lunch $8.00
    - Dinner $9.00
- Seating has been reduced in the Rams Den for safety, but we are providing outdoor seating on the Midway.
  - Please let Jack Shaw or Nick Mummert know if you would like to use this tented space for a small student gathering.
- We continue to serve Starbucks in the Fireside Bistro as well as operating dining service locations at the Wellness Café and Riverside Market.
- As much as we always want to serve campus, please consider supporting our wonderful town restaurants; they truly need our support. For more information visit: shepherdstown.info/eat/.
Surviving Uncertain Times

Stay safe!
Stay informed!
Stay well!

Thank YOU for all your efforts!

We are here for each other and will survive the COVID-19 pandemic together.