



SHEPHERD UNIVERSITY

BOARD OF GOVERNORS



Meeting Agenda September 11, 2025

Board Members

Dr. James Cherry, Chair

Austin J. Slater, Jr., Vice Chair

Susan Mentzer-Blair, Secretary

David Avella

Guillermina Garcia Moore

Gat Caperton

Karl Wolf

Henry Kayes, Jr.

Tyler Furbee, Student

Jonathan Mason

Dr. Heidi Hanrahan, Faculty

Danielle Stephenson, Classified Staff

Dr. Mary J.C. Hendrix, President



Board of Governors Meeting

September 11, 2025

Storer Ballroom, Student Center

Shepherdstown, WV 4:15 p.m.

[Zoom Link](#) / Meeting ID: 879 2920 0173 / Passcode: 635367

AGENDA

- 4:15 p.m. 1. **Call to Order** Chair Dr. James Cherry
- 4:16 p.m. 2. **Public Comments**
- 4:17 p.m. 3. **Oath of Office – New Members (New Constituent Representatives)**

Consent Agenda

- 4:19 p.m. 1. **Consent Agenda Items** Chair Cherry
- a. Consent Agenda
 - b. Approval of the Minutes of June 19, 2025 Board Meeting
 - c. Approval of Amendments of Bylaws
 - d. Utility Easement Approval

Presentation Agenda

- 4:20 p.m. 1. **President's Report** President Hendrix
- 4:40 p.m. 2. **Report of the Academic Programs and Development Committee** Mr. Gat Caperton
- a. Academic Affairs Division Update
 - b. Intent to Plan: Master of Arts, Mental Health Counseling
 - c. Intent to Plan: Special Education Endorsement: Multi-categorical
 - d. Development Division Update
 - e. University Foundation Update
- 5:10 p.m. 3. **Report of the Enrollment, Student, and Community Affairs Committee** Ms. Susan Mentzer-Blair
- a. Athletics Division Update
 - b. Enrollment Management Division Update
 - c. Student Affairs Division Update
 - d. Enrollment and Housing Update
- 5:35 p.m. 4. **Report of the Finance and Facilities Committee** Mr. Henry Kayes, Jr.
- a. Quarterly Financial Report: 4th Quarter FY2025 (Pre-Audit)
 - b. Strategic Investment of Net Revenue
 - c. Tuition and Fee Waiver Report: FY2025
- 5:55 p.m. 5. **Strategic Plan Update** Drs. Jack DeRochi, Provost and Vice President for Academic Affairs, and Scott Barton, Vice President for Finance and Administration



Regular Session

6:10 p.m. 1. **New Business**

Chair Cherry

6:20 p.m. 2. **Executive Session**

a. Prospective Matters of Honors

b. Briefing on Pending Legal / Personnel Matters

6:40 p.m. 3. **Possible Actions Arising out of Executive Session**

6:45p.m. **Adjournment**

2025-2026 Board of Governors Meeting Dates Remaining

- November 6, 2025
- December 18, 2025
- February 19, 2026
- April 16, 2026
- June 11, 2026

CONSENT AGENDA

Per the Board's Consent Agenda protocols:

- 1) Any member may email the Board Chair and the President to request extraction of one or more items from the Consent Agenda and inclusion in the Discussion Agenda. Any such request should be emailed before end of day Sunday, September 7, 2025. The Agenda Book would not be re-formatted, but the formal Agenda for the meeting would be adjusted to accommodate such requests, and modified draft resolutions would be completed and distributed prior to the September 11 meeting.
- 2) During the Board meeting, as the Consent Agenda is initiated, any member may move the extraction of one or more items to the Discussion Agenda. Upon a majority vote of the Board, the agenda would be so modified.

The following resolution is recommended for adoption by the Board:

RESOLVED, That the Shepherd University Board of Governors approves:

- 1) The Minutes of the Meeting of June 19, 2025;
- 2) The Approval of Amendments of Bylaws; and
- 3) Authorization of the President or Vice President for Finance and Administration to execute utility easements and assignments of water lines determined necessary and proper for the construction and opening of the Dining Hall/ Multipurpose Building as approved as to form by counsel,
each as presented in the Agenda materials of September 11, 2025.

SHEPHERD UNIVERSITY BOARD OF GOVERNORS

MINUTES OF THE MEETING OF JUNE 19, 2025

The Shepherd University Board of Governors met virtually on June 19, 2025, for the annual meeting. Members participating were: David Avella, Gat Caperton, Dr. James Cherry, Dr. Heidi Hanrahan, Jonathan Mason, Susan Mentzer-Blair, Guillermina Garcia Moore, Kevin Murphy, Austin J. Slater, Jr., Paul Teter, and Karl Wolf. Also present were Shepherd University President Mary J.C. Hendrix, members of the executive leadership team, and others. Board member Henry Kayes, Jr., was absent from the meeting; Dr. Cherry joining after the meeting began, as noted herein, the meeting was convened by Vice Chair Slater.

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 Cherry to Dr. Heidi Hanrahan.

3. CONSENT AGENDA ITEMS

M (Mentzer-Blair), S (Moore), PASSED, all members were polled (Dr. Cherry not yet attending), that the following resolution be adopted by the Board:

RESOLVED, That the Shepherd University Board of Governors approves:

- 1) The Addendum to the Minutes of the Meeting of February 13, 2025;
 - 2) The Minutes of the Meeting of April 17, 2025;
 - 3) The Athletic Program Philosophy; and
 - 4) The Ratification of the Approved Consent Agenda Resolution in the April 17, 2025 Meeting,
- each as presented in the Agenda materials of June 19, 2025.

Each of the three Advisory Members indicated that they supported adoption of this resolution of the Board.

4. PRESIDENT'S REPORT

President Hendrix provided an overview of the University's progress towards meeting its 2024-2025 goals, along with updates on the Great Colleges to Work for Committee, Shepherd's first Fulbright Scholar, student presentations at the WV Literary Symposium and the WV Innovation and Business Model Competition, the Groundbreaking for new Dining Hall/Multipurpose Building, and Shepherd's Hosting of international leaders in

Photobiomodulation. President Hendrix also remarked about the WV Auditor's Office visit to campus.

Dr. Cherry joined during the President's Report.

5. **FACULTY SENATE ANNUAL REPORT**

Dr. Larry Daily, President of the Faculty Senate and Professor of Psychology, presented to the Board the Faculty Senate Annual Report. Dr. Daily's report noted the Senate had a busy year dealing with several substantive issues, including Administrative Prioritization, the approval process for new academic programs, department chair compensation, dual enrollment, WV House Bill 3279, document shredding on campus, and the Technology Strategic Plan. Dr. Daily reaffirmed Dr. DeRochi's observations during the Academic Committee meeting that the faculty are committed to and engaged in the Retention Pilot Program. Ms. Mentzer-Blair her deep appreciation for outstanding faculty and staff at Shepherd.

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

On behalf of the Academic Programs and Development Committee, Mr. Caperton provided a brief update of the Committee's discussions, which included an Academic Affairs Division Update and a University Foundation Update. Development of the new Shepherd Online initiative and student retention initiatives which join the work of Academic, Enrollment and Student Affairs staff were highlighted.

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

On behalf of the Enrollment, Student, and Community Affairs Committee, Ms. Mentzer-Blair provided a brief update of the Committee's discussions, which included the Athletics Director's Annual Report, an Enrollment Management Division Update, and a Student Affairs Division Update. Ms. Mentzer-Blair noted that the Athletic Director has done an amazing job in her first, very challenging year. Mr. Slater affirmed his appreciation for the dedication to correcting the earlier compliance problems.

8. **ADVICE OF COUNSEL ON IMPLEMENTING HB3279**

The General Counsel discussed the statewide consensus of higher education attorneys in the interpretive approaches to defining the new status of the constituent representatives as Advisory Members, and the need to proceed with Bylaws updates. He noted that although not voting, constituent representatives Members of the Board were encouraged to share any suggestions of bylaws edits and to expect a draft during the summer.

9. **REPORT OF THE FINANCE AND FACILITIES COMMITTEE**

On behalf of the Finance and Facilities Committee, Dr. Barton provided a brief update of the Committee's discussions, which included the Capital Projects Annual Report, the Quarterly Financial Report: 3rd Quarter FY2025, and the Proposed FY2026 Capital Initiatives.

10. PROPOSED FY2026 ANNUAL BUDGET

M (Cherry), S (Mentzer-Blair), PASSED, all members were polled, that the following resolution be adopted by the Board:

RESOLVED, That the Shepherd University Board of Governors approves the FY2026 Annual Budget as presented in the agenda materials of June 19, 2025.

Each of the three Advisory Members indicated that they supported adoption of this resolution of the Board.

11. APPROVAL OF THE FY2027 CAPITAL FUNDING PRIORITIES

M (Wolf), S (Avella), PASSED, all members were polled, that the following resolution be adopted by the Board:

RESOLVED, That the Shepherd University Board of Governors approves the FY2027 Capital Funding Priorities as described in the agenda book of June 19, 2025.

Each of the three Advisory Members indicated that they supported adoption of this resolution of the Board.

12. IT SYSTEM COMPLIANCE WITH GRAMM-LEACH-BLILEY ACT (GLBA)

Dr. Scott Barton led a presentation with the Board relating to Shepherd's compliance policies and procedures to maintain security of personal information of students, parents and employees.

13. ELECTION OF OFFICERS FOR 2025-2026

The Nominating Committee, by and through its Chair Mr. Avella, submitted a slate of Dr. Cherry as Board Chair, Mr. Slater as Vice Chair, and Ms. Mentzer-Blair as Secretary. There were no other nominations. All members were polled, and these officers were elected unanimously.

Each of the three Advisory Members indicated that they supported adoption of this resolution of the Board.

14. ELECTION OF AUDIT AND NOMINATING COMMITTEES

Dr. Cherry nominated Mr. Mason as Chair of the Audit Committee, and Mr. Slater and Mr. Kayes for its membership, pursuant to the Bylaws. The Audit Committee members for 2024-2025 were agreed to by acclamation.

Each of the three Advisory Members indicated that they supported adoption of this resolution of the Board.

The Nominating Committee then nominated, by and through its chair, a slate of Mrs. Moore, Mr. Kayes, and Ms. Mentzer-Blair. **M (Caperton), S (Wolf), PASSED**, all members were polled, to close nominations, the slate was then Elected.

Each of the three Advisory Members indicated that they supported adoption of this resolution of the Board.

15. PROPOSED MEETING SCHEDULE FOR 2025-2026

Dr. Cherry reviewed the proposed meeting schedule for 2025-2026, as published in the agenda book, with the Board.

16. NEW BUSINESS

The following special resolutions for adoption by the Board were moved by Chair Cherry and approved by acclamation:

**BOARD OF GOVERNORS RESOLUTION
HONORING MR. DAVID A. AVELLA**

WHEREAS, Mr. David A. Avella has served Shepherd University, his alma mater, with distinction as a member of the Shepherd University Board of Governors from 2017 to 2025; and

WHEREAS, Mr. Avella has generously given his time in support of the Board in serving on its standing committees, its Nominating Committee, and on ad hoc committees; and

WHEREAS, David Avella was an important leader of the Board's work in 2019 in guiding the University through strategic revisioning of its fiscal outlook; and

WHEREAS, he directed and facilitated the development of the Stubblefield Institute for Civil Political Communications, helping Shepherd University to launch this extraordinary initiative with immense success; and

WHEREAS, David Avella has been and continues to be a passionate advocate for expanding Shepherd's outreach to its alumni, its supporters in the community, and to sources of grants and government support, to advance the University's welfare and its ability to serve the people of West Virginia;

THEREFORE, LET IT BE PROCLAIMED, THAT the Shepherd University Board of Governors honors Mr. David A. Avella for his record of strong leadership, expresses to him its sincere gratitude and admiration, and looks forward to his continued contributions to the University in other venues; and

FURTHER, BE IT RESOLVED, THAT this resolution be inscribed upon the minutes of the June 19, 2025, Board of Governors meeting and that a copy of the resolution be presented to Mr. Avella.

**BOARD OF GOVERNORS RESOLUTION
HONORING MR. KEVIN MURPHY**

WHEREAS, Mr. Kevin Murphy has served Shepherd University with distinction as a member of the Shepherd University Board of Governors from 2023 to 2025; and

WHEREAS, Mr. Murphy has been an effective voice for Shepherd's classified employees, bringing their collective insights and concerns to the attention of the Board; and

WHEREAS, his faithful attendance to meetings of the Board provided Mr. Murphy the ability to deliver reliable and direct reporting regarding the work of the Board to the classified staff; and

WHEREAS, as a member of the Board's Academic Programs and Development Committee, Mr. Murphy provided a unique perspective and made consistent and informed contributions to both staff and academic matters arising at the University; and

WHEREAS, during both challenging times and celebratory moments, Mr. Murphy shared both insight and good humor with fellow board members; and

WHEREAS, Kevin Murphy has completed his duties as a board member with zeal and diligence, while working as a full-time staff member and while working to complete a post-baccalaureate degree;

THEREFORE, LET IT BE PROCLAIMED, THAT the Shepherd University Board of Governors honors Mr. Kevin Murphy for his record of strong leadership, expresses to him its sincere gratitude and admiration; and

FURTHER, BE IT RESOLVED, THAT this resolution be inscribed upon the minutes of the June 19, 2025, Board of Governors meeting and that a copy of the resolution be presented to Mr. Murphy.

**BOARD OF GOVERNORS RESOLUTION
HONORING STEPHANIE A. SLOCUM-SCHAFFER, PH.D.**

WHEREAS, Dr. Stephanie A. Slocum-Schaffer has served with great distinction as the elected Faculty Representative to the Shepherd University Board of Governors from 2023 to 2025; and

WHEREAS, Dr. Slocum-Schaffer has brought thoughtful and discerning academic judgment to the Board's deliberations, consistently articulating the faculty perspective while upholding a comprehensive vision for the advancement of the University as a whole; and

WHEREAS, Dr. Slocum-Schaffer has demonstrated unwavering dedication as a principled and passionate advocate for the continued enhancement of academic excellence at the University; and

WHEREAS, in her capacity as Chair of the Board's Academic Programs and Development Committee, Dr. Slocum-Schaffer has provided invaluable insight and made substantive, well-informed contributions to all aspects of the academic administration of the University; and

WHEREAS, Dr. Slocum-Schaffer has furthered the governance and mission of Shepherd University while concurrently serving with distinction as a Professor of Political Science and Senior Fellow at the Stubblefield Institute for Civil Political Communications, where she teaches a range of courses in American politics, women in politics, research methods, and public policy, and is widely recognized as an educator who inspires intellectual engagement and enriches the student experience;

THEREFORE, LET IT BE PROCLAIMED, THAT the Shepherd University Board of Governors honors Dr. Stephanie A. Slocum-Schaffer for her record of strong leadership, expresses to her its sincere gratitude and admiration, and looks forward to her continued contributions to the University in other venues; and

FURTHER, BE IT RESOLVED, THAT this resolution be inscribed upon the minutes of the June 19, 2025, Board of Governors meeting and that a copy of the resolution be presented to Dr. Slocum-Schaffer.

**BOARD OF GOVERNORS RESOLUTION
HONORING MR. PAUL TETER**

WHEREAS, Mr. Paul Teter has served Shepherd University with distinction as a member of the Shepherd University Board of Governors as the elected Student Government Association President from 2023 to 2025; and

WHEREAS, Mr. Teter has been an effective voice for Shepherd's students, bringing their collective insights and concerns to the attention of the Board; and

WHEREAS, his faithful attendance to meetings of the Board provided Mr. Teter the ability to deliver reliable and direct reporting regarding the work of the Board to the students; and

WHEREAS, as a member of the Board's Enrollment, Student, and Community Affairs Committee, and as a member of the Finance Committee, Mr. Teter provided a unique perspective and made consistent and informed contributions on both student and academic matters arising at the University; and

WHEREAS, Mr. Teter diligently served on the board in two, one-year terms, while remaining steadfast in his academic work toward his degree; and

WHEREAS, during both challenging times and celebratory moments, Mr. Teter helped the entire board maintain a light and collegial atmosphere;

THEREFORE, LET IT BE PROCLAIMED, THAT the Shepherd University Board of Governors honors Mr. Paul Teter for his record of strong leadership, expresses to him its sincere gratitude and admiration; and

FURTHER, BE IT RESOLVED, THAT this resolution be inscribed upon the minutes of the June 19, 2025, Board of Governors meeting and that a copy of the resolution be presented to Mr. Paul Teter.

17. EXECUTIVE SESSION

M (Moore), S (Wolf), PASSED, all members were polled, that pursuant to Section 4 of Article 9A of Chapter 6 of the W V Code, that the Board enter into executive session for the purpose of discussion of matters relating to confidential legal matters, matters relating to personnel matters as to one or more specific employees of the University and matters that would be an invasion of privacy if publicly discussed, and potential real property transactions.

Each of the three Advisory Members indicated that they supported adoption of this resolution of the Board.

Following this discussion, the Board returned to open session.

18. APPROVAL OF CHANGES IN ADMINISTRATIVE ALIGNMENTS

M (Cherry), S (Moore), PASSED, all members were polled, that the following resolution be adopted by the Board:

RESOLVED, That the Shepherd University Board of Governors approves the changes in administrative alignments as described in the Agenda materials of the June 19, 2025 meeting.

Of the Advisory Members, Dr. Hanrahan indicated that she supported the adoption of the resolution; Mr. Murphy and Mr. Teter indicated that they did not support adoption of the resolution.

Dr. James Cherry
Chair

Susan Mentzer-Blair
Secretary

BYLAWS

Following the adoption of HB3279 in April 2025, it became necessary to address several aspects of our Board of Governors Bylaws. Our administrative changes in June also implicated some modest transition in our committee structures.

The proposed amendments were circulated to all members on August 18, 2025. In addition to changes in those two areas, a primary area of change is the codification of the operational practices we have used with virtual meetings and meetings which include virtual participation.

BOARD OF GOVERNORS BYLAWS

Initially adopted August 9, 2001

Amended December 2003

Amended May 2005

Amended January 2006

Amended June 2013

Amended November 2016

Amended April 2018

Amended November 2024

Amended September 2025

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Article 1: The Board of Governors

The official name of the Board shall be "The Shepherd University Board of Governors." The Board of Governors and their successors in office are created by the people of West Virginia through the Code of West Virginia as a public body, known as The Shepherd University Board of Governors, with the power of general supervision and control over the academic and business affairs of the institution. As provided by statute, the Board shall consist of twelve members:

- * One full-time member of the faculty with the rank of instructor or above duly elected by the faculty, non-voting;
 - * One member of the student body in good academic standing, enrolled for college credit work and duly elected by the student body, non-voting;
 - * One member of the institutional classified staff duly elected by the classified staff, non-voting;
- and
- * Nine lay members appointed by the Governor by and with the advice and consent of the Senate.

Of the nine members appointed by the Governor, no more than five may be of the same political party. At least five of the members shall be residents of the state. The student member serves for a term of one year. Each term begins on July 1. The faculty member and the classified staff member shall serve for a term of two years. Each term begins on July 1. These members are eligible to succeed themselves for onethree additional terms, not to exceed a total of foureight consecutive years. The appointed lay citizen members shall serve terms of four years each. The appointed lay citizen members shall be eligible to succeed themselves for no more than one additional term. Citizen members who are appointed to fill unexpired terms, replacing a member whose term had not expired, are eligible to succeed themselves for two full terms after completing an unexpired term.

The Board of Governors shall elect one of its appointed lay members to be chairperson in June of each year. No member may serve as chairperson for more than four consecutive years.

Other than in the case of written resignation submitted to the Board, each member shall remain in office until a successor has been established by the required process. No appointed member of the Board shall be eligible to appointment to any paid employment in the University.

Article 2: Meetings of the Board

The Board shall meet in regular session not less than six times in each fiscal year, and as agreed to by the Board, or at the call of the Chair or the President of the University. The President shall call an emergency meeting of the Board within 10 days upon the written request of any six members of the Board, which meeting shall be limited to the emergency agenda item(s) identified in such a request.

The annual meeting will be held in June of each year.

Meetings will ordinarily be held at Shepherd University in Shepherdstown, but may be held at such other times and places as the Board may determine.

~~A majority of members (7) shall constitute a quorum to do business, but a smaller number may meet and adjourn to some other time or until a quorum is obtained. One more than half the number of voting members currently serving on the Board shall constitute a quorum. A quorum being present, a majority vote shall be necessary to pass upon matters properly before the Board.~~ Telephonic or other real-time means of attending the meeting shall qualify toward the quorum.

The business at each meeting shall be conducted under general parliamentary rules set forth in Robert's Rules of Order as modified by the Board. ~~Because the three constituent representatives are statutorily designated as non-voting, they may not make substantive motions for consideration by the Board; they may make procedural motions, but they may not vote on such motions.~~

The proposed agenda for every meeting of the Board shall be prepared by the President in consultation with the Chair. The final agenda will be approved by the Chair not less than three full business days prior to the Board meeting. The Chair may delete any item thereafter but may only add items for action by the Board if due to an emergency. Any member of the Board of Governors may present to any meeting of the Board any item whether or not the same is on the agenda of the meeting, but no action shall be taken on a non-emergency item if not on the agenda.

Meetings of the Board shall be open to the public as provided by law.

Minutes of each meeting of the Board shall be prepared, approved by the Board, and recorded permanently with the signatures of the Chair and Secretary.

Article 3: Voting Procedures

Votes on all matters coming before the Board or any of its committees shall be taken by voice vote, but a roll call vote shall be taken upon the motion and second for a roll call vote.

Whenever any member participates in a meeting of the Board by telephone or any other means when not physically present at the meeting location, such member(s) shall be individually polled as to each vote of the Board.

No member may vote by proxy.

Article 4: Executive Sessions

By vote of a majority of the voting members present at any meeting of the Board, and in accordance with the West Virginia Open Governmental Proceedings Act, portions of a meeting may be closed to the public. A motion for executive session shall be a procedural motion.

No minutes shall be taken of executive sessions of the Board or any committee thereof, unless the Board has by resolution delegated authority to act on its behalf to a committee.

No person not a member of the Board shall be in attendance at such executive session except at the direction of the Chair.

Article 5: Office and Administrative Support

The principal offices of the Board of Governors shall be the Office of the President, Ikenberry Hall, P.O. Box 5000, Shepherd University, Shepherdstown, West Virginia 25443-5000.

The President of the University shall provide all necessary administrative support for the Board. Members shall be entitled to reimbursement for expenses necessary for the fulfillment of their duties as Board members, including travel and expense as authorized by the Chair.

Article 6: Officers and Organization of the Board

Chairperson In June of each year, the members shall elect a Chair from among the nine lay members. In the event of a vacancy in the office of chairperson, the vice chairperson shall succeed to the office of chairperson for the rest of that fiscal year, and shall remain eligible to serve as chairperson in the following four fiscal years. The chairperson shall perform such duties as may be prescribed by law or by the regulations and policies of the Board. No member may serve as chair for more than four consecutive years.

Vice Chairperson In June of each year, the members shall elect a Vice Chair from among the nine lay members immediately following election of a Chair. In the event of a vacancy in the office of Vice Chairperson, the members shall elect a Vice Chair at the next meeting following the occurrence of the vacancy. No limitation shall apply as to the consecutive years of service as Vice Chair. The Vice Chair shall perform such duties as may be prescribed by the Board and shall assume the duties of the chairperson during the latter's absence.

Secretary of the Board In June of each year, the members shall elect a Secretary from among the nine lay members immediately following election of a Chair and Vice Chair. In the event of a vacancy in the office of Secretary, the members shall elect a Secretary at the next meeting following the occurrence of the vacancy. No limitation shall apply as to the consecutive years of service as Secretary. The Secretary shall perform such duties as may be prescribed by the Board and shall preside at meetings in the absence of the Chair and the Vice Chair.

President The Board shall, as often as necessary, select a president of the University who shall serve at such terms as the Board may establish. The President shall be the

sole administrative officer of the Board. The President shall assist the Chair in coordinating the meetings of the Board and shall have the authority and shall perform the duties usually attached to the office as chief executive officer of the University.

The President, as the principal executive officer of the University, shall exercise such powers as are inherent in the position in promoting, supporting, or protecting the interests of the University and in managing and directing all of its affairs; may issue directives and executive orders not in contravention of existing Board policies; shall be responsible for all business policies as heretofore enacted or modified or hereafter established subject to the general policies established by the Board; shall instruct the proper administrative officers to prepare an annual budget which upon approval, shall be recommended to the Board; shall be responsible for the preparation of the annual reports of the Board; and shall exercise such other powers, duties, and responsibilities as are delegated or required by the Board of Governors. Whenever any power or duty is assigned to the Board by law or regulation, the President is authorized to act on behalf of the Board, except to the extent restricted expressly by such law or regulation or by a Policy or resolution adopted by the Board.

In case of a vacancy in the office of the President, the Board at the time of the announcement that the President is leaving or has resigned, shall elect an Acting President for the interim period who shall exercise the functions of the President as stated in these Bylaws while serving as Acting President.

Article 7: Committees

The Board may establish committees and prescribe their duties and functions. Members and chairs of such committees shall be appointed by the Chair. All committees shall ~~keep a record of their proceedings and shall~~ report to the Board as required. The delegation of any authority of the Board to any committee shall not operate to relieve the Board or any member thereof of any responsibility imposed by law.

Standing Committees shall be: The Executive Committee~~;~~ the Academic Programs and ~~Develop~~Enrollment Committee~~;~~ The Audit Committee~~;~~ the ~~Enrollment~~, Student and ~~Community~~ Affairs, Athletics, and University Relations Committee, and the Finance and Facilities Committee.

The Executive Committee shall consist of the Chair of the Board, who shall be its chair, the Vice Chair, and the Secretary ~~, and the chairs of the other standing committees, other than the Nominations Committee.~~ Its duties ~~may~~shall include assistance in the development of the agenda of the Board, assistance to the President between meetings of the Board, as needed, and matters relating to executive review and compensation.

The Academic Programs and ~~Develop~~Enrollment Committee reviews current and proposed academic programs, curricular and instructional concerns, academic faculty personnel policies, and matters relating to ~~external grants, gifts and alumni and donor relations~~ admissions and

enrollment, and such other matters as are referred by the Chair or the Executive Committee.

The ~~Enrollment~~, Student ~~and Community~~ Affairs, Athletics and University Relations Committee reviews matters relating to ~~admissions and enrollment~~, student life, athletics, student outreach and engagement programs, and matters relating to ~~community engagement and~~ development, relations with the Shepherd University Foundation, and local community relations, together with such matters as may be referred by the Chair or the Executive Committee.

The Finance and Facilities Committee reviews matters relating to budget, finance, facilities and personnel policies, and such other matters as are referred by the Chair or the Executive Committee.

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.

Additional Committees may be established from time to time and for such period as required to complete their mission.

Nominations Committee:

~~Upon adoption of this provision into the Bylaws of the Board of Governors, the Nominations Committee shall originally consist of three voting members appointed by the Chair of the Board, not more than one of which may be an elected officer.~~

In April and May of each year, the Nominations Committee shall meet at its discretion, by the consensus of the members. The committee shall elect its chair, and shall convene in executive session for the purpose of evaluating its prospective nomination of a slate of officers for the next annual meeting. In the event of a vacancy in any elected office, the Nominations Committee shall convene as quickly as is viable to complete this process to facilitate a nomination from the Committee at a subsequent Board meeting for the remainder of the term.

The Committee shall adopt its recommended slate in an open meeting. Following the adoption of its recommended slate of officers, the Committee shall consider and adopt a slate for membership of the Nominations Committee for the following year, to also be submitted as a nomination at the Annual Meeting. The Nominations Committee shall not nominate to the slate for the next year's Nominations Committee the person nominated by it to be Chair of the Board.

Article 8: Appearances Before the Board

Individual or group representatives who desire to appear before the Board of Governors as a part of the Board's regular agenda shall submit their request to the President to be received at least fifteen days prior to the scheduled meeting of the Board. The President, ~~in consultation with the~~ and Chair, may either place the requested item on the agenda or reject it, notifying the individual or group of the reasons for ~~the his or her~~ decision. The President may refer any such request to the Chair for referral to a committee of the Board.

At each regular meeting of the Board of Governors, at such time as the Chair shall designate, the Board shall have a public comment period. Persons wishing to address the Board for a period not to exceed three minutes may register at the Board meeting room at any time prior to the commencement of the Board meeting. Registrants will be called upon in the order of registration by the Chair, but public remarks will be limited to a total of thirty minutes at any one meeting. Time limitations will apply to the remarks of speakers, but not to Board members' remarks, if any. Any person(s) who registered to speak at a meeting but who are not called upon due to the expiration of available time will be placed at the top of the registration list for the next regular meeting. The Board Chair may limit the number of speakers on a given topic. Persons who join the virtual-link for a Board meeting may not make public comments.

When deemed proper, the Chair or a majority of the Board may waive these rules and hear any person on any subject.

If a regular meeting of the Board is convened solely virtually and with no on-site location, then these provisions as to public comments generally do not apply to such a meeting, except as

otherwise directed by the Chair.

Article 9: Protocol for Meetings of the Board of Governors

- A. Visitors attending a Meeting in Person. All those in physical attendance at meetings of the Board of Governors may be asked to identify themselves to the Secretary or a designee upon entry to the meeting. Only members of the Board of Governors, the President, and those recognized by the Chair may address the Board.

If space is limited in the meeting room, those with business before the Board of Governors and the members of the press shall have priority over those who are visitors.

No flags, banners, signs, or similar displays by the public shall be permitted in meetings of the Board of Governors.

No person shall cause any disturbance, delay, or interference, or cause any threats thereof at any meeting of the Board of Governors or its committees. Further, no person shall intentionally or through coercion, force, or intimidation, deny or interfere with the right of another to free access or egress from any public meeting.

Visitors to meetings of the Board of Governors shall observe the reasonable requests of the Chair.

B. Members Participating Virtually.

The Board recognizes that in person attendance is invaluable to the most complete and comprehensive engagement of Board members in its governance discussions and deliberations as to the University. However, a board membership composed of volunteers will sometimes need to accommodate virtual participation or occasionally a virtual meeting.

Board Members shall make best efforts, when participating virtually, to use technology which allows them to be seen and to be heard when they speak during the Meeting. If a Board Member who is participating virtually cannot provide video of themselves, the Board Member should describe to the Chair, prior to or at the beginning of the meeting.

C. Public Use of Virtual Attendance.

In complying with Public Notice requirements for Board meetings, the University shall make best efforts to provide accurate information, as of the date that the Notice is issued, of the form of Meeting: on-site or virtual.

When Public Notice of a Meeting is made, the Board's web-page will include, prior to the Meeting's beginning, a 'Link' which members of the public may use to watch the meeting. When a Board Meeting is conducted virtually, as well as generally as to all other meetings, any member of the public may observe the meeting by using the 'link' provided in the Public Notice or in a Supplemental Notice on the Board's webpage.

University staff shall make best efforts to utilize technology for Virtual Meetings and virtual participation by members which allows all Board Members and persons observing the meeting virtually to see and hear each Board Member when they speak, as well as to see and hear persons formally presenting information to the Board.

When any person not a Board Member joins a Board Meeting virtually, they are obligated to maintain "Muted Status" as to audio and to turn off any applicable camera feed from their own computer. If the technology in use allows a virtually-connected observer to activate their camera or audio, they are nonetheless prohibited from doing so without advance permission from the 'virtual meeting host,' who will act on behalf of the Chair. If a virtually-connected observer activates camera or audio without authorization, staff are authorized at their discretion to remove that virtual-observer from the Meeting or place them in a virtual holding room until the issue can be resolved.

The Chair or the President shall have discretion to recognize and call upon such virtual observers, at the sole discretion of the President or Chair, if they determine that the Board should receive information or remarks from such virtual observers.

If a Meetings is convened on-site, public comments may only be made in person at the Meeting, other than for exigent cause approved by the Chair at least 20 minutes in advance of the Meeting. For Virtual Meetings, no public comments are taken except as the Chair may direct, at the Chair's sole discretion.

D. Executive Sessions.

The Board shall generally endeavor to conduct planned executive sessions near the end of an agenda, to minimize or eliminate further business of the Board following the executive session. A return to open session business is however at the sole discretion of the Board, at each meeting.

When a motion for an executive session is adopted by the Board, all in-person visitors should exit the meeting room promptly and comply with guidance of staff. Virtual attendees who are not Board members will be placed by the Meeting Host [staff] into a holding "room", until the executive session ends. Such persons may leave the virtual meeting or remain for any final public actions of the Board, at their discretion.

Article 10: Organization of the University

For purposes of administration, the President is authorized to determine the organizational structure of the University, subject to the approval of the Board.

Article 11: Relation of Board and the University Faculty, Staff, and Employees

Communications All communications to the Board from the officers and faculty and staff of the University shall be transmitted through the President of the University. This provision does not preclude a right of approach and access to the Chair of the Board.

All communications from the Board or any of its committees addressed to any officer, faculty or staff, or other employee of the University, shall be transmitted through the office of the President of the University. This provision does not preclude individual members of the Board from contacting any person within the University community.

Employee Relations The Board of Governors is committed to the objectives of ~~diversity and pluralism~~ a welcoming and engaging university community and to the principles of equal opportunity ~~and~~ non-discrimination ~~and affirmative action~~ as reflected in various federal and state laws, orders and regulations, as well as in various University policies and regulations. ~~and the Board~~ will treat its employees in a non-discriminatory manner in accordance with the law and its own internal policies and regulations. It is the policy of the Board that the President shall maintain a program of reasonable process for the hearing and resolving of important, significant, and serious employee complaints.

Nothing in these Bylaws, or regulations or policies issued pursuant thereto, shall prevent the Board of Governors taking prompt action on urgent financial and personnel matters necessary to the best interests of the University.

Article 12: The Board and Student Relations

The Board encourages and supports the faculty in the development of educational and other programs within available resources, designed to secure the realization of the highest potential of every student.

It shall be the policy of the Board to provide equal educational opportunity to all qualified students from the State of West Virginia and, insofar as facilities, faculty, and accommodations permit, a reasonable number from other states and other countries. The Board of Governors is committed to the objectives of ~~diversity and pluralism~~ a welcoming and engaging university community and to the principles of equal opportunity, ~~and~~ non-discrimination, ~~and affirmative action~~ as reflected in various federal and state laws, orders and regulations, as well as in various University policies and regulations and will treat students and student organizations in a non-

discriminatory manner in accordance with the law and its own internal policies and regulations.

It is the policy of the Board that the President shall maintain a program of reasonable process for the hearing and resolving of important, significant, and serious student complaints.

Article 13: Financial Responsibility

The Board of Governors, being statutorily vested with the general supervision of Shepherd University and the control and direction of all its funds, recognizes a vital and crucial institutional responsibility to those with whom it has financial transactions. Accordingly, it is the policy of the Board to maintain adequate income and reserves to assure payment of principal and interest on the due date of its obligations. To the end that the financial integrity of the University shall always remain inviolate, the Board of Governors pledges that it will maintain constant vigil over its funds through regular review and periodic reports, and such adjustments in income and reserves as shall guarantee the probity of its obligations.

The Board of Governors is concerned that maximum value be obtained for funds expended to procure goods and services. Whenever possible, competitive processes will be utilized to obtain the lowest cost consistent with acceptable quality.

Article 14: Collective Authority and Action

The authority of the Governors is conferred upon them as a Board, and they can bind the Board and the University only by acting together as a Board.

No individual member shall commit the Board to any policy, declaration, directive or action without prior approval of the Board.

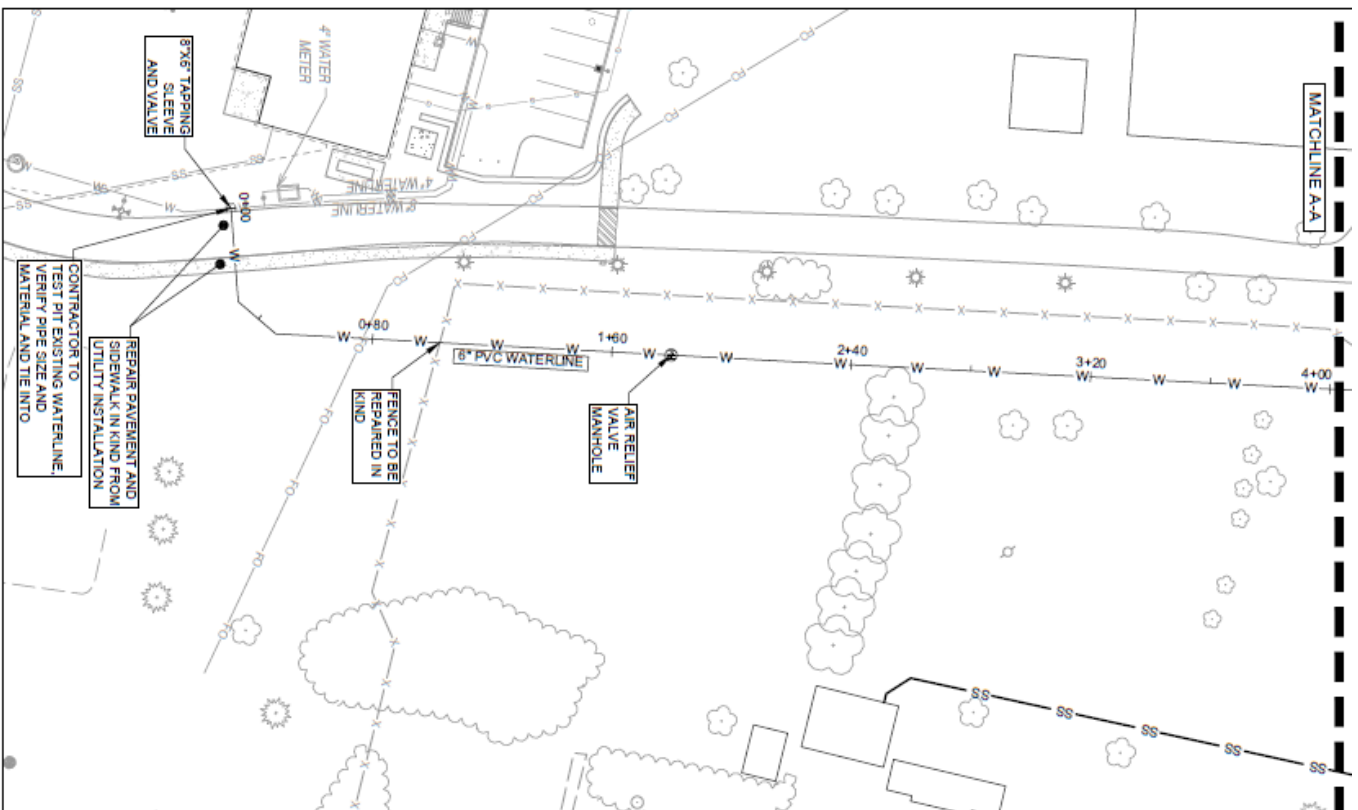
Article 15: Amendments

These Bylaws may be amended or repealed at any meeting of the Board by an affirmative vote of a majority of the Board, provided that copies of such amendments or notices of repeal are submitted in writing to each member at least fifteen days in advance of such meeting.

UTILITY EASEMENT

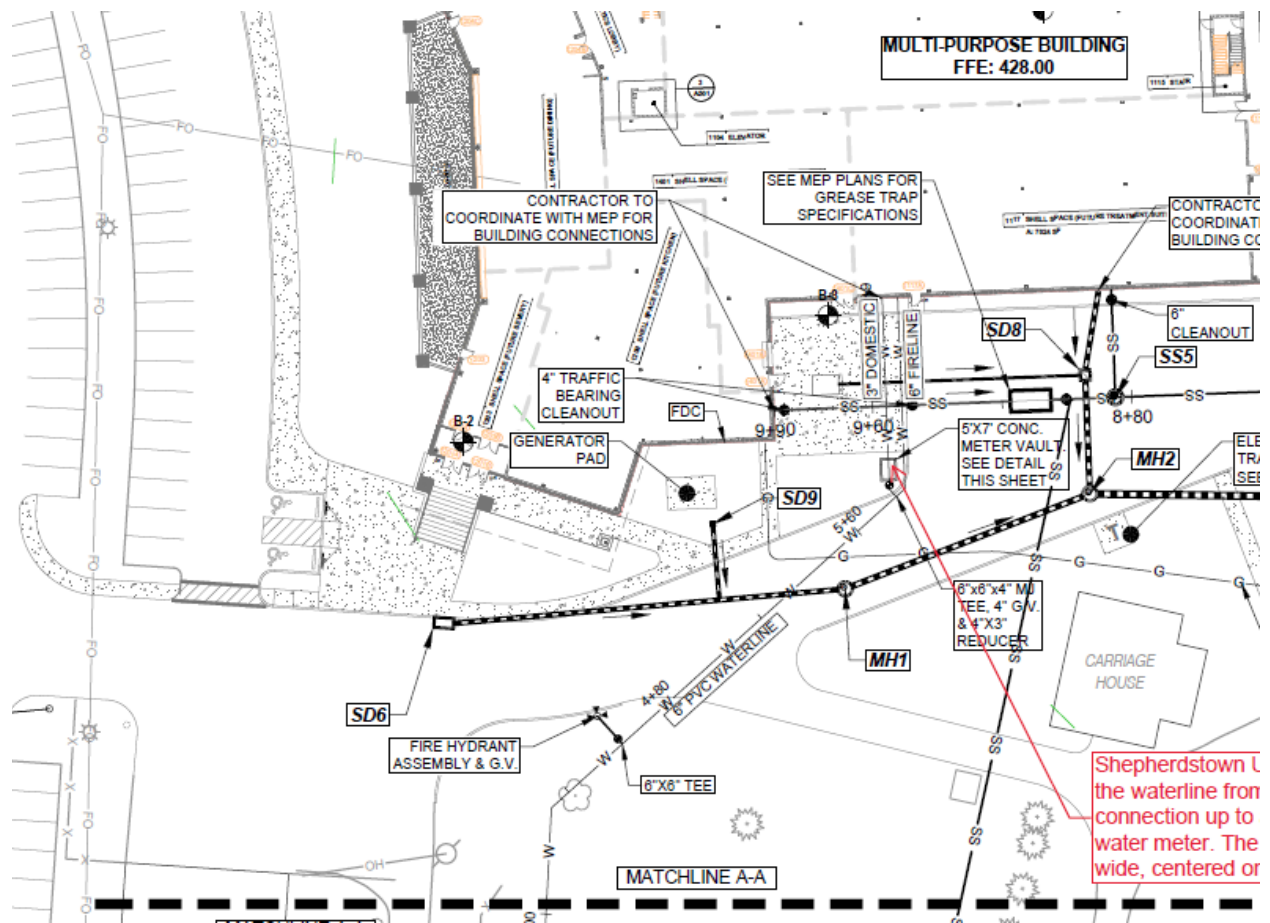
As noted elsewhere in this Agenda Book, the design phase for the new Dining Hall/ Multipurpose Building is nearing completion, and preliminary site work has already begun. The designs approved by the project team provide for water service for the new structure to be sourced from main water lines of Shepherdstown Water Board, near Potomac Place.

The plan is to enter into an agreement with the Water Board in which the University, through its contractor, will construct the new line extension running from that location to the new building site. When construction is complete the University would assign the line to the Water Board and would provide a common twenty-foot easement along that path. That path is illustrated below. The first drawing shows the eastern end of Potomac Place and the adjacent driveway, and the waterline.



The second drawing shows the new waterline crossing the existing driveway and connecting at the south end of the new structure, near its loading dock area, with the new dining facility to the

left.



PRESIDENT’S REPORT

Advancing Shepherd University

Shepherd University Welcomes Largest Freshman Class Since 2018

We were thrilled to welcome the largest freshman class since 2018 this semester. We held a beautiful Convocation ceremony at Ram Stadium with our fabulous Ram Band. I welcomed our new students, along with Dr. Jason Allen and our SGA President, Mr. Tyler Furbee, and introduced our ONEShepherd theme. Dr. DeRochi will have more on the positive trends in our enrollment in his report.

Shepherd University L.E.A.D.S. Guides New Rams

Our Student Affairs division completed our third, annual Leadership, Education, Action, Development and Service program for selected new first-year and transfer students on August 21. The weeklong program offers both residential and commuter students an opportunity to build connections, gain essential tools for college success, and contribute meaningfully to the community through service and leadership activities. This year’s Day of Service included cleanup on the banks of the Shenandoah River and assistance to our Agricultural Innovation Center and the Shepherdstown Community Club.

Shepherd University Hosting Intermediate Court of Appeals of West Virginia

We are proud to partner with the Stubblefield Institute for Civil and Political Communications to welcome the Intermediate Court of Appeals of West Virginia to our campus on September 16. The court will be in session that day in the Frank Arts Center, showcasing the judicial system for local high school students, who will be in attendance along with Shepherd students and members of the general public.

Shepherd University Named Peace Corps Prep Institution

Shepherd University has been officially designated a Peace Corps Prep institution. We are one of only two universities in the state to achieve the prestigious honor. Amy Dewitt has led the development of the Peace Corps Prep initiative here at Shepherd, which will offer guidance and mentorship to students enrolled in the program. Shepherd is now part of a national network of colleges and universities committed to preparing the next generation of global changemakers.

Shepherd University to Establish Academic Field Station with Gift from Bill and Bonnie Stubblefield

Thanks to a transformational gift from Admiral/Dr. William L. “Bill” Stubblefield and Dr. Bonnie M. Stubblefield, Shepherd has begun planning a living-learning space to serve students across disciplines. Shepherd signed an agreement on August 17 to become the future stewards of their 65-acre riverfront property in Berkeley County, West Virginia. We will preserve and

maintain the wooded property as the Stubblefield Academic Field Station, establishing a center for environmental fieldwork, cross-disciplinary research, academic retreats, and hands-on experiential learning for students studying biology, environmental science, business, recreation and sports, nursing, and related programs.

Shepherd University to Expand Agricultural Innovation Center

We've been busy out at the Agricultural Innovation Center at Tabler Farm. Thanks to our incredible staff and volunteers and federally designated funds from Senator Capito, we will celebrate the opening of the Agribusiness Center. This is one of the projects we shared with West Virginia Treasurer Larry Pack and his staff when they visited Shepherd in June.

Shepherd University to Host 29th Appalachian Heritage Festival

Shepherd University will host the 29th annual Appalachian Heritage Festival on Saturday, September 13, 2025. The festival features a full day of music, dance, and storytelling rooted in the Appalachian tradition. All events are free, open to the public, and take place on Shepherd University's campus and at venues throughout historic Shepherdstown. Rachael Meads, the event's founder and Shepherd's director of student activities and instructor in its Center for Appalachian Studies and Communities, received significant support from the community this year and is happy to see the festival return.

Academic Affairs

- Shepherd University held its second annual Faculty Professional Development Day on Thursday, August 22. The day's program was stacked with engaging sessions on Artificial Intelligence (AI), experiential learning, and student engagement, among a number of other topics. Past Shepherd Honorary Doctorate recipient Alexis Bonnell gave a keynote address on *Adapting to the AI Age* to start the day's agenda, and this was followed by a student panel on AI.
- Dr. Robert Monahan and Ms. Pippa McCullough participated in this summer's West Virginia Great Teachers Seminar and subsequently facilitated a similar session at the Professional Development Day.
- Academic Affairs partnered with IT and Facilities to upgrade technology in 12 classrooms, replace flooring in 4 classrooms, and paint 9 offices and 4 classrooms. Much of this work was grant funded.

Athletics

- As provided in the NCAA infractions case resolution, we provided our initial report to the NCAA by the July 1 deadline. As we begin eligibility certification for the fall, we have revised two policies recommended by our consultant during the compliance audit.
- The Department of Athletics hosted the following summer camps: football, volleyball, soccer, softball, cross country and basketball- bringing over 1,300 students to our campus.
- The Director of Athletics participated in presentations for RA Training relating to

student-athlete topics including a day in the life of a student-athlete, stigmas student-athletes experience, and prevalent needs of student-athletes. The training included group strategizing as to the support RA's can provide.

Campus Services

- As of August 1, Residence Life had received 803 housing contracts for fall 2025. That includes 347 contracts for new residents and 456 for returning residents. That is an increase of four, from the same date in 2024. Importantly, we have an increase of 49 additional, new students from one year ago.
- Shepherd University Conference Services served over 3,000 visitors to campus this summer. Groups served included: Shady Side Academy, Summerville Middle School, the Maryland Boy Choir, Washington High Band, Upward Bound, CASA, Commix Accountability, multiple faith-based groups, and many athletic camps including over 600 high school football players from several high schools in Maryland and Virginia.
- Extensive HVAC upgrades, components of the State funded deferred maintenance grants, are being completed in the Student Center. Student Affairs staff had to temporarily relocate to Stutzman-Slonaker during the summer but have now returned to their offices, with the bulk of the renovations completed.

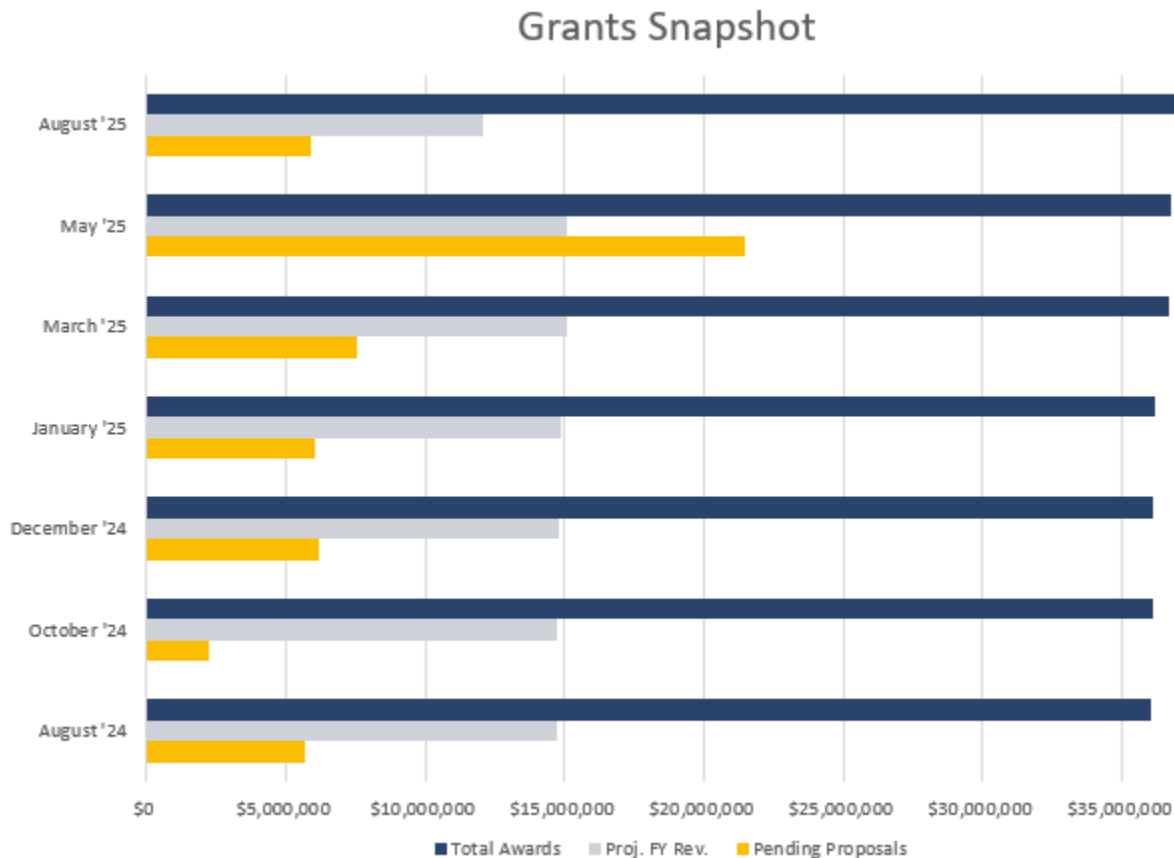
Enrollment Management

- Shepherd has enrolled 585 first-year students this fall, an increase of 12.5% year-over-year. The incoming students come from West Virginia; Maryland; Virginia; Pennsylvania; Washington, DC; Delaware; Minnesota; New Jersey; New York; and North Carolina. After last year's largest cohort of 291 dual enrollment students, 290 dual enrollment students have enrolled at Shepherd this fall. Combined with improved retention for continuing students, we are beginning the academic year from a strong enrollment position.
- After more than two decades of service to Shepherd, Tracy Seffers, Registrar, has announced her retirement effective February 27, 2026. Tracy has faithfully served Shepherd students, faculty, and staff and will be missed. The search for a new Registrar is underway with the goal to have a new hire in place in November, so that Tracy can help us fully onboard the new member of our academic leadership team.

Office of Sponsored Programs (For detailed information, please visit: <https://www.shepherd.edu/osp>)

- Pending Grant Proposals to Date: August 21, 2025
Submitted and awaiting decision on award.
Total FY2025 current pending proposals: \$5,919,795

- FY2026 Active Grant Awards to Date: August 21, 2025
 - Projected FY2025 revenue from active and closed grants: \$12,056,458
 - Total current value of all FY2025 grants (active, awarded and/or closed): \$37,606,011



Student Affairs

- Shepherd's Little House Renovations: Thanks to a grant from Women in Support of Shepherd, our University's beloved Little House has undergone substantial repairs over the summer including lead paint remediation, roof replacement, new chimney caps, significant repairs due to water damage, and a fresh coat of paint. Community volunteers have assisted with preparations to reopen this special place to the public again soon. A reopening celebration will be held later this semester.
- Rambler Card Services: Support services for Rambler Cards recently moved to the Division of Student Affairs Administrative Offices located at Student Center Suite, 216. The Rambler Services website has been updated as have the terms and conditions governing Rambler usage. Currently, students can use their Rambler at off campus locations including Sheetz, Dairy Queen and Papas Chicken and Ribs, and a renewed marketing initiative to add more vendors is underway. Many other local

businesses offer discounts for anyone with a Rambler Card.

- Welcome Week: Program Board sponsored a robust series of daily Welcome Week events to help students connect with the campus and community. The events help new students build new friendships at Shepherd. The student board will host more than 30 events over the course of the semester.

Capital Projects

FY2024-2025 Projects Scheduled/In Process:		
<u>Byrd Science</u> - HVAC, Roof, Controls Replacements, and LED Lighting Upgrade	Governor's Office Grants	
Status: Approved. Planned start date - 12/24, chillers installed, new boiler operating end of Oct.		
<u>McMurrin Hall</u> - Roof Replacement	Governor's Office Grants	
Status: Approved. Waiting on architectural proposal		
<u>Wellness Center Pool</u> - Pool Pac Units (Dehumidification) Replacement	Governor's Office Grants	
Status: Completed.		
<u>"Little House" Remediation</u>	WISH Grants	
Status: Completed. Lead paint remediation, roof replacement, chimneys capped, water damage repairs, interior p		
<u>Additional HVAC Upgrades</u> - Student Center, CCA I and II, Dining Hall, and Wellness Center	Governor's Office Grants	
Status: Approved. In process, installing new efficient system including: heat pumps, major HVAC reno, and controls. Electrical panel for Student Center arrived in house. Work to be completed over Christmas break.		
<u>Dining Hall</u> - Boiler Replacement	Governor's Office Grants	
Status: Completed		
<u>White Hall</u> - Chiller and Pump Upgrades	Governor's Office Grants	
Status: Completed		
<u>\$30M Funds from the State</u>	Governor's Office	
Status: New Facilities Building construction contract awarded to Morton; constuction of building starts Sept. New Dining/ Multipurpose Building contract approved by AG. Site work has started.		
CONGRESSIONAL FUNDING (Financing Approved in Federal Budget Bill)		
<u>Campus Integrated Security Upgrades</u> - Door Locking System, and Purchasing Security and Safety Equipment	\$4,000,000	
Department of Justice (DOJ) Status: As of 8/29/2025, 345 of 362 cameras are installed, online and active. 14 cameras are installed, but are not online as power needs to be run to these poles. Three cameras remain to be physically installed. Door Access has been fully installed across campus with 174 Full Access Doors online and 111 with door position monitoring that include stairwell exit doors, overhead doors, etc. Additionally, three gates are currently active on the Genetec System along with 5 Security Systems.		
<u>East Loop</u> - Environmental Remediation and Demolition of Kenamond and Turner Halls	\$1,475,000	
Department of Housing and Urban Development (HUD) Status: Both buildings were demolished and land seeded.		
<u>East Loop/Gateway Entrance</u> - Commuter Lot to King St. Egress, C- and K-Lot Reconfiguration, King St. Paving/Sidewalks	\$936,000	
Department of Housing and Urban Development (HUD) Status: Paving and landscaping completed. King Street paving and sidewalk demo/reconstruction and asphalt overlay on C- and K-lots complete. Final punchlist work to be completed by 9/2/25		
<u>Academic Classrooms/Auditorium Improvements</u> - Renovate/Revitalize Labs, Classrooms, and Learning Environments	\$2,235,000	
Department of Education (DOE) Status: Approved. Schedule in process.		
<u>Agricultural Small Business Incubator</u> - Tabler Farm Multipurpose Building, MEP, Equip. Purchases, Well, and Fencing	\$1,422,200	
Small Business Association (SBA) Status: Approved. Multipurpose building under construction		
<u>Chemistry Department Labs and Classroom Improvements</u>	\$609,000	
Health Resources and Services Administration (HRSA) Status: Bid accepted. In process		
<u>12 Campus Infrastructure</u> - New cyberinfrastructure dedicated to data-driven research	\$637,210	
National Science Foundation (NSF) Status: Approved. Infrastructure design in process		

Development

- Dr. Kelly Hart and the Facilities Naming Committee have completed the development of our new Facility Naming Policy administrative procedures, for managing the staff procedures in review and approval or recommendation to the Board, as applicable, for naming buildings or facilities. This administrative policy will play a pivotal role in our ongoing development initiatives. The committee is charted under BoG Policy 3; its members are Dr. Jack DeRochi, Dr. Larry Daily, Ms. Sherri Janelle, Ms. Holly Frye, and Ms. Carrie Bodkins. Dr. Hart is serving as the convenor of the group. Dr. Scott Barton, Alan Perdue, and the entire ELT have all contributed in this effort.
- This year's Annual Giving Plan is a comprehensive strategy that encompasses a variety of initiatives, including the highly anticipated Giving Tuesday (December 2, 2025) and the impactful Day of Giving (March 4, 2026). We encourage everyone to mark these dates on their calendars!

Foundation

- Shepherd University Foundation Annual Meeting: The Shepherd University Foundation 2025 annual meeting will be held on September 18, 2025 in the Storer Ballroom, Student Center. The meeting is open for Foundation board members and all donors. This year a new electronic process was implemented to streamline proxy voting.
- Farm to Table Dinner: The Farm to Table dinner will be held on October 3, 2025. Once again it will be held at McMurrin Farm. To date, this annual event has raised over \$140,000 in support of the Last Dollar Fund. For more information about purchasing tickets, please contact Sherri Janelle sjanelle@shepherd.edu.

Upcoming Events (For detailed information, please visit: [Shepherd Calendar](#))

2025- 2026 Board of Governors Meeting Dates Remaining

- November 6, 2025
 - December 18, 2025
 - February 19, 2026
 - April 16, 2026
 - June 11, 2026
-
- September 27, 2025: President's Club Appreciation Breakfast
 - September 27, 2025: Athletic Hall of Fame
 - October 23-25, 2025: Homecoming
 - March 9-10, 2026: HLC Site Visit

ACADEMIC AFFAIRS DIVISION UPDATE

Dr. Jack DeRochi, Provost and Vice President of Academic Affairs, will provide the Committee with an Academic Affairs Division Update featuring division-wide initiatives that are underway in Academic Affairs as well as to itemized highlights presented by units within the division.

Revised Intent to Plan and Academic Program Approval Process

(See Template below as supplement to division update)

Academic leadership is pleased to propose a revision to the Academic Program Approval Process, which includes a streamlined Intent to Plan template. After review of an Intent to Plan form, and in consultation with the Provost and Vice President of Academic Affairs, the Board of Governors will make one of three decisions:

- The BOG approves the Program Intent to Plan.
In this case, program faculty may begin developing the entire curricula for the program as required by faculty governance. The department chair and academic dean collaborate with program faculty to ensure the administrative costs are equal to or lower than the original Intent to Plan. Following final academic approval of the complete program, a final approval by the Board will typically be included in a consent agenda.
- The BOG denies the Program Intent to Plan.
In this case, the academic program should not be developed without revision and a new Intent to Plan submitted to the BOG at a subsequent meeting.
- The BOG requests additional information before rendering final decision.
In this case, the Provost and Dean re-submit the Intent to Plan form with the additional information at a subsequent meeting of the BOG.

An Intent to Plan, in the new format, is presented today for a prospective new Master of Arts in Mental Health Counseling is presented in Presentation Agenda Item 2-b, and an Intent to Plan for the Special Education Endorsement: Multi-Categorical is presented at Item 2-c.

Academic Affairs Transformation Update

As introduced in the June report, we have initiated the strategic objective to transform the

Division of Academic Affairs organizationally to be innovative and future-focused, thus expanding Shepherd University's impact on our students, community, and region.

Re-imagining and transforming the Division of Academic Affairs will

- Drive the ongoing review and enhancement of Shepherd's academic portfolio, exploring innovative and market-driven programs at the undergraduate and graduate levels.
- Optimize the distribution of resources to support administration of Academic Affairs, including departments and schools.
- Contribute directly to stronger student learning outcomes, improve retention, and higher graduation rates.
- Optimize current successes and opportunities to scale student enrollment.

The Launch of Shepherd Online

Work began over the summer to pursue the strategic objective to expand and scale as appropriate the delivery of 100% online programs as well as enhance the academic quality of all online courses and learning opportunities across the University. An external Chief Online Learning Officer is collaborating with faculty, staff, and administrators from multiple divisions to produce a comprehensive assessment of our current online learning enterprise. This final assessment, which will be shared with the President and Provost in mid-September, will establish the foundation for this project and provide clear benchmarks for the multi-phase approach required to execute this objective.

Strategic Retention Objectives and KPIs, 2025-2028

The Academic Affairs Leadership team met at length this summer and identified six key strategic projects to increase our retention and graduation rates over the next three years. Each of the projects below involves collaborations with areas across campus and complements specific tactics from Shepherd's Strategic Plan.

Strategic Retention Project	Project Lead
Develop a comprehensive and integrated advising enterprise.	Amy DeWitt
Develop an annual integrated communications plan for promoting advising, increasing student registrations, and enhancing student support.	Will Bell
Launch and establish ongoing student focus groups to gather actionable insights on student needs and experiences.	Jack DeRochi
Increase experiential learning opportunities and participation for first and second-year students.	Ben Martz
Develop and launch best-practice pedagogical framework for early-term student engagement and academic support.	Richie Stevens
Review and facilitate curricular streamlining across our academic portfolio.	Kurtis Adams

KPIs for Retention and Graduation Rates, 2025-2028		
	Baseline¹	Target
Six-year Graduation Rate	48%	53%
FTIC Retention Rate	70%	74%
Spring-Fall Pers. Rate ²	83%	86%
Fall-Spring Pers. Rate	90%	91%

¹ Baseline: Grad Rate and FTIC retention baseline data taken from official F2024 AA IPEDS Reporting (5-year average). Persistence Rate defined by last five-year average of internal data provided by Institutional Research.

²Persistence Rate: Percentage of all non-graduating undergraduate students who register for the following semester.

Dean Searches

The priority application deadline passed on August 1 for Dean of the College of Science, Technology, Engineering, Math, and Nursing. The search is moving forward efficiently. Semi-finalist virtual interviews took place the week after Labor Day, and we anticipate finalists on campus the week of October 6 –10, 2025.

The priority application deadline passed August 22 for Dean of the College of Business and Recreation. The Search Committee is currently reviewing applications, and we anticipate virtual semi-finalist interviews to occur in late September.

Institutional Accreditations Update

INSTITUTION-LEVEL

Higher Learning Commission (HLC)

Standard Pathway 10–year Cycle: Shepherd will undergo its Year 4 Mid-cycle Comprehensive Evaluation in 2025-2026 as part of its 10-year institutional accreditation cycle. Institutions undergo a comprehensive evaluation to ensure they are meeting the Criteria for Accreditation and pursuing institutional improvement; revised Criteria went into effect on September 1, 2025.

The HLC’s site visit to Shepherd is scheduled for March 9-10, 2026. Assurance Argument writing efforts and campus presentations/trainings are currently underway, and a presentation to the full BoG membership is planned for November.

Annual Institutional Update: In the spring of each year, Shepherd submits an annual update to the HLC that contains information from the previous fiscal/academic year. Components of the report include the number of degree programs, degrees awarded, headcount, and federal compliance information. Data submitted indicated a significant increase in the Composite Financial Index compared to the previous year.

PROGRAM-LEVEL

American Society for Biochemistry and Molecular Biology (ASBMB)

The biology and chemistry programs received full accreditation for its first seven-year term in September 2017; Shepherd was the first institution with ASBMB accreditation in the state of WV. The program will follow up in the annual reporting process with regard to course rotation, professional development funding, and outcomes, as well as student and faculty demographics. There are no annual fees associated with this accreditation, which assists us in connecting with programs at larger R1 institutions. The program successfully completed reaccreditation in 2025 for seven (7) years through 2032.

Commission on Accreditation of Allied Health Education Programs (CAAHEP)

The program complies with accreditation standards through the first application and reporting process in 2022. Their self-study report and evidence files are also available through their program's web pages. The next evaluation period will take place in 2027.

Commission on Collegiate Nursing Education (CCNE)

The CCNE Board of Commissioners acted at its meeting on April 26-28, 2022, to grant accreditation to the baccalaureate degree program in nursing, the post-graduate Advanced Practice Registered Nurses (APRN) certificate program, and the Doctor of Nursing Practice (DNP) program at Shepherd for 10 years, extending to June 30, 2032. The accreditation action is effective as of November 3, 2021, which is the first day of the program's recent CCNE evaluation. The programs were considered by the Board using the CCNE Standards for Accreditation of Baccalaureate and Graduate Nursing Programs (2018). At its meeting, the Board determined that the programs met all four accreditation standards. The Board also determined there are no compliance concerns with the key elements. The next on-site evaluation is scheduled to take place in the Fall 2031.

Council for the Accreditation of Educator Preparation (CAEP)

Between September 20 – October 2, 2024, the Educator Preparation Program (EPP) was visited virtually by a CAEP Review Team. The Team conducted stakeholder interviews with EPP and university leadership as well as students, alumni, faculty, and staff, along with representatives

from P-12 schools throughout the region; they also hosted multiple meetings with EPP leadership during their visit. Over the course of the entire Accreditation Review process, spanning approximately 8 months during 2024, the Team reviewed a total of 78 pieces of evidence in addition to the self-study report, addendum, and rejoinder that were submitted. Across a total of 5 CAEP standards that constitute 17 individual components overall, on each of which there could potentially be identified an Area for Improvement (AFI) or Stipulation, the EPP at Shepherd University met the criteria for all 5 standards and, in April 2025, was awarded continued accreditation. The Council identified one stipulation and three minor areas for improvement (AFIs) in its findings. A two-person review team will virtually revisit the EPP in September 2026 for a follow-up on the program's progress regarding the stipulation while the EPP will report progress on both the stipulation and the AFIs in its annual reporting each spring. Finally, in response to its Annual Report submitted in April 2025, CAEP posed no questions, and the EPP remains in full compliance with all requirements; annual reporting measures are available to the general public each April via the School of Education's CAEP website.

Council on Accreditation of Parks, Recreation, Tourism and Related Professions (COAPRT)

The program is in compliance with accreditation standards through the annual reporting process. Their self-study report and evidence files are also available through their program's web pages. This re-accreditation is valid through 2028 when the next review hearing will take place.

Council on Social Work Education (CSWE)

The Social Work program submitted a thorough and well-developed self-study in April 2019. A successful site visit in the Fall of 2019 resulted in continued accreditation for eight years and no areas for follow-up. In July 2022, the Council on Social Work Education (CSWE) released new Educational Policy and Accreditation Standards (EPAS) for Baccalaureate and Master's Social Work Programs. All social work programs, regardless of their reaffirmation timetable, were required to be in compliance with the 2022 EPAS by July 1, 2025. In Fall 2023, the Social Work program implemented the updated competencies for social work education established by the 2022 EPAS. The program has also developed additional program assessment measures as required by the 2022 EPAS. These measures were piloted in spring 2024 and were fully implemented in the 2024-2025 academic year. These actions bring the Social Work program into full compliance with the 2022 EPAS.

International Assembly for Collegiate Business Education (IACBE)

Both the undergraduate and graduate business programs are accredited through IACBE, with annual reports submitted in October of each year with a Public-Disclosure-of-Student-Achievement. A site visit occurred in early 2020, and through subsequent follow-ups, the program received a full seven-year continued accreditation through 2027. A mid-accreditation cycle quality assurance report was submitted on November 1, 2023. The reaffirmation process has started with a self-study year 2025-2026 and will conclude with a site visit planned in February 2027.

National Association of Schools of Music (NASM)

Through the annual reporting process and progress report, the program is currently in compliance. The NASM self-study was completed in December 2024 and submitted to the National Office in January 2025. The NASM site visit occurred in March 24-25, 2025. We received the NASM Visitor's Report in June 2025. The School of Music faculty are in the process of preparing an optional response due by October 1, 2025, which will address areas of concern noted in the Visitor's Report pertaining to NASM accreditation standards and guidelines.

College of Business and Recreation

Dr. Jessica Graham attended the National Strength and Conditioning Conference in Kansas City, MO the first week of July. She is the WV State Representative and presented information from the WV State NSCA Report.

SERC Tabler farm is one of the finalists in the 2025 WISH program with a proposal centered on developing a composting activity at the farm to help reduce costs to Shepherd by processing waste from Shepherd for Shepherd.

Shepherd University is partnering with *CircleIn* to explore using AI for enhancing tutoring. The premise for this tool is to coach a student through answering a problem instead of simply providing answers.

Dr. Zahra Pourabedin co-chaired a committee at the Academy of Marketing Science, 50th Annual Conference. She is also completing her USDA agritourism grant concentrating on creating marketing materials for regional farmers.

Drs. Jim Dovel, Zahra Pourabedin, and Vahid Biglari attended the AI expo in Washington D.C. this summer, and they will be bringing what they learned into the business curriculum.

College of Arts, Humanities, and Social Sciences

On August 28th there will be a "Meet the Director" event featuring Dr. Jennifer Murray, newly hired assistant professor of history and Director of the Civil War Center. The event will begin at 7:00 p.m. at the Opera House, and there will be a small reception at the Civil War Center afterwards.

The CWC's annual fall seminar will be September 18th through the 20th. This year's seminar is entitled "Antietam & Its Legacy." There are currently 86 registered (and paid!) attendees planning to attend, and they will be coming from 18 states and Canada! **This is the largest**

seminar in the history of the GTMC.

The Rude Mechanicals Medieval and Renaissance Players announces auditions for its fall production of *Macbeth*. Newly hired Assistant Professor of English and Shakespearean scholar, Dr. Michael Vaclav, has assumed the role of Directing "the Rudes," following the retirement of Dr. Betty Ellzey last May.

The Ram Band is up and running for their 52nd season presenting their World Tour Show. The band has five off-campus performances planned in Pennsylvania, Maryland, and Virginia including the Collegiate Marching Band Festival in Allentown, PA where they will share their music with hundreds of future Rams!

Professor David Modler included fifteen Shepherd art students as part of his professional development over the summer culminating with their lino-cut plates being printed at the Boathouse Print Shop on Galiano Island, BC, Canada.



College of Science, Technology, Engineering, Mathematics, and Nursing

Research Scholars: Nine students from the Shepherd University Department of Natural and Physical Sciences recently completed faculty-mentored summer research projects through the Shepherd Opportunities to Advance Research Skills (SOARS) WV HEPC STaR-funded grant program. Four students—Z Coffman, Hannah Wheaton, Nicole Torres Salamanca, and Alani

White—presented their research at the 2025 West Virginia University Summer Undergraduate Research Symposium, held July 27, 2025, at the Mountainlair in Morgantown, West Virginia. Hannah Wheaton, a biology major, earned runner-up honors in the Biological Sciences category for her presentation.

Clinical Assistant Professor: *Ms. Blythe Burner*, BSN, MSN, a Shepherd Alumna and McMurren Scholar was hired into this new position with over ten years of clinical experience and credentials as a Nurse Educator Scholar. She will bring her expertise to increase opportunities for the courses taught in the BSN program.

Visiting Lecturer in Chemistry: *Dr. Joseph Lokant* has been hired to teach courses in Organic and General Chemistry and their associate laboratories. A WV native, Dr. Lokant is a recent PhD graduate from The Ohio University, where his thesis work was carried out in the laboratory of Dr. David Nagib. His thesis was entitled: “*Radical Chaperone Synthesis and Strategies for New Regioselective C-H Functionalization Reactions.*”

BSN Fast-Track Program: A pilot program was initiated to run through the summer. Eight students in the successfully completed their level 2 studies. The program allows the students to graduate earlier and begin their careers sooner.

Nurses of Tomorrow: Four Shepherd University BSN students; Kaidan Brown, Technic Nelson, Dora McGurgan, and Abbie Schellhammer were awarded Nurses of Tomorrow Scholarships from Valley Health. The scholarships provide up to \$25,000 per recipient: \$20,000 over the course of a baccalaureate nursing degree and an additional \$5,000 in their final year. More than a financial award, the scholarship represents a promise to walk alongside recipients as they prepare to join the nursing profession. Recipients were selected from a competitive pool of applicants from Shenandoah University, Shepherd University, and James Madison University for their dedication to patient care, personal stories of service and commitment to the nursing profession.

School of Education

The School of Education spent the summer upgrading their Media Lab which supports students with teaching materials for their Residency and Student Teaching. This project is supported by grant monies from Mr. Paul and Mrs. Judy Armstrong.

Research projects are being conducted this coming school year by the following SOE faculty, Dr. Tracy Nichols, Dr. Belinda Mitchell and Dr. Dawne Burke. Studies will include the effectiveness of Shepherd University Alumna on their students in the PK-12 classrooms along with data collection regarding student health and wellness.

Student Academic Enrichment

Each college currently has a dedicated professional advisor for first-year students: Lee Ambrose (STEM and Nursing), Kathryn “Blake” Marlowe (Business and Recreation), and James Frye

(Arts, Humanities, and Social Sciences). Additional support is needed to expand services to second-year students.

Christina Reich, Director of Advising, and Hannah Williams-McNamee, Director of Student Success and Transfer Pathways, are developing resources and online training to advance Academic Affairs' strategic objective of strengthening student advising.

Andrew Shultz, Director of Career Services, will host SU's Graduate School Fair on September 24 and an Internship Fair on November 12.

TRIO-Upward Bound completed a successful Summer Academy, preparing Berkeley County high school students for college. TRIO-Student Support Services continues to recruit new Shepherd students for the program. TRIO-SSS provides advising, tutoring, mentoring, and financial guidance to help first-generation, income-eligible, and students with disabilities succeed.

Hannah Williams-McNamee is coordinating the Common Reading author visit in partnership with Dr. Heidi Hanrahan and the Department of English, History, and Modern Languages. Joshua Cross will meet with multiple English classes and present to faculty, staff, students, and community members with a writing "craft" talk and a reading and book signing on September 18 at 7:00 p.m.

Amy DeWitt is visiting classes to recruit students for the Peace Corps Prep Program, which emphasizes experiential learning, leadership development, and intercultural competence—valuable whether or not students pursue Peace Corps service. She will also attend the Peace Corps Partnerships Summit September 8–11.

Scarborough Library

The following points highlight several recent initiatives and ongoing priorities at Scarborough Library that support student success, resource stewardship, and campus engagement.

Expanding Student Study Spaces: The library has been awarded the WISH grant to acquire modern, sound-dampening study pods which will help alleviate the ongoing shortage of private study rooms. Demand for dedicated student study space continues to exceed available capacity, particularly during peak academic periods. The grant will be awarded on September 21, and the study pods are expected to be installed in time for the spring semester. In addition to the WISH grant, the President's Club has pledged funding to assist in the purchase of the study pods, ensuring this project can be fully realized.

Supporting Academic Success and Retention: Librarians deliver course-integrated instruction sessions, provide personalized research assistance, and maintain an active presence in classroom instruction, new student orientation, and the LEADS program—equipping students with essential research skills and fostering early engagement with library services.

Maximizing Resource Value and Cost Efficiency: The library is closely monitoring usage statistics and cost-effectiveness of electronic resources to make data-informed decisions about renewals and subscriptions, ensuring prudent use of university funds while preserving access to essential academic content.

Enhancing Library Facilities: Scarborough Society grant funding allowed for the installation of new luxury vinyl flooring in the library's public services area. Foundation funding supported the painting of the public services area, three conference rooms, five group study rooms, and several offices—creating a more welcoming and functional environment for students, faculty, and staff.

Integrating Campus Partnerships: The Stubblefield Institute now has offices in the library, occupying rooms 249–252. The librarians who were formerly in those offices have relocated to the public services area, moving into the offices previously held by Appalachian Studies and the RBA program. In addition, one group study room was repurposed to serve as a librarian's office. While this reduced the total number of student group study rooms, the upcoming installation of new study pods will more than offset the loss, ultimately expanding private study capacity and better meeting student demand.

Institutional Effectiveness

HLC: The four writing teams charged with preparing the Assurance Argument for Shepherd's required 2025 –2026 mid-cycle review for Higher Learning Commission (HLC) accreditation continue their work. Dr. Jason Best, in his capacity as HLC Accreditation Liaison Officer, is directing and facilitating the work of the writing teams, and is working with campus constituencies on preparations for the March 2026 HLC site visit.

HEPC: The West Virginia Higher Education Policy Commission's Credential WV Fall 2025 Summit (focusing on the statewide initiative to support institutions in the development of curricular microcredentials) will take place in early October in Charleston. In addition to serving on the Summit Planning Committee, Dr. Best is co-chair of the HEPC's Microcredential Workgroup on Institutional Policy, Practice, and Quality Assurance.

Shepherd University

Overview of Academic Program Approval Process

The successful launch and ongoing sustainability of new academic programs requires two essential components:

- The academic freedom and subject matter expertise of faculty to develop innovative curricula through established faculty governance systems.
- The sound fiscal management of academic leadership to support the short-term and long-term viability of new academic programs within the entire academic portfolio.

Shepherd University's program approval process is structured to protect both essential components, thus aligning the strategic development of innovative programs with the appropriate allocation of resources.

Intent to Plan

When faculty wish to propose an academic program, an Intent to Plan is developed by the dean in collaboration with program faculty and departmental or school leadership. The Intent to Plan documents the overall concept of a new academic program, including its strategic objectives and learning outcomes, marketability, and high-level financial pro forma. With the support of the academic leadership team, the Provost will present the Intent to Plan to the Board of Governors for approval at one of two semiannual Board of Governors meetings (September and February). The Board of Governors will review and issue one of the following three decisions: approve, deny, or request additional information.

Curricula Development and Faculty Governance

After the BOG issues an approval for a programmatic Intent to Plan, faculty will develop all program and course curricula as per the established faculty governance policies. Faculty will develop all course titles, course descriptions, and course sequencing necessary for curriculum action. Academic leadership within the appropriate college will engage in curricular action to ensure that the new programs are developed within the budgetary frameworks established within the Intent to Plan.

Final Authorization

Following the approval of Shepherd University faculty, the Provost will bring forward the fully-developed program to the Board of Governors for final authorization, as required by Higher Learning Commission policy. If appropriate, the Provost will document any changes to the

program proposal since the original Intent to Plan.

Shepherd University, Intent to Plan Template

The Intent to Plan document is to be submitted for all new academic credentials requiring additional curricula and instructional cost.

Section I: Overall Concept of Program (1 Page)

- Title, Level of Degree
- College/Department:
- Program Objectives
- Student Learning Outcomes (Competencies) Upon Completion

Section II: Market Analysis and Financial Pro Forma (Attachments)

- Market Data (e.g. Lightcast Subscription/PDF)
 - a. Overview of Program Market
 - b. Labor Market Demand/Target Occupations
 - c. Projected Market Growth
- Financial Proforma (5 years)
 - a. Summary of High-level P&L
 - b. Enrollment and Revenue Projections
 - c. External Funding (If Applicable)
 - d. Preliminary Cost Estimates

Section III: Timeline and Contingency Planning (1-2 pages)

- Timeline for Implementation
- Contingency Planning
 - a. Enrollment growth fails to meet or far exceeds expectations

External funding sunsets

INTENT TO PLAN MASTER OF ARTS MENTAL HEALTH COUNSELING

Dr. DeRochi will present this proposal fully to the Committee.

Section I: Overall Concept of Program

Introduction

Shepherd University seeks approval to develop a Master of Arts in Mental Health Counseling in direct response to the urgent workforce need for licensed mental health professionals in West Virginia and the surrounding region. The U.S. Bureau of Labor Statistics projects counseling to be one of the fastest-growing occupations nationally, with regional data underscoring severe shortages in accessible mental health care. At present, Shepherd does not offer a graduate program that leads to licensure in this field. The proposed degree will fill this critical gap by preparing students with the skills, competencies, and clinical training necessary to achieve licensure and provide high-quality mental health services. We are intending to develop this program in a 100% online modality, which will provide unmitigated access to adult learners in our region seeking this professional licensure. In doing so, the program will not only expand opportunities for Shepherd graduates but also strengthen the University's role as a regional leader in meeting pressing community and workforce needs.

Program Objectives

The proposed Master of Arts in Mental Health Counseling will:

1. **Prepare graduates for licensure** by meeting West Virginia state requirements and equipping students for success on the National Counselor Examination.
2. **Foster ethical practice** through the development of professional identity and adherence to established standards of mental health counseling.
3. **Cultivate cultural competence** by training students to work effectively with diverse populations and understand how mental health challenges intersect with individual client experiences.
4. **Develop advanced counseling skills** to prepare students for clinical practice with individuals, groups, and in crisis intervention settings.
5. **Strengthen research and assessment proficiency** by providing instruction in program evaluation, client assessment, and evidence-based practices.

6. **Promote community wellness** by guiding students in delivering services that support well-being in West Virginia communities and contribute to positive social impact.

Student Learning Outcomes

Upon completion of the program, graduates will be able to:

- **Licensure & Professional Readiness**
 - Demonstrate mastery of knowledge and skills required to successfully pass the National Counselor Examination and meet licensure requirements in West Virginia and other states.
- **Professional Counseling Orientation & Ethical Practice**
 - Apply ethical decision-making models, professional codes of ethics, and legal standards in counseling practice.
 - Articulate a clear professional identity as a clinical mental health counselor.
- **Social & Cultural Diversity**
 - Integrate cultural competence into clinical practice by demonstrating the ability to work effectively with clients from diverse backgrounds, identities, and experiences.
 - Analyze how systemic issues and cultural contexts influence mental health and access to care.
- **Human Growth & Development**
 - Apply theories of human development to counseling interventions across the lifespan.
 - Demonstrate the ability to recognize and address developmental crises and transitions.
- **Career Development**
 - Employ career development theories, assessments, and interventions to support clients' vocational and personal goals.
- **Counseling & Helping Relationships**
 - Demonstrate effective counseling skills in individual, group, and crisis intervention settings.
 - Employ evidence-based approaches to build therapeutic alliances and promote client well-being.
- **Group Counseling & Group Work**
 - Design, facilitate, and evaluate group counseling sessions that address a variety of client needs.
 - Apply group dynamics theories and leadership techniques in therapeutic settings.
- **Assessment & Testing**
 - Select, administer, and interpret appropriate assessment tools for diagnosis, treatment planning, and evaluation.
 - Critically evaluate the reliability, validity, and cultural fairness of assessments used in counseling.
- **Research & Program Evaluation**

- Critically analyze research literature to inform evidence-based counseling practice.
- Design and implement basic program evaluation strategies to assess client outcomes and improve counseling services.
- **Community Engagement & Advocacy**
 - Develop and implement strategies for promoting mental health awareness, wellness, and access to services in West Virginia communities and beyond.
 - Advocate for policies and practices that support mental health equity and reduce barriers to care.

Section II: Market Analysis & Financial Pro Forma

Shepherd University subscribes to Lightcast Market Research which allows academic leaders research concrete market data, including labor trends, regional competitors, etc. These data are proprietary to Lightcast, and program specific data will therefore be sent to the Shepherd University Board of Governors separately and outside the public documents.

About Lightcast

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3. Lightcast also leverages workforce profiles—an innovative database of more than 100 million resumés and professional profiles that are aggregated from the open web. These profiles unify information for workers—such as education, employment history, skills, and more—to reveal robust detail on what is happening in today's workforce.

Together, these data related to labor market demand, relevant skills, and the competitive landscape help colleges and universities make informed decisions about their program offerings.

Preliminary P&L for Proposed Master of Arts Mental Health Counseling

		Year 1	Year 2	Year 3	Year 4	Year 5
		2026-2027	2027-2028	2028-2029	2029-2030	2030-2031
START-UP FUNDING (If applicable)		0	0			
TOTAL STUDENT POPULATION- Degree		25	61	89	112	130
TOTAL REVENUE		\$189,375	\$923,344	\$1,341,675	\$1,684,631	\$1,963,519
EXPENSES						
Total New Instructional Costs (Adjuncts, Overloads, FT Faculty)		\$18,000	\$99,000	\$93,000	\$99,000	\$93,000
Total New Administrative Costs (e.g. Program Director, inst. Des.)		\$46,000	\$92,000	\$65,000	\$74,000	\$74,000
Employee Benefits	35%	\$22,400	\$66,850	\$55,300	\$60,550	\$58,450
Total New Equipment or Materials						
TOTAL EXPENSES		\$86,400	\$257,850	\$213,300	\$233,550	\$225,450
Net Revenue		\$102,975	\$665,494	\$1,128,375	\$1,451,081	\$1,738,069
Net Revenue Margin		54%	72%	84%	86%	89%

Enrollment and Revenue Projections for Proposed Master of Arts Mental Health Counseling

			Year 1	Year 2	Year 3	Year 4	Year 5
			2026-2027	2027-2028	2028-2029	2029-2030	2030-2031
Retention Rate	85%	New Students	25	40	55	65	75
Net Tuition/Credit Hour	\$500	2nd Year Students		21	34	47	55
Average Annual Credits	30	Total Enrollment	25	61	89	112	130
Average Annual Tuition	\$15,000	Total Credits	375	1,838	2,670	3,353	3,908
Total Program Credits	60	Tuition/Credit Hour	\$500	\$500	\$500	\$500	\$500
Total Years of Program	2	Additional Fees (\$75)	1875	4593.75	6675	8381.25	9768.75
Total Program Cost	\$30,000	Total Revenue	\$189,375	\$923,344	\$1,341,675	\$1,684,631	\$1,963,519

Section III: Timeline & Contingency Planning

Timeline for Implementation

September 2025	Submit Intent to Plan
October 2025	Curricular development through the faculty governance processes
November 2025	Development of marketing plan and materials (Admissions, University Communications)
January 2026	Launch marketing and enrollment campaign; Course development for first-year courses.
April 2026	Final approvals; program added to university catalog; courses included in Fall 2026 schedule
August 2026	Enroll first cohort of students; Continue development of second-year courses.
December 2026	Assess student outcomes; Continued enrollment drive; Continue course development
August 2027	Enroll second cohort of students

Contingency Planning

Should the proposed Master of Arts in Mental Health Counseling program exceed enrollment projections, Shepherd University will ensure that program quality, student support, and accreditation standards are maintained while responsibly managing growth:

1. Faculty and Instructional Capacity

- Expand instructional capacity through the strategic hiring of additional full-time and adjunct faculty with expertise in clinical mental health counseling.
- Utilize instructional designers and online teaching specialists to maintain course quality and ensure compliance with best practices for online learning.

2. Clinical Placement and Supervision

- Strengthen partnerships with regional and national mental health agencies to expand practicum and internship opportunities.
- Increase the pool of qualified clinical supervisors to ensure all students receive appropriate supervision and placement support.

3. Student Support and Resources

- Scale advising, tutoring, and career services tailored to online graduate students to ensure retention and timely degree completion.
- Invest in technology infrastructure, online library resources, and virtual counseling tools to support a larger student body.

4. Financial and Strategic Planning

- Reinvest additional tuition revenue into program development, faculty support, and student services.
- Evaluate opportunities to expand the program with new concentrations, advanced certificates, or dual-degree pathways in response to student demand and workforce needs.

Should the proposed Master of Arts in Mental Health Counseling fail to meet enrollment projections after three years, Shepherd University will take the following steps to ensure responsible use of institutional resources:

1. Program Review and Assessment

- Conduct a comprehensive review of admissions trends, marketing strategies, curriculum design, and online delivery methods.
- Collect feedback from students, faculty, alumni, and employer partners to determine barriers to enrollment or retention.

2. Strategic Program Adjustments

- Expand digital marketing and recruitment efforts to reach broader national and international audiences while strengthening partnerships with community colleges, healthcare systems, and social service agencies.

- Pursue cost efficiencies such as adjusting course rotations, further optimizing and adjusting faculty loads, and sharing instructional resources.
- Seek external funding and collaborative opportunities with regional and national mental health organizations to support program sustainability.

3. Sunset Procedures (if necessary)

- If the program remains unsustainable after adjustments, implement a structured teach-out plan to ensure all enrolled students complete their degree online without interruption.
- Reallocate faculty expertise and instructional design resources to other fully online programs within Shepherd Online that demonstrate stronger market demand.

The following resolution is recommended for adoption by the Board:

RESOLVED, That the Shepherd University Board of Governors approves the Intent to Plan for Master of Arts in Mental Health Counseling and directs the Provost to oversee completion of the program development for final Board approval.

INTENT TO PLAN SPECIAL EDUCATION ENDORSEMENT MULTI-CATEGORICAL

Dr. DeRochi will present this proposal fully to the Committee.

Section I: Overall Concept of Program

Shepherd University's School of Education seeks approval to develop an Endorsement in Special Education (multi-categorical) in direct response to requests from county school systems in West Virginia, Virginia, Maryland, and Pennsylvania. Special Education continues year after year to be a high need area for teacher positions at all levels PK-12, with many school systems filling positions in Special Education with long-term substitutes and others that are not highly qualified for the position. Currently, Shepherd University does not offer an option for Special Education teacher licensure. The proposed endorsement, which requires three new courses that will be rotated with existing offerings to minimize instructional cost, will fill this high need area, and will be an addition/option to ALL education majors at Shepherd at both the undergraduate and graduate levels.

Program Objectives

1. *Knowledge and Understanding of Disability Categories.*
Students will develop a comprehensive understanding of the various disability categories, including learning disabilities, intellectual disabilities, emotional/behavioral disorders, physical disabilities, and other health impairments, to effectively assess and teach students with diverse needs.
2. *Individualized Education Program (IEP) Development and Implementation*
Students will gain the skills necessary to create, implement, and monitor effective Individualized Education Programs (IEPs) that align with federal, state, and local regulations, ensuring that students with disabilities receive a free appropriate public education (FAPE).
3. *Behavior Management and Positive Support Strategies*
Students will learn and apply evidence-based strategies for managing classroom behaviors, promoting positive behaviors, and supporting social-emotional learning in a diverse classroom setting.
4. *Collaborative Practices with Families and Professionals*

Students will develop effective communication skills and collaborative strategies to work with families, related service providers, and other educators to create inclusive learning environments that support the academic and social success of students with disabilities.

5. *Assessment and Differentiated Instruction*

Students will gain proficiency in using formal and informal assessment tools to identify students' strengths and needs and will learn to differentiate instruction to support diverse learning styles and abilities in the general education curriculum.

6. *Assistive Technology and Adaptive Tools*

Students will be able to incorporate assistive technologies and adaptive tools into their teaching practices, ensuring students with disabilities can access and engage with the curriculum.

7. *Legal and Ethical Foundations of Special Education*

Students will develop a thorough understanding of the legal and ethical guidelines governing special education services, including IDEA, Section 504, and ADA, to advocate for the rights and needs of students with disabilities.

Student Learning Outcomes

Upon completion of the program, students will be able to:

1. *Identify and Address Diverse Learning Needs*
Demonstrate the ability to identify and assess the diverse learning and behavioral needs of students with various disabilities, using both formal and informal assessment methods.
2. *Develop Effective IEPs*
Design, implement, and monitor high-quality IEPs that are tailored to individual students' needs, ensuring they meet legal and educational standards.
3. *Utilize Evidence-Based Instructional Strategies*
Implement evidence-based instructional practices that support academic and social-emotional development for students with disabilities, ensuring they are engaged and able to achieve their full potential.
4. *Promote Inclusive Education*
Apply inclusive teaching practices that foster a sense of belonging for students with disabilities in general education classrooms, providing them with meaningful access to the curriculum.
5. *Collaborate with Stakeholders*
Demonstrate the ability to work collaboratively with families, colleagues, and other professionals to create an effective support network for students with disabilities.
6. *Manage Classroom Behaviors Effectively*
Use positive behavioral interventions and support strategies to create a safe and productive learning environment for students with disabilities.
7. *Apply Assistive Technologies*
Integrate appropriate assistive technologies and other adaptive resources to support students' learning, engagement, and independence in the classroom.
8. *Advocate for Students' Rights*
Advocate for students with disabilities in educational and community settings,

- ensuring they receive the services and support necessary for their success.
9. *Maintain Ethical and Professional Standards*
Adhere to ethical and legal standards in the provision of special education services, including confidentiality, professional conduct, and compliance with relevant laws.
 10. *Engage in Continuous Professional Development*
Commit to lifelong learning and professional development, staying current with best practices, legal requirements, and new research in the field of special education.

Section II: Market Analysis & Financial Pro Forma

The proposed Special Education endorsement is not a new, complete degree program; rather, it is an effective *add-on credential* that better prepares Shepherd education students for the current marketplace. The proposal in Multi-Categorical Special Education will be an added option to the existing teacher licensure pathways, providing all Shepherd University School of Education students the valuable opportunity to expand their professional expertise and enhance their ability to meet the diverse needs of students with disabilities.

Please see Lightcast market research (submitted separately) to illustrate the growing need for special education teachers in our region. These data are proprietary to Lightcast, and program specific data will therefore be sent to the Shepherd University Board of Governors separately and outside the public documents.

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Together, these data related to labor market demand, relevant skills, and the competitive landscape help colleges and universities make informed decisions about their program offerings.

Financial Pro Forma

Given the targeted focus and scale of this proposed endorsement (5 courses total; 3 new courses), a comprehensive financial pro forma has not been provided.

However, in terms of financial considerations, the Special Education Endorsement will be fundamentally cost neutral, as the additional coursework will be offered in alignment with our current SOE curricula and will be required to meet Shepherd University minimum course enrollments.

We anticipate a modest increase in net tuition by

- 1) Making our current degree programs even more attractive due to the advantages of offering this endorsement; and
- 2) Offering these courses on a rotating schedule including summer, which will increase net tuition for that term.

As a result, the inclusion of these specialized courses enhances the educational experience and professional development of our students and generates additional net tuition revenue, contributing to the sustainability and growth of the School of Education.

Section III: Timeline & Contingency Planning

Timeline for Implementation

September 2025	Submit Intent to Plan to BOG
October 2025	Curricular development through the faculty governance processes
November 2025	Development of marketing plan and materials (Admissions, University Communications)
December/January 2026	Submit Intent to Plan Letter to WVDE
February 2026	Submit full program submission to WVDE
May 2026	Receive Decision from WVDE
May 2026	Launch marketing and enrollment campaign; Course development for first-year courses.
May/June 2026	Final approvals; program added to university catalog; courses included in Fall 2026 schedule
August 2026	Offer Courses for the Endorsement
December 2026	Assess student outcomes; Continued enrollment drive
January 2027	Offer Courses for Endorsement
May 2027	First Education Majors to graduate with the Special Education Endorsement added to their initial licensure

Contingency Planning

Should the proposed Special Education endorsement grow and exceed expectations, Shepherd University's School of Education is committed to ensuring that the quality of the program, student support services, and accreditation standards remain intact as the program grows.

The following are strategies can be employed:

1. Ensure faculty-to-student ratios remain manageable.
2. Allocate additional resources to maintain an exceptional learning experience.
3. Hire additional qualified faculty to support program growth.

The School of Education will regularly assess the program's effectiveness by:

- Gathering feedback from students, faculty, and employers
- Ensuring the endorsement meets the evolving needs of students and adheres to state and national accreditation standards.

Enrollments for the new courses developed as part of this Endorsement will be reviewed over the next three academic years. At that time, if these new courses fail to meet minimum course enrollment requirements, the School of Education will take proactive steps to ensure the responsible use of institutional resources. The School of Education will first evaluate the program to identify any potential enrollment barriers, such as course structure, marketing strategies, or student demand. Based on the findings, adjustments may be made to better align the program with student needs and market trends. These adjustments could include refining course offerings, enhancing recruitment efforts, or modifying the program's delivery format to increase accessibility and appeal.

Additionally, the School of Education will consider reducing faculty staffing or course offerings to match enrollment numbers, ensuring that resources are allocated efficiently without compromising the quality of education. The School of Education will also explore partnerships with local school districts and community organizations to increase awareness and interest in the endorsement. Finally, the School of Education will work closely with students and alumni to gather feedback and improve program components, ensuring that the endorsement remains relevant and meets the evolving needs of educators and the communities they serve. By taking these measured steps, the School of Education will responsibly manage resources while maintaining its commitment to offering high-quality, impactful programs.

The following resolution is recommended for adoption by the Board:

RESOLVED, That the Shepherd University Board of Governors approves the Intent to Plan for Endorsement in Special Education (multi-categorical) and directs the Provost to oversee completion of the program development for final Board approval.

DEVELOPMENT DIVISION UPDATE

Dr. Kelly Hart, Vice President for Development and Annual Giving, will provide the Committee with a Development Division Update.

Development, Annual Giving, and Alumni Affairs

It is a distinct pleasure to return in my new capacity as Shepherd's Vice President of Development and Annual Giving. I look forward to working closely with President Hendrix, the Executive Director of the Foundation (Sherri Janelle) and her team, as well as ELT and members of the Shepherd community to advance Shepherd's mission through strategic philanthropy and meaningful engagement with our alumni, donors, and friends.

In this initial report, I will outline my approach to this role and the framework that guides our initial priorities. The goal is to build a strong culture of giving – one that is inclusive, data-informed, and aligned with the University's and Foundation's strategic plans. We are focused on fostering deeper relationships, enhancing our annual giving program, and laying the groundwork for long-term development initiatives that will support student success, faculty excellence, and institutional growth.

According to the research, philanthropy in higher education is growing, reaching \$88.3 billion nationally in 2024. Donors continue to give generously, even in challenging times, when they see a clear vision and meaningful impact (Aspen Leadership Group, August 2025). For Shepherd, this underscores the importance of investing in development and annual giving now. By strengthening our capacity to engage alumni, donors, and partners, we can ensure Shepherd is well-positioned to secure long-term support for our students, programs, and future growth.

The Office of Development and Annual Giving, in partnership with the Shepherd University Foundation, advances the mission of Shepherd University by engaging alumni, donors, parents, faculty, staff, and friends in philanthropic support. The *2025-26 Development and Annual Giving Plan* provides a roadmap to strengthen giving, deepen donor engagement, and expand the culture of philanthropy across the Shepherd community.

Below is a snapshot of the *2025-2026 Development and Annual Giving Plan* Goals:

1. Increase Overall Philanthropic Revenue

- The June 2025 Board of Governors Report noted that 2024-2025 annual giving was down by 5.5% compared to 2023-2024. This year's goal is to increase total Annual Giving revenue by 3-5%.
- Work collaboratively with the Shepherd University Foundation and Shepherd campus community to strengthen major and planned gift pipelines through proactive cultivation and stewardship.

2. Expand Alumni Giving and Participation

- We reported in June that alumni giving was down by nearly 13% from 2024-2025.
 - This year's goal is to increase alumni giving by 1-3% compared to 2024-2025.
 - For 2024-25, alumni giving participation was at 3.5%. This year, the goal is to exceed that, toward the regional public benchmark of 5-8%.
- Partnering with the Alumni Association Board of Directors: The Alumni Association Board of Directors is very dedicated and working hard to meet the goals of their comprehensive five-year Strategic Plan that runs through 2029, focusing on growth, connection, and support:
 - Enhance relevance and impact through growth, engagement, and unity. The Alumni Association will strive to be a relevant and influential organization, actively contributing to the advancement of Shepherd University's strategic priorities and mission.
 - Foster integration and visibility through connections. By cultivating strong relationships and fostering integration within the Shepherd community, the Alumni Association seeks to become an integral and highly visible member of the university ecosystem.
 - Support strategic goals. The Alumni Association and its sustaining members will align their efforts with the Shepherd University strategic goals, providing essential support and resources to help achieve key objectives.
- To better understand how our alumni would like to engage with Shepherd, the Alumni Association Board is drafting an engagement survey. This will be beneficial for planning, outreach, and engagement.
- Working collaboratively with the Director of Alumni Affairs and the Executive Director of University Communications, rework the Alumni Newsletter to enhance communications with alumni.

3. Strengthen Donor Pipeline and Retention

- Improve donor retention by 3-5 percentage points.
- Acquire at least 50-100 new donors (across all categories)

4. Grow Leadership Giving – President's Club

Currently, there are 41 members of the President's Club (\$1,000+ annually).

- Add 25 new President's Club members for 2025-26.
- Create a campaign to drive leadership giving to the President's Club.

5. Advance Strategic Priorities through Philanthropy, focusing on:

- Scholarships and student success
- Academic excellence and faculty development
- Athletics and campus life

Since my arrival in June, I have met with (and continue to meet with) several members of the Shepherd community, including President Hendrix, the Foundation Executive Vice President and her staff, members of ELT, deans, Shepherd faculty and staff, members of the Gridiron Club, members of the Shepherd University Athletic Club board, the Alumni Association president and his board, Shepherd Musical Showcase for Scholarships members, Dr. Jennifer Murray (Director of the George Tyler More Center for the Study of the Civil War), Zachary Dougherty (Robert C. Byrd Center), and Cindy Powers (Lifelong Learning).

Accomplishments to date include:

- Created the *2025-2026 Development and Annual Giving Plan*.
- Convened the Facilities Naming Committee. As previously mentioned, with the help of Vice President Barton, General Counsel Perdue, the President, and ELT, we have developed a facilities naming policy for Shepherd.
- Organized monthly, joint meetings with the Foundation and Athletics, resulting in enhanced communication and coordination of efforts.
- Worked collaboratively with the Foundation staff, Alumni Affairs, and Athletics to create an events calendar and a communication schedule to coordinate our efforts and assist with planning.
- Collaborated with University Communications to:
- Design the annual appeal mailer and distribute it to Shepherd donors.
- Design a President's Club brochure to launch in an upcoming campaign. Prospects have been identified and will continue to be identified throughout the year.

Continued and upcoming projects include, but are not limited to:

- Continue working to identify and pursue potential corporate partners for Shepherd University:
 - Shepherd Online Initiative (\$250K) – includes outreach and meetings coordinated with several specific prospective corporate sponsors
 - The Common Reading Program (\$7K-\$10K) – includes outreach to a specific prospective corporate sponsor.
 - Shepherd's (outdoor) Tennis/Pickleball Courts (\$100K)
- Collaborate with Dr. Mary Hancock (Director, School of Nursing) to host a Homecoming reception for Nursing alumni. We will also launch a \$50 for 50 Campaign at this reception.
 - Working collaboratively with Dr. Hancock and Katie Swayne (Director of Alumni Affairs), we are inviting Nursing alumni to participate in the Homecoming parade with their families, and then we will host a reception afterward.

- While all Nursing alumni are welcome, we are reaching out to those who graduated in 2015 – 2025.
- Work closely with The Shepherd University Foundation, University Communications, Alumni Affairs, and members of the Shepherd community to host a successful Giving Tuesday on December 2, 2025.
 - Focus will be on contributing to the Shepherd Fund.
- Creating and hosting the inaugural Annual Scholarship Fundraiser for Shepherd women athletes during the first month of February. February 4, 2026, is National Girls and Women in Sport Day, a nationally recognized day. We have extended an invitation to a nationally prominent, former college women's sports participant to be our keynote speaker for this event.
- Working collaboratively with Dr. Kurtis Adams (College of Arts, Humanities, and Social Sciences) to host the Musical Showcase on April 11, 2026.
- Collaborating with Dr. Adams to raise funds for the Caperton Piano Restoration Fundraising initiative (\$40K).
- Establishing a Day of Giving Team to help plan and assist with Shepherd's Day of Giving on March 4, 2026.
- Convening the Shepherd University Development Advisory Group, which will meet with me quarterly.
- Hiring a shared administrative assistant with Dr. Stacey Kendig (Director and Professor, Department of Recreation, Sport, and Exercise Science).

In closing, by aligning our efforts with Shepherd's mission and strategic priorities and working closely as a campus-wide team, we will strengthen our culture of philanthropy, deepen our donor engagement, and lay the foundation for long-term growth for the University.

UNIVERSITY FOUNDATION UPDATE

Ms. Sherri Janelle, Executive Vice President for the Shepherd University Foundation, will provide the Committee with a University Foundation Update.

COMPREHENSIVE FUNDRAISING SUMMARY New Gifts and Pledges 7/1/2025 – 8/31/2025

Gift Category	7/1/2025-8/31/2025		7/1/2024-8/31/2024		7/1/2023-8/31/2023	
Annual Giving	\$220,815		\$254,137		\$408,931	
Endowments	\$101,155		\$24,840		\$460,151	
Capital	\$0		\$0		\$11,625	
Total:	\$321,970		\$278,977		\$880,707	
Donor Category	#Donors 7/1/2025- 8/31/2025	Donors 7/1/2025- 8/31/2025	#Donors 7/1/2024- 8/31/2024	Donors 7/1/2024- 8/31/2024	#Donors 7/1/2023- 8/31/2023	Donors 7/1/2023- 8/31/2023
Alumni	269	\$97,967	288	\$112,094	264	\$142,812
Friends	157	\$74,326	216	\$81,739	178	\$69,773
Corporations/Foundati	30	\$61,503	40	\$33,176	31	\$155,796
Others/Estates	18	\$88,174	27	\$51,968	28	\$512,326
Total:	474	\$321,970	571	\$278,977	501	\$808,707

Comprehensive Fundraising Report: 7/1/2025 through 8/31/2025 – New Gifts and Pledges

The comprehensive fundraising report above provides cumulative data from the beginning of the fiscal year through the end of the reporting period, with comparative data for the same period during the prior two fiscal years. It includes results from fundraising programs managed through the Shepherd University Foundation and the University, inclusive of Athletics.

- Total gifts and pledges for the current fiscal year yielded \$321,970. This is a 15.41% increase over the same period in 2024.
- Total Endowments for the current fiscal year yielded \$101,155. This is a 307.23% increase over the same period in 2024.

- Total donors for the current fiscal year are 474, which is a 16.99% decrease over the same period in 2024. Total alumni donors for the current fiscal year is 269, which is a decrease of 6.6%
- The financials do not reflect a recent \$15,000 donation from WVU Medicine, designated for Nursing Scholarships. Since 2023 WVU Medicine has donated over \$81,000 in support of 18 nursing students.

Scarborough Society Gala: August 8, 2025 - The annual Scarborough Society Gala was held at The Bavarian Inn, Resort, and Brewing Company in Shepherdstown to support Shepherd University's Scarborough Library, with 150 invited guests attending the black-tie event. Inspired by the classic French novel and musical adaptation *Phantom of the Opera*, the Scarborough Society Gala invited guests into a masquerade inspired by Gaston Leroux's 1910 depiction of the Paris Opera House ghost. The event was a great success and raised more than \$36,000 for the Scarborough Library, one of the highest totals ever for the event.

Request for Proposals for Investment Management Services: RFP's for the Shepherd University Foundation's Investment Management Services were released on June 1st and on-campus RFP finalist presentations were held on August 26th. The RFP committee will make their recommendation and award notifications at the Shepherd University Foundation Annual meeting on September 18th.

Audit: SEK CPAs & Advisors presented a draft of the FY2025 audit of SUF and SUFSO to the Foundation Audit committee on August 22, 2025. The drafts presented included an unmodified (or clean) opinion on the financial statements. Their findings will be shared at the Shepherd University Foundation Annual meeting on September 18th.

Shepherd University Foundation Annual Meeting: September 18, 2025 - The Shepherd University Foundation 2025 annual meeting will be held in the Storer Ballroom, Student Center. The meeting is open for SUF board members and donors. This year a new electronic process was implemented to streamline proxy voting for donors and to maximize staff time while cutting administrative costs.

Fall events hosted by the Foundation:

WISH Grant Award Ceremony: September 21, 2025 - The 2025 WISH Grant Award Ceremony will be held in Erma Ora Byrd Hall. Invitees for this event are current WISH members, grant recipients, and their invited guests. WISH will be awarding a total of \$145,000 to two Shepherd learning projects and two community nonprofits. With these current grants, WISH will have awarded out \$1,317,000 in grant funding (WISH impact for Shepherd University \$658,500 and WISH impact for tri-state region \$658,500).

President's Club Breakfast: September 27, 2025 -The breakfast will be held once again at Popodicon to celebrate the generosity of the members. Member gifts have funded key initiatives and programs during the 2024-25 academic year. The Impact Report will be shared at the event

and some of the initiatives and programs highlighted include: alumni programming initiatives, new tablets for the police department, support for the Appalachian Studies program, and faculty mini grants. Club donors help ensure the future of Shepherd University through annual unrestricted gifts of \$1000 or more. This extraordinary commitment shown by, alumni, friends, faculty, staff, executive leadership, and board members demonstrates the true passion and pride that so many feel for Shepherd. Beginning in the 2025-26 academic year, fundraising efforts for the President's Club will be led by Dr. Kelly Hart, Vice President for Development and Annual Giving.

Scholar Photo Day: October 1, 2025 – Students who receive a Foundation scholarship for academic year 2025-2026 will be invited to join photographer Sam Levitan at McMurran Hall for a professional photo and a chance to thank the donors who made the scholarships possible.

Farm to Table Dinner: October 3, 2025 - This year's Farm to Table dinner will be held once again at McMurran Farm. The annual event supports the Last Dollar Fund, a fund that assists Shepherd students in good academic standing with tuition-related expenses.

Fall Art and Lecture: October 14, 2025 – This fall's Art and Lecture event will host author John Gilstrap leading a discussion surrounding the peaks and valleys, and then peaks again, of his own career and encouraging those who dream about finding success in the arts. The event is free and open to the public.

Thank a Donor Campaign: October 21, 2025 - The Shepherd University Foundation will be holding two Thank a Donor days to coincide with this year's Homecoming Festivities on Tuesday, October 21 and Wednesday, October 22. Students, faculty, and staff are encouraged to participate in the following:

- Writing thank you postcards to our top donors
- Posing with "Thank a Donor" signage for photography and videography to be used in a video for distribution later in the fall
- Share stories and testimonials on how you have been positively impacted by donor support.

ATHLETICS DIVISION UPDATE

Ms. Carrie Bodkins, Director of Athletics, will provide the Committee with an Athletics Division Update.

The Department of Athletics continues to collaborate with other departments across campus. Carrie Bodkins, Director of Athletics, met with RA's to discuss how they can support student-athletes. Carrie Bodkins, Director of Athletics, Erin Lee Assistant Athletic Director for Internal Operations & Compliance/SWA, and Katie Bishop Director of Sports Medicine/Head Athletic Trainer met with faculty during faculty development workshops. We talked about a day in the life of a student-athlete, provided case studies to help assist with advising student-athletes, and discussed return-to-learn protocols after injuries.

The Department of Athletics is fully staffed with four athletic trainers this year. In addition, Shepherd University signed agreements with Shenandoah University, Wheeling University, Frostburg State University, and West Virginia Wesleyan College to be a clinical education site for students who need clinical hours for a master's degree in athletic training. This fall we have two students placed at Shepherd, which helps support our full time staff in addressing the athletic training needs of our student athletes.

The bleacher project in the Butcher Center was completed in August. The student-athletes are extremely excited about this upgrade, and it will improve our effectiveness in programming the arena.

The NCAA's Policy on Campus Sexual Violence requires member institutions to meet specific provisions. As required, all athletic staff were educated on sexual violence prevention and intervention on August 1. All student-athletes' education requirements will be completed by the end of September. The University will attest to meeting compliance in September with signatures from the Director of Athletics, the Title IX Coordinator, and the President of the University which will be submitted to the NCAA.

The Department of Athletics addressed specific actions in the Gender Equity Action Plan by increasing resources to women's programs and women's salaries. The sports interest survey was distributed to all incoming students to assess the unknown intercollegiate athletic interest and needs of our students to support participation of the underrepresented population. The survey results will be reviewed annually to see if there is a need for adding viable and sustainable

sports. Currently the athletic department is working on compiling information to complete our annual EADA report which is due October 15.

The Department of Athletics in conjunction with the Shepherd University Athletic Club (SUAC), awarded six \$1,000 scholarships to current student-athletes in the following sports-women's and men's soccer, volleyball, lacrosse, and men's and women's basketball.

Preseason polls have come out and Shepherd University has prominence in several. Our women's soccer team is ranked 8th nationally and 1st in the PSAC East, with aspirations of continuing their historic success again this season. Volleyball is ranked 1st in the PSAC while football is ranked 4th.

ENROLLMENT MANAGEMENT DIVISION UPDATE

Undergraduate Admissions

The Enrollment Management Division is appreciative of the support and efforts of the entire Shepherd community in recruiting, enrolling, and welcoming this year's incoming class! For the fall 2025 admissions cycle the Undergraduate Office of Admissions received 2,723 applications; admitted 2,059 students; and received 1,042 deposits. After a successful 2025 cycle, the staff is now focused on the spring and on the fall 2026 classes.

- Fall travel season for the admissions staff began on September 1, with college fairs in the Parkersburg, WV area. This year staff members will be recruiting in West Virginia, Maryland, Northern Virginia, Pennsylvania, and Delaware.
- Admissions will host two open houses this fall. The dates are September 27 and November 1. Students will participate in an expo fair to speak with academic programs and important campus offices, learn about the Shepherd admissions process and campus services, take a campus tour, and attend an academic breakout session where they can learn more about their academic program.
- In addition to the open houses, the Office of Admissions will host two Saturday campus tours on October 18 and December 13. Students and families who are not able to visit campus during the week will get an opportunity for a student led tour and a presentation from an admissions staff member.
- On August 25, the Office of Admissions welcomed two new admissions counselors, Morgan Sites and Paul Teter. Morgan and Paul are Shepherd alums who graduated in 2022 and 2025, respectively; both were student ambassadors during their time as students. Morgan will recruit students in Northern Virginia and Delaware, and Paul will recruit students in West Virginia.

Registrar

In June 2025, Sydney White joined the Office of the Registrar as a Student Records Assistant. A scholarship recipient earning an RBA - Communication Studies emphasis degree from WVU, Sydney has a background in international travel, medical records, and privacy law compliance. She ably supports our transfer credit articulation and records management processes, as well as being another welcoming face and voice in the office's front line. Welcome, Sydney!

Re-Engineering Transcript and Diploma Production – Update

In Fall 2023, Shepherd University partnered with Parchment Document Services to enhance two critical student services through the Office of the Registrar:

- Seamless, no-touch integration with Banner for electronic transcript functionality (“Robo-Registrar”), and
- A diploma production system that provides both traditional printed diplomas and instant digital diplomas delivered directly to students.

Since the launch of the “Robo-Registrar” process in October 2023, the system has generated nearly 7,000 electronic transcripts without manual intervention. This modernization has virtually eliminated costs associated with security paper, envelopes, postage, and related labor. At current prices, savings on paper, envelopes, and postage alone have exceeded \$9,000.

In May 2025, the University issued almost 1,000 diplomas in both print and digital formats. Early adoption of the digital version has been strong, with a 71% claim rate; of those, 37% were shared on social networks and job sites, extending Shepherd’s visibility and reputation. Importantly, graduates now have lifetime digital access to their credentials through Parchment.

Training to Serve Veterans

In July 2025, Amanda Laitres, one of Shepherd’s Veteran Certifying Officers, attended the virtual annual conference of the Association of Veterans Education Certifying Officers (AVECO): *Wings for the Future, Empowering Veterans Education*. This professional development ensures Shepherd remains at the forefront of serving veteran and military-affiliated students with excellence and compliance.

Dual Enrollment

This year Shepherd received 369 applications for the dual enrollment program, the most in the history of the program. Of the 369 applications, 335 students met the admissions requirements. As of August 27, 292 dual enrollment students were registered for classes, accounting for 1,963 total credit hours. Seventy-nine of these are returning students with prior dual enrollment completions.

STUDENT AFFAIRS DIVISION UPDATE

Ms. Holly Morgan-Frye, Vice President for Student Affairs and Director of Community Relations, will provide the Committee with a Student Affairs Division Update.

NABITA Training Attendance: Jess Anders (Director of Accessibility Services), Wendy Baracka (Director of Counseling Services), and Jake Mellow (Dean of Students) completed a 10-hour training presented by the National Association for Behavioral Intervention and Threat Assessment (NABITA). The training centered on the Structured Interview for Violence Risk Assessment (SIVRA), an interview-based tool designed to assess an individual's potential for violent behavior toward themselves or others. The SIVRA process utilizes a standardized set of questions to evaluate risk factors and determine appropriate intervention strategies aimed at preventing acts of violence.

Additionally, Lori Maraugh (Chief of SUPD) and Jake Mellow (Dean of Students) attended a six-hour training presented by NABITA on the Violence Risk Assessment of the Written Word (VRAWW). This training focused on a content-based risk assessment tool designed to identify potential violence and appropriate interventions based on an individual's created content. The VRAWW evaluates materials such as emails, notes, artwork, videos, social media posts, and other forms of written or visual communication. Insights gained from the VRAWW can also support preparation for a Structured Interview for Violence Risk Assessment (SIVRA).

Student Travel Guidelines: Student Affairs has been working collaboratively to create an updated and efficient policy for student travel to ensure safety, communication, and risk assessment. These guidelines have been updated to include a mobile check-in process providing campus administrators with direct knowledge of students traveling off campus for a class, extracurricular activities, or athletic competition.

Beacon Early Alert System: Melanie Ford, Principal Systems Analyst, Division of Student Affairs, and Julia Franks, Chief of Staff, Division of Student Affairs and Director of the Student Success Center communicated to the campus that effective Monday, August 18, 2025, the Beacon Early Alert System will no longer be utilized due to the software company, Anthology, sunsetting the product. Utilization of an early alert system has proven to be a critical tool to help our students overcome barriers to their success, so staff have worked to develop an internal system. Julia Franks will continue the collaboration with an identified team of alert responders who will address student concerns and offer immediate support. To learn more about how to submit a notation about a student, [please use this link](#).

Accessibility Services

- **Title II:** Jess Anders, Director and Bekah Welch, Student Support Specialist both representing Shepherd's Accessibility Services Office attended the AccessU Conference, hosted by Knowbility, to learn digital accessibility legal requirements. They returned to campus with resources to help Shepherd obtain Title II compliance as well as countless professional connections with universities and organizations.
- **Numbers Continue to Climb:** As of August 18, 2025, 326 students have registered with Accessibility Services. This number is typically not reached until the end of the Fall semester indicating an increase in the number of students with documented disabilities.
- **Self-advocacy:** Accessibility hosted two, themed self-advocacy workshops for students on September 3rd and 4th. Staff members on campus volunteered to help students work through common challenges in college and how students can advocate for themselves.

Office of Student Activities, Leadership and Fraternity & Sorority Life

- **Appalachian Heritage Festival:** Shepherd's Director of Student Activities and Leadership obtained financial support from the Jefferson County Convention and Visitors Bureau, the Corporation of Shepherdstown, and multiple community businesses and donors in support of Shepherd's 29th annual [Appalachian Heritage Festival](#) which will be held on Saturday, September 13 featuring free workshops, demonstrations, and a showcase concert. Since its inception, more than 70 nationally recognized artists, writers, and musicians—including National Heritage Award recipients Jean Ritchie, Ralph Stanley, Hazel Dickens, and Mike Seeger—have participated. This year marks the first-time community partners and individual donors have joined together to help sponsor the festival, ensuring it remains free and accessible for all. This year's program will also highlight two Shepherd alums, Josh Jimmerson ('23, Environmental Studies) and Ben Townsend ('05, Mass Communications) as well as current Appalachian Studies graduate students Alyssa Sumerano, Jennifer Fisher, and Molly Sutter.
- **Student Government Association:** After attending the West Virginia Student Leadership Conference, Shepherd's new Executive Leadership Team held two summer workshops to begin moving their plans into implementation. These included new branding, marketing and outreach strategies to continue to build student awareness and engagement in our community, revision of the EPTA shuttle schedule, and plans for fall opening events. SGA President Tyler Furbee addressed new students at the opening Shepherd Convocation during Orientation challenging students to embrace the opportunities provided at Shepherd to learn inside and outside the classroom.
- **Intergenerational Bus Trip to DC:** The Program Board partnered with the Lifelong Learning program to sponsor a charter bus trip for students and community members to Washington, DC on Saturday, September 6. Participants were transported from campus to the National Mall, dropped off at the Smithsonian's Museum of Natural History, and were able to explore the many historic and cultural treasures of the city.

- **Anti-Hazing and Bystander Intervention Training:** Student Affairs is committed to fostering a culture of respect that is free from hazing. Annie Lewin, Title IX Director, and Rachael Meads, Director of Student Activities, collaborated to educate hundreds of our Shepherd student leaders through in-person trainings on bystander intervention, how to act to prevent harm, and ways to identify and prevent hazing at Shepherd. In-person training was conducted for all fraternity and sorority chapters, Resident Assistants, and members of the Shepherd Ram Band. In addition, Annie Lewin also conducted in-depth training for every in-season team of student-athletes and presented to all new students during new student orientation in August.

Principal Systems Analyst

- **Students Need to Know:** Beginning in August, the Division of Student Affairs began a “SU Students Need to Know” campaign encouraging students to act on specific tasks. This campaign will continue once a month or more when necessary, to ensure that students can quickly receive social media posts about key operations on campus. We’re currently reaching over 1,400 accounts on Instagram.
- **Rambler on the Move:** The Rambler Office has been moved to the Division of Student Affairs and a second Card Printing location was added. The Games Zone will now be printing Ramblers for our students and employees providing additional access for the campus to be served. Our Principal Systems Analyst will work closely with the staff who support card access (residence life, police, dining services, the library and off-campus merchants).

Student Success Center

- **Shepherd Success Academy (SSA):** 54 students have registered for SSA and will be meeting with one of four Success Coaches weekly. The Fall 2025 cohort is one of the largest cohorts since the program began in 2017. This summer, the A-Team Peer Orientation Leaders called all registered SSA students to keep in touch and share more information about the program, proving that on-going communication bridges the high school to college information gap. Students participating in the SSA program will have the opportunity to create personalized success plans, learn about time management, study styles, academic self-advocacy, and campus connection.
- **Peer Success Leaders:** Six Peer Success Leaders are available to meet with Shepherd students not associated with the Academy regarding a variety of topics such as communication and study skills, organization, time management, and goal setting. Peer Success Leaders are upper-level Shepherd students, who complete three or more office hours per week in the Student Success Center to meet with students. Students interested in becoming a Peer Success Leader should contact Danielle Stephenson at dstephen@shepherd.edu.
- **Walk-In Hours:** Walk-In Hours for the Fall 2025 semester occur on Mondays from 2:00 pm to 4:00 pm and Thursday’s from 9:00 am to 11:00 am. Walk-In Hours are held in the Student Success Center, Student Center, Room 122, and no appointment is required. Walk-In hours are a short-term success coaching resource that provides quick and

effective support. Additional Walk-In Hours are posted on the Student Success Center website.

- **Social Media and Digital Engagement:** The Student Success Center has rebooted its Instagram account (@Shepherd_SSC) which has been promoted again through the Student Success Center Calendars to better connect with students and serve as an approachable platform for engagement. Through this account, we share practical tips, highlight online resources, and promote our services in a relatable way. From this promotional effort, there was an increase of 2,000 profile views throughout the months of July and August. To maintain consistency and maximize reach, a detailed schedule has been developed to guide our posting throughout the semester. The Student Success Team has worked with student workers and Peer Success Leaders to effectively conduct three posts per week.

Orientation

- **Registration Sessions:** Two specialized, new student Orientation sessions were held in April for Honors and Dual Enrollment students. Both sessions had registration time for the incoming students and presentations from TRIO, Student Success, First Year Student Pathways, Academic Advising, and Career Services.
- **Sessions:** Nine Orientation sessions were held throughout the summer for all incoming students. June sessions were held in the morning and afternoon on June 10, 12, and 17 for First Year students. Morning and afternoon sessions were held where advisors met and created Fall 2025 schedules for incoming students. An Information Fair was held on each date with representatives from Residence Life, Shepherd University Hospitality, Student Success, Accessibility Services, I.T. Services, and more.
- **A-Team:** Orientation Peer Leaders welcomed new incoming students and their guests to Shepherd University during the months of June, July, and August! This summer, the June A-Team consisted of six student leaders on campus. Aside from working during every Orientation session, these students made postcards that were sent to all new incoming students and called all students after each Orientation session. The August A-Team Orientation Peer Leaders worked with the Shepherd L.E.A.D.S. program, serving as peer mentors for program participants. The August A-Team consisted of 17 student leaders on campus. They led leadership and group activity sessions during the program. They also worked during Convocation and New Student Welcome weekend, helping students complete the final steps before officially becoming a Shepherd Ram. Two Lead A-Teamers worked with Orientation and New Student Programs for the duration of Summer 2025. Dei'Ja Taylor-Mallory and Heavenly Hutcherson served on both June and August A-Team, providing additional peer support and training for both teams. They led the charge in post-Orientation calls and the new student postcard project, attended New Student Task Force meetings and Shepherd L.E.A.D.S. planning meetings.

New Student Welcome Events

- **Thursday, August 21** (following Move-In):
 - Commuter Mixer, Commuter Lounge
 - Ram Band Exhibition, Ram Stadium
 - Screening of *Wicked*, Opera House

Friday, August 22

- Convocation, Ram Stadium
- Student Academic Departmental Meetings
- Culture of Respect Presentation, Butcher Center
- Complimentary BBQ lunch provided by Shepherd University Hospitality, Butcher Center Plaza.
- Optional afternoon activities included
 - Shepherd Success Academy Welcome Meeting,
 - TRIO Welcome Meeting,
 - Student Leadership Panel
 - Tours with A-Team
 - Veteran's Welcome Meeting
 - Accessibility Services Welcome Meeting
 - Blanket Bingo on Potomac Place Lawn

Saturday, August 23

- Ram Jam 3-hour block party on Potomac Place lawn with free t-shirts to tie dye, grilling, Music, and outdoor lawn games

LEADS - Leadership | Education | Action | Development | Service August 16-21: 51 new students participated in this early immersion program designed and coordinated by The Student Success Center focusing on college preparation, leadership development, learning, engagement.

Veterans Support: The Veterans' information session during orientation at the vet center/ Gardiner Hall was a chance for veterans to meet other veterans and learn about campus resources and see the Veterans Center.

International Students Support: This fall, the Student Success Center welcomed nine international students from Nepal, Sierra Leone, Nigeria, Ghana, Lithuania, and the United Kingdom. During summer, the student success center focused on enhancing resources and programming for international students.

- **International Student Handbook:** Developed and finalized a comprehensive handbook designed to support incoming international students. The handbook provides practical guidance on academic policies, campus resources, cultural adjustment, and community integration. It will serve as a central resource for helping students navigate their transition to Shepherd University.
- **International Student Orientation:** Organized and hosted the International Student Orientation on *Thursday, August 21, 2025*. The program introduced new students to university services, faculty, staff, and peers, while also addressing critical topics such as visa compliance, academic expectations, and student life. This orientation session emphasized building community and ensuring students feel supported both academically and personally.

Student Community Service

- **LEADS:** The Student Community Services Office coordinated service projects for 51 new students during the L.E.A.D.S. program. Along with upperclassman, new students participated in four projects serving the Community Club, Tabler Farm, River and Trails, and the Commuter Lounge. Each group was led by a Student Affairs' employee in an effort to connect our students with a trusted contact on campus.
- **Ram Pantry:** The new semester brings new energy. Over the last two months, our Ram Pantry has been preparing to serve our students' needs with a variety of new options, new recipes, and new leadership. This fall our Coordinator for Student Community Services, Jackson Heath, and two student interns will be assisting our students and volunteers during their visits to the pantry.
- **Involvement Fair:** The Coordinator for Student Community Services along with student leaders spent time with students at the Involvement Fair on September 3rd. This provided an opportunity to share with students that "service is the norm, not the exception" at Shepherd University.

Title IX

- **Shepherd Student Online Respect Course:** Shepherd University is committed to providing a safe and respectful campus culture and environment, free from any form of harassment, discrimination, or violence. We recognize the significance and impact of violence and harassment, and we are committed to educating our campus community to promote safe, healthy environments for living, working, and learning. The course includes important educational information, including the following topics: Welcome to Shepherd, Mental Health 101, Self-awareness, Empathy and Building Resilience, Ethical leadership, Title IX and Sexual Harassment, Consent, Bystander empowerment, healthy relationships, and boundaries. The course was updated to incorporate all content into one module and focus on Shepherd's community standards and expectations for respect, civility, and healthy relationships. Students received training links in early August.
- **Shepherd Culture of Respect Orientation Training:** The Culture of Respect Training during orientation is presented by the Directors for Title IX and Counseling Services, and focuses on consent education, resilience, and mental health awareness. At Shepherd, the story begins with an expectation of respect and a belief that every member of our community has value and deserves to be treated with human dignity and care. We hope to encourage healthy communication, civility, and a curious approach to life-long learning and personal growth through accountability. The message of respect and accountability fosters the belief that we all play a role and take responsibility for the choices we make, the impact of our actions, and the collective safety and success of our community.
- **Athletics NCAA Required Prevention Education/ Title IX/ Clery/ Stop Hazing Training** equips college athletics staff and student-athletes with essential knowledge of required NCAA violence prevention education, Title IX responsibilities, Clery Act reporting requirements, and strategies to avoid and prevent hazing. Participants will learn how these policies intersect to promote safe, respectful, and healthy athletic environments. Through interactive scenarios and discussions, the training emphasizes

recognizing misconduct, understanding reporting obligations, and fostering a culture of accountability and support. While Athletics staff training covers reporting obligations, student training engages students in dialogue about consent, bystander empowerment, and healthy relationships. Trainings take place from August 1 – October 1 for all staff and athletics teams.

- **Faculty Sexual Harassment Prevention: Promoting a Culture of Respect:** This training provides faculty with an overview of sexual harassment prevention in a university setting, including legal obligations under Title IX and Title VII, reporting responsibilities, and best practices for maintaining professional boundaries. Special attention is given to navigating power dynamics in academic relationships. Through scenario-based discussions and bystander intervention strategies, participants are equipped to foster a safe, respectful campus environment grounded in prevention, support, accountability, and care.

The below images represent events, programs, and celebrations posted on the Division of Student Affairs' social media accounts. Student Affairs communicates mostly through the Instagram and Facebook platforms.



FALL ENROLLMENT UPDATE

The University's enrollment census will be taken in early October. The table below provides a snapshot of our pre-census enrollment totals as of August 29, 2025 and a projection of potential enrollment at census, which includes growth in Degree-Seeking students. The melt, or enrollment drop, will not be fully known until after classes begin and students have had a chance to adjust their courses, complete financial aid processes, and clear their accounts for the Fall semester.

Table 1 – Targets, Actual, and Projected Enrollment

Headcount By Segment	Fall 2025					Fall 2024
As of 8/29/25	Pre-Census Target	Actual	% of Target	Census Target	Census Projection	Census Count
Headcount Projection						
Student Type						
Continuing	1560	1576	101.03%	1544	1560	1562
New Freshman	565	584	103.36%	550	568	504
Re-admit	25	21	84.00%	25	20	22
Transfer	240	227	94.58%	230	220	255
Total Undergraduate	2390	2408	100.75%	2349	2368	2343
<i>Graduate - Continuing</i>	90	94	104.44%	88	92	87
<i>Graduate - New</i>	80	64	80.00%	75	62	70
<i>Total Graduate</i>	170	158	92.94%	163	154	157
Total Degree-Seeking	2560	2566	100.23%	2512	2522	2500
Non-degree UG	400	314	78.50%	400	400	691
Non-degree GR	125	67	53.60%	125	125	150
Total Non-Degree	525	381	72.57%	525	525	841
Total Enrollment Degree & Non-degree	3085	2947	95.53%	3037	3047	3341

Notes: Enrollment snapshot taken on August 29, 2025, at the end of drop/add week and before the drop for non-payment process on September 10, 2025. Numbers are subject to change by Census. "Census Projection" column uses historical data from previous years' drop for non-payment data to project potential census enrollment. Numbers in this column are a projection and will not be final until census in late September/early October.

Admissions – Fall 2025

Year-over-year freshmen admissions numbers trended flat to slightly ahead of 2023-24 for most of the admissions cycle. This admissions cycle, Shepherd experienced a 1.5% increase in freshmen admissions applications. The percentage of students who were admitted decreased compared to last year. The admit to deposit (or yield) increased compared to last year, likely due to the May 1 deadline for securing an admissions waiver. In addition, melt maintained similar rates compared to last year. The enrollment management team worked diligently to achieve enrollment goals throughout this cycle. For this upcoming cycle, the team is eager to partner with faculty and the campus community to recruit the Spring and Fall 2026 classes.

Table 2 – Year-Over-Year (YOY) Comparison
First-time in College (Freshman)

First-Year Students	8/25/2025	8/26/2024	8/21/2023	8/22/2022	8/16/2021
Prospect to Application	3.83%	3.52%	3.09%	3.42%	68%
Application to Admit	77.46%	78.47%	68.45%	77.86%	80%
Admit to Deposit	42.68%	36.46%	37.42%	39.16%	48.63%
Deposit Melt	5.88%	5.39%	5.47%	5.06%	5.60%
Deposit Yield	94.12%	94.61%	94.53%	94.94%	94.40%

Notes: Enrollment build snapshot taken on August 29, 2025, at the beginning of drop/add week and before the drop for non-payment process on September 10, 2025. Numbers are subject to change by Census.

FALL HOUSING UPDATE

The data below represents occupancy counts as of August 29, 2025 against prior year counts during the first week of the fall semester. This report includes students living in all of our student residence locations: Potomac Place, Shaw, Thacher, Miller, Westwoods, Printz, and Dunlop. On-campus occupancy, as adjusted for single housing assignments, is approximately 87.6%. A total of 272 students (34%) have single-room housing assignments, 84 of which are from ADA accommodations). On-campus occupancy as a percent of full-time undergraduate degree-seeking students is approximately 32.8% and 48.7% of new, first-time-in-college students. The 447 continuing students are 73.4% of the 602 spring 2025 residents who finished the semester with less than 90 credit hours. That ratio is only 4/10 of one percent less than last year and represents two consecutive years of achieving a spring to fall retention level higher than our historical patterns.

Our occupancy counts will modestly decrease during the next few weeks, as is always the case

Fall Housing Occupancy 2022 to 2025				
Student Type	Fall, 2022	Fall, 2023	Fall, 2024	Fall, 2025
New Students	351	347	300	344
Continuing Students	455	472	486	447
Total Housing	806	819	786	791
Census Count	779	809	778	TBD
Melt % to Census	3.3%	1.2%	1.0%	TBD
<i>* Note - numbers subject to change by census</i>				

Fall, 2025 Resident Assignments by Building									
<i>Snap-Shot as of 8/29/25</i>									
Area	Doubles	Singles	ADA Singles	Total	Singles %	Design Capacity	Adjusted Capacity	Occupancy %	Open Beds
Apartments	89	66	32	187	52.4%	293	195	95.9%	8
Suites	79	35	11	125	36.8%	221	175	71.4%	50
Traditional	167	41	18	226	26.1%	296	237	95.4%	11
Potomac	184	46	23	253	27.3%	296	296	85.5%	43
Unassigned	-	-	-	-	N/A	N/A	N/A	N/A	N/A
Total	519	188	84	791	34.4%	1,106	903	87.6%	112
Traditional Housing	430	122	52	604		Mand Board Beds	708		
		Total Singles	272	34.4%					

QUARTERLY FINANCIAL REPORT: 4TH QUARTER FY2025 (PRE-AUDIT)

Dr. Scott Barton, Vice President for Finance and Administration, will provide the Committee with the Quarterly Financial Report: 4th Quarter FY2025 (Pre-Audit).

The 4th Quarter FY2025 financials are presented in a format that emphasizes the overall results of the fiscal year-to-date. These schedules exclude the results from the Shepherd Entrepreneurial and Research Corporation (SERC).

CASH:

\$43.33M – Increased by \$30.92M

The increase is mainly due to the special funding given to Shepherd by the state (\$30M). The unrestricted cash, specifically, is approximately \$738K higher than last year. This along with relatively flat E&G expense totals (excluding Depreciation and Amortization) have increased days of cash on hand (unrestricted) by 7 days from Q4 last year.

Unrestricted Days Cash on Hand = 39

TOTAL ASSETS:

\$161.89M – Increased by \$39.59M

In addition to the \$30M state grant, Shepherd has seen increases in Grants Receivable and Capital Assets which accounts for the variance year over year for the fourth quarter.

TOTAL LIABILITIES:

\$43.70M – Decreased by \$3.24M

This decrease is mostly due to a decrease in GASB 68 and long-term payables. There is some decrease in Deferred Revenue from last year at this time. Accounts Payable is also higher with some payments due for larger projects due at the end of the year.

TOTAL OPERATING REVENUES: **\$46.48M – Increased by \$7.89M**
Comparing year-over-year, there is a small increase attributable to sale of the HR building, but the majority of the difference is a combination of the increase in scholarship allowance and the grant revenue in both the federal and state lines. This includes state aid through the WV Grant and Promise.

TOTAL OPERATING EXPENSES: **\$53.95 million – Increased by \$1.09M**
Compared to FY2024, all expense lines with the exception of Personnel and Scholarships are up year over year. Depreciation is a significant portion of this difference, up from the large amount of capital improvements. Supplies and utilities rise with usage and cost increases. Excluding the grant related expenses, Shepherd is up \$736K from Q4 last year.

NONOPERATING REVENUES AND EXPENSES: **\$50.64M – Increased by \$31.54M**
This is attributed largely to the Special funding received by the state. The adjusted change is an increase of \$1.54M overall. Federal (PELL) and Investment Income are higher than previous year.

INCREASE (DECREASE) IN NET POSITION: **\$43.16M – Increased by \$38.34M**
The adjusted amount (without the special funding) is \$13.16M which is slightly more than \$8M higher than last year. The vast majority of this can be attributed to grant activity, again especially so the state grant for construction. The E&G variance (non-grant related) after adjusting for one-time amount (Sale of HR building), Shepherd is at a positive \$976K compared to Q4 2024.

SUMMARY:

The University has made progress on reducing the structural deficit and is finding equilibrium between revenue and expenses. The University's focus in FY2025 is on increasing revenue

through diversification of sources, as well as, analyzing academic and administrative structure to drive more opportunities for students. Shepherd is also continuing to find ways to strategically invest in the institution as we move into FY2026.

<u>Cash (as of June 30, 2025)</u>		
Restricted	38,228,977	
Unrestricted	5,098,685	
Total	43,327,662	
<u>Days of Cash (as of June 30, 2025)</u>		
Total Cash	333	days
<i>Unrestricted</i>	39	days

<u>Cash (as of June 30, 2024)</u>		
Restricted	8,046,772	
Unrestricted	4,360,656	
Total	12,407,428	
<u>Days of Cash (as of June 30, 2024)</u>		
Total Cash	92	days
<i>Unrestricted</i>	32	days

Statements of Financial Position
As of June 30, 2025 and 2024

	<u>6/30/2025</u>	<u>6/30/2024</u>	<u>% Change</u>
Current Assets			
Cash and cash equivalents	\$ 43,327,662	\$ 12,407,428	249.21%
Accounts receivable net	890,322	787,197	13.10%
Grants and contracts receivable, net	3,924,104	2,217,585	76.95%
Other assets	163,550	96,888	68.80%
Total Current Assets	<u>\$ 48,305,638</u>	<u>\$ 15,509,098</u>	211.47%
Noncurrent Assets			
Capital assets net	\$ 113,311,696	\$ 106,481,475	6.41%
Loans receivable, net	25,971	40,316	-35.58%
Other Receivables NCA	55,683	82,168	-32.23%
Total Noncurrent Assets	<u>\$ 113,393,350</u>	<u>\$ 106,603,959</u>	6.37%
Total Assets	<u>\$ 161,698,988</u>	<u>\$ 122,113,057</u>	32.42%
Deferred Outflows of Resources GASB 68	\$ 186,870	\$ 186,870	0.00%
Total Assets and Deferred Outflows	<u>\$ 161,885,857</u>	<u>\$ 122,299,927</u>	32.37%
Current Liabilities			
Accounts payable	\$ 2,759,653	\$ 1,128,378	144.57%
Accrued liabilities	1,566,766	1,458,605	7.42%
Deferred revenue	4,039,121	5,182,714	-22.07%
Long-term liabilities - current portion	4,456,087	4,544,221	-1.94%
Total Current Liabilities	<u>\$ 12,821,627</u>	<u>\$ 12,313,918</u>	4.12%
Noncurrent Liabilities			
Advances from federal sponsors	\$ 93,132	\$ 106,683	-12.70%
Compensated absences	471,137	532,464	-11.52%
OPEB	(446,801)	(446,801)	0.00%
Net Pension Liability	8,104	8,104	0.00%
Deposits	186,815	213,025	-12.30%
Bonds Payable - noncurrent	23,474,942	25,371,599	-7.48%
Leases Payable and SBITA - noncurrent	6,135,247	7,881,489	-22.16%
Total Noncurrent Liabilities	<u>\$ 29,922,576</u>	<u>\$ 33,666,563</u>	-11.12%
Total Liabilities	<u>\$ 42,744,203</u>	<u>\$ 45,980,481</u>	-7.04%
Deferred Inflows of Resources GASB 68	\$ 949,466	\$ 949,466	0.00%
Total Liabilities and Deferred Inflows of Resources	<u>\$ 43,693,669</u>	<u>\$ 46,929,947</u>	-6.90%
Net Assets			
Total Net Assets	<u>\$ 118,192,189</u>	<u>\$ 75,369,980</u>	56.82%

Statements of Activities

For the Quarters Ending June 30, 2025 and 2024

	<u>6/30/2025</u>	<u>6/30/2024</u>	<u>% Change</u>
Operating Revenues			
Tuition and Fees	\$ 26,781,290	\$ 26,347,729	1.65%
Scholarship Allowances	(15,472,343)	(12,627,890)	22.53%
Federal Grants and Contracts	6,458,182	4,370,991	47.75%
State Grants and Contracts	14,421,834	6,947,203	107.59%
Auxiliary enterprise revenue	13,290,988	13,417,853	-0.95%
Other Operating Revenues	995,488	127,806	678.90%
Total Operating Revenues	<u>46,475,438</u>	<u>38,583,692</u>	20.45%
Operating Expenses			
Salaries and Wages	\$ 23,810,471	\$ 24,769,630	-3.87%
Benefits (<i>Estimated FY25</i>)	4,671,220	3,773,940	23.78%
Supplies and Other Services	12,491,375	11,913,126	4.85%
Utilities	2,914,251	2,771,716	5.14%
Scholarships and Fellowships	2,844,248	2,949,964	-3.58%
Depreciation and Amortization	7,221,606	6,681,916	8.08%
Total Operating Expenses	<u>53,953,172</u>	<u>52,860,292</u>	2.07%
Operating Income/(Loss)	\$ (7,477,733)	\$ (14,276,600)	-47.62%
Nonoperating Revenues (Expenses)			
State appropriations	\$ 14,139,125	\$ 14,136,730	0.02%
Special Project Funding	30,000,000	-	N/A
Federal Nonoperating revenues	5,576,342	4,694,272	18.79%
Interest on capital asset related debt	(1,289,671)	(1,330,821)	-3.09%
Investment Income	941,695	484,321	94.44%
Fees assessed by the HEPC for debt service	(15,929)	(16,621)	-4.16%
Gifts	1,423,700	1,529,600	-6.92%
Other Non Operating Revenues	(139,132)	(406,336)	-65.76%
Total Nonoperating Revenues (Expenses)	<u>50,636,130</u>	<u>19,091,145</u>	165.23%
Increase (Decrease) in Net Position	<u>\$ 43,158,396</u>	<u>\$ 4,814,545</u>	-373.31%

Statements of Revenue, Expenses and Changes in Net Position
FY2025 Budget Variance



	<u>6/30/2025</u>	<u>Budget 2025</u>	<u>Variance</u>
Operating Revenues			
Tuition and Fees	\$ 26,781,290	\$ 26,749,841	\$ 31,449
Scholarship Allowances	(15,472,343)	(12,500,000)	(2,972,343)
Grants	20,880,016	20,880,016	-
Auxiliary enterprise revenue	13,290,988	13,151,000	139,988
Other Operating Revenues	995,488	425,000	570,488
Total Operating Revenues	<u>\$ 46,475,438</u>	<u>\$ 48,705,857</u>	<u>\$ (2,230,419)</u>
Operating Expenses			
Salaries and Wages	\$ 23,810,471	\$ 24,343,498	\$ (533,027)
Benefits	5,344,755	5,283,752	61,003
Supplies and Other Services	12,491,375	12,347,812	143,563
Utilities	2,914,251	3,128,651	(214,400)
Scholarships and Fellowships	2,844,248	3,120,000	(275,752)
Depreciation and Amortization	7,221,606	6,000,264	1,221,342
Total Operating Expenses	<u>\$ 54,626,707</u>	<u>\$ 54,223,977</u>	<u>\$ 402,729</u>
Operating Income/(Loss)	<u>\$ (8,151,268)</u>	<u>\$ (5,518,121)</u>	<u>\$ (2,633,148)</u>
Nonoperating Revenues (Expenses)			
State appropriations	\$ 14,139,125	\$ 13,734,975	\$ 404,150
Special Project Funding	30,000,000	-	N/A
Federal Nonoperating revenues	5,576,342	4,600,000	976,342
Interest on capital asset related debt	(1,289,671)	(1,297,505)	7,833
Investment Income	941,695	455,100	486,595
Fees assessed by the HEPC for debt service	(15,929)	(17,000)	1,071
Gifts	1,423,700	1,510,000	(86,300)
Other	(139,132)	119,670	(258,802)
Total Nonoperating Revenues (Expenses)	<u>\$ 50,636,130</u>	<u>\$ 19,105,240</u>	<u>\$ 1,530,889</u>
Increase (Decrease) in Net Position	<u>\$ 42,484,861</u>	<u>\$ 13,587,120</u>	<u>\$ (1,102,259)</u>

Statements of Revenue, Expenses and Changes in Net Position
FY2025 - FY2024 Grant Funded to E&G Comparison

	<u>Income Statement</u> <u>6/30/2025</u>	<u>June 2025 - Grant/E&G</u>		<u>Income Statement</u> <u>6/30/2024</u>	<u>June 2024 - Grant/E&G</u>		<u>25/24 E&G Variance</u>
		<u>Grant Funded</u>	<u>Educational & General</u>		<u>Grant Funded</u>	<u>Educational & General</u>	
Operating Revenues							
Tuition and Fees	\$ 26,781,290	\$ -	\$ 26,781,290	\$ 26,347,729	\$ 26,347,729	\$ 433,561	
Scholarship Allowances	(15,472,343)	-	(15,472,343)	(12,627,890)	(12,627,890)	(2,844,454)	
Grants	20,880,016	14,311,393	6,568,623	11,321,175	7,241,972	4,076,221	
Auxiliary enterprise revenue	13,290,988	-	13,290,988	13,417,853	13,417,853	(126,865)	
Other Operating Revenues	995,488	61,292	934,196	127,806	64,264	63,543	
Total Operating Revenues	46,475,438	14,372,684	32,102,754	38,586,674	7,306,236	31,277,456	825,298
Operating Expenses							
Salaries and Wages	\$ 23,810,471	\$ 1,312,974	\$ 22,497,497	\$ 24,769,630	\$ 1,173,876	\$ 23,595,754	\$ (1,098,257)
Benefits	4,671,220	230,776	4,440,444	3,773,940	224,947	3,548,993	891,451
Supplies and Other Services	12,491,375	1,094,584	11,396,791	11,913,126	991,604	10,921,522	475,270
Utilities	2,914,251	13,120	2,901,131	2,771,716	-	2,771,716	129,415
Scholarships and Fellowships	2,844,248	652,498	2,191,751	2,949,964	556,709	2,393,255	(201,505)
Depreciation and Amortization	7,221,606	-	7,221,606	6,681,916	-	6,681,916	539,690
Total Operating Expenses	53,953,172	3,303,951	50,649,220	52,860,292	2,947,136	49,913,156	736,065
Operating Income/(Loss)	\$ (7,477,733)	\$ 11,068,733	\$ (18,546,467)	\$ (14,273,618)	\$ 4,359,100	\$ (18,635,700)	\$ 89,233
Nonoperating Revenues (Expenses)							
State appropriations	\$ 14,139,125	\$ -	\$ 14,139,125	\$ 14,136,730	\$ -	\$ 14,136,730	\$ 2,395
Special Project Funding	30,000,000	-	30,000,000	-	-	-	-
Federal Nonoperating revenues	5,576,342	-	5,576,342	4,694,272	4,694,272	882,070	
Interest on capital asset related debt	(1,289,671)	-	(1,289,671)	(1,330,821)	(1,330,821)	41,150	
Investment Income	941,695	95,619	846,076	484,321	111,187	373,134	472,942
Fees assessed by the HEPC for debt service	(15,929)	-	(15,929)	(16,621)	(16,621)	692	
Gifts	1,423,700	180,210	1,243,490	1,529,600	18,794	1,510,806	(267,315)
Other	(139,132)	-	(139,132)	(406,336)	(406,336)	267,204	
Total Nonoperating Revenues (Expenses)	50,636,130	275,829	50,360,301	19,091,145	129,982	18,961,163	1,399,138
Increase (Decrease) in Net Position	\$ 43,158,396	\$ 11,344,562	\$ 31,813,834	\$ 4,817,527	\$ 4,489,082	\$ 325,463	\$ 1,488,371

Balance Sheet

All Orgs, All Funds, All Programs
Last Closed Month: June, 2025
in Local currency

	FY2023 Ending Bal	FY2024 Ending Bal	YoY Change	FY2025 Ending Bal	YoY Change
Current Assets					
[+] Cash and Cash Equivalents	9,435,445	12,407,428	31.50%	43,327,662	249.21%
[+] Accounts Receivable Net	2,385,634	3,004,782	25.95%	4,814,426	60.23%
[+] Due from Commission	29,884	36,176	21.05%	108,796	200.74%
[+] Prepaids	27,545	25,051	-9.05%	19,904	-20.55%
[+] Loans to Student - Current Portion	35,100	35,100	0.00%	34,697	-1.15%
[+] Inventories	973	561	-42.34%	154	-72.58%
Total Current Assets	11,914,581	15,509,098	30.17%	48,305,638	211.47%
Noncurrent Assets					
[+] Other Receivables NCA	99,890	82,168	-17.74%	55,683	-32.23%
[+] Loans to Students, Net	73,929	40,316	-45.47%	25,971	-35.58%
[+] Other postemployment benefits asset	-	446,801		446,801	0.00%
[+] Capital Assets Net	104,064,776	103,009,761	-1.01%	110,108,248	6.89%
[+] Right to Use Leased Assets	586,680	1,747,782	197.91%	2,004,443	14.68%
[+] Subscription based information tech.	721,729	1,277,131	76.95%	1,199,005	-6.12%
[+] Deferred Outflows of Resources Gasb 68	580,282	186,870	-67.80%	186,870	0.00%
Total Noncurrent Assets	106,127,286	106,790,829	0.63%	114,027,021	6.78%
Current Liabilities					
[+] Accounts Payable	1,203,878	1,128,378	-6.27%	2,759,653	144.57%
[+] Accrued Liabilities	1,467,526	1,458,605	-0.61%	1,566,055	7.37%
[+] Due to Other State Agencies	881	2,304	161.52%	711	-69.15%
[+] Compensated Absences - Current Portion	738,032	710,661	-3.71%	580,382	-18.33%
[+] Deferred Revenue	3,080,626	5,182,714	68.24%	4,039,121	-22.07%
[+] Deposits held in custody for others	187,337	213,025	13.71%	186,815	-12.30%
[+] Payables - Current Portion	3,046,906	3,384,455	11.08%	3,875,705	14.51%
Total Current Liabilities	9,725,186	12,080,142	24.22%	13,008,441	7.68%
Noncurrent Liabilities					
[+] Advances from Federal Sponsors	144,681	106,683	-26.26%	93,132	-12.70%
[+] Compensated Absences	539,869	532,464	-1.37%	471,137	-11.52%
[+] OPEB	353,099	-	-100.00%	-	0.00%
[+] Net Pension Liability	52,959	8,104	-84.70%	8,104	0.00%
[+] Bonds Payable net of Current Portion	27,204,661	25,371,599	-6.74%	23,474,942	-7.48%
[+] Notes Payable, net of Current Portion	6,802,046	6,219,267	-8.57%	1,885,000	-69.69%
[+] Leases Payable, net of Current Portion	505,846	1,180,070	133.29%	3,860,994	227.18%
[+] SBITA - net of Current Portion	246,933	482,152	95.26%	389,253	-19.27%
[+] Deferred Inflows of Resources Gasb 68	1,911,150	949,466	-50.32%	949,466	0.00%
Total Noncurrent Liabilities	37,761,244	34,849,805	-7.71%	31,132,028	-10.67%
Net Assets					
Total Net Assets	70,555,437	75,369,980	6.82%	118,192,190	56.82%
Total Balance Sheet	-	-		-	
KPIs					
Days Cash on Hand (Total)	82	92	12.27%	333 	241
Days Cash on Hand (Unrestricted)	23	32	37.27%	39 	7

Income Statement

All Orgs, All Funds, All Programs

Last Closed Month: June, 2025

in Local currency

	2023	2024	YoY	FY2025	YoY
	Total to Date	Total to Date	Change	Total	Change
Operating Revenues					
[+] Tuition and Fees	25,466,359	26,347,729	3.46%	26,781,290	1.65%
[+] Contracts and Grants	7,134,091	11,321,175	58.69%	20,880,016	84.43%
[+] Interest on Student Loan Receivable	20,191	2,394	-88.14%	5,026	109.96%
[+] Sales and Services of Educational Departments	41,018	36,841	-10.18%	34,104	-7.43%
[+] Auxiliary Enterprise Revenue	13,145,067	13,417,853	2.08%	13,290,988	-0.95%
[+] Scholarship Allowances	(12,106,037)	(12,627,890)	4.31%	(15,472,343)	22.53%
[+] Other Operating Revenues	319,385	85,590	-73.20%	956,357	1017.37%
Total Operating Revenues	34,020,074	38,583,692	13.41%	46,475,438	20.45%
Operating Expenses					
[+] Salaries and Wages	25,298,538	24,769,630	-2.09%	23,810,471	-3.87%
[+] Benefits	2,795,454	3,773,940	35.00%	4,671,220	23.78%
[+] Supplies and Other Services	11,656,221	11,913,126	2.20%	12,491,375	4.85%
[+] Utilities	2,952,903	2,771,716	-6.14%	2,914,251	5.14%
[+] Scholarships and Fellowships	2,935,503	2,949,964	0.49%	2,844,248	-3.58%
[+] Depreciation	6,234,477	6,681,916	7.18%	7,221,606	8.08%
Total Operating Expenses	51,873,096	52,860,292	1.90%	53,953,172	2.07%
Total Operating Income (Loss)	(17,853,022)	(14,276,600)	-20.03%	(7,477,734)	-47.62%
Nonoperating Revenues (Expenses)					
[+] State Appropriations	13,026,830	14,136,730	8.52%	14,139,125	0.02%
[+] Payments on behalf of the University	(376,626)	-		-	
[+] Special Funding (Special Funding)	-	-	0.00%	30,000,000	0.00%
[+] Federal Nonoperating Revenues	4,071,099	4,694,272	15.31%	5,576,342	18.79%
[+] Investment Income	297,787	484,321	62.64%	941,695	94.44%
[+] Interest On Capital Asset Related Debt	(1,343,547)	(1,330,821)	-0.95%	(1,289,546)	-3.10%
[+] Fees Assessed by the Commission For Debt Service	(16,639)	(16,621)	-0.11%	(15,929)	-4.16%
[+] Gifts	1,529,608	1,529,600	0.00%	1,423,700	-6.92%
[+] Other Nonoperating Revenues	(15,706)	(406,336)	2487.14%	(139,257)	-65.73%
Total Nonoperating Revenues (Expenses)	17,172,806	19,091,145	11.17%	50,636,130	165.23%
Total Net Income	(680,216)	4,814,542		43,158,396	796.42%
Total Net Income Excluding Special Funding	(680,216)	4,814,542		13,158,396	173.31%

Budget Variance, Statement of Activities

All Orgs, All Funds, All Programs

Last Closed Month: June, 2025

in Local currency

	Actual Jun '25	Total Budget 2025	Variance
Operating Revenues			
[+] Tuition and Fees	26,781,290	26,749,841	31,449
[+] Contracts and Grants	20,880,016	20,880,016	-
[+] Interest on Student Loan Receivable	5,026	-	5,026
[+] Sales and Services of Educational Departments	34,104	-	34,104
[+] Auxiliary Enterprise Revenue	13,290,988	13,151,000	139,988
[+] Scholarship Allowances	(15,472,343)	(12,500,000)	(2,972,343)
[+] Other Operating Revenues	956,357	425,000	531,357
Total Operating Revenues	46,475,438	48,705,857	(2,230,419)
Operating Expenses			
[+] Salaries and Wages	23,810,471	24,343,498	(533,027)
[+] Benefits - W/O OPEB	5,344,755	5,283,752	61,003
[+] Supplies and Other Services	12,491,375	12,347,812	143,563
[+] Utilities	2,914,251	3,128,651	(214,400)
[+] Scholarships and Fellowships	2,844,248	3,120,000	(275,752)
[+] Depreciation	7,221,606	6,000,264	1,221,342
Total Operating Expenses	54,626,707	54,223,977	402,729
Total Operating Income (Loss)	(8,151,269)	(5,518,121)	(2,633,148)
Nonoperating Revenues (Expenses)			
[+] State Appropriations	14,139,125	13,734,975	404,150
[+] Special Funding (Special Funding)	30,000,000	-	N/A
[+] Federal Nonoperating Revenues	5,576,342	4,600,000	976,342
[+] Investment Income	941,695	455,100	486,595
[+] Interest On Capital Asset Related Debt	(1,289,546)	(1,297,505)	7,959
[+] Fees Assessed by the Commission For Debt Service	(15,929)	(17,000)	1,071
[+] Gifts	1,423,700	1,510,000	(86,300)
[+] Other Nonoperating Revenues	(139,257)	119,670	(258,927)
Total Nonoperating Revenues (Expenses)	50,636,130	19,105,240	1,530,890
Total Net Income	42,484,861	13,587,119	(1,102,258)

Grant Funded to E&G Comparison

All Orgs, All Funds, All Programs

Last Closed Month: June, 2025

in Local currency

	June 2025			June 2024			Yo Y Variance
	Income Statement	Grant Funded	E&G	Income Statement	Grant Funded	E&G	
Operating Revenues							
[+] Tuition and Fees	26,781,290	-	26,781,290	26,347,729	-	26,347,729	433,561
[+] Contracts and Grants	20,880,016	14,311,393	6,568,623	11,321,175	7,241,972	4,079,203	2,489,420
[+] Interest on Student Loan Receivable	5,026	-	5,026	2,394	-	2,394	2,632
[+] Sales and Services of Educational Departments	34,104	-	34,104	36,841	-	36,841	(2,737)
[+] Auxiliary Enterprise Revenue	13,290,988	-	13,290,988	13,417,853	-	13,417,853	(126,865)
[+] Scholarship Allowances	(15,472,343)	-	(15,472,343)	(12,627,890)	-	(12,627,890)	(2,844,454)
[+] Other Operating Revenues	956,357	61,292	895,066	85,590	64,264	21,326	873,739
Total Operating Revenues	46,475,438	14,372,684	32,102,753	38,583,692	7,306,236	31,277,456	825,297
Operating Expenses							
[+] Salaries and Wages	23,810,471	1,312,974	22,497,497	24,769,630	1,173,876	23,595,754	(1,098,257)
[+] Benefits	4,671,220	230,776	4,440,444	3,773,940	224,947	3,548,993	891,451
[+] Supplies and Other Services	12,491,375	1,094,584	11,396,791	11,913,126	991,604	10,921,522	475,270
[+] Utilities	2,914,251	13,120	2,901,131	2,771,716	-	2,771,716	129,415
[+] Scholarships and Fellowships	2,844,248	652,498	2,191,751	2,949,964	556,709	2,393,255	(201,505)
[+] Depreciation	7,221,606	-	7,221,606	6,681,916	-	6,681,916	539,690
Total Operating Expenses	53,953,172	3,303,951	50,649,220	52,860,292	2,947,136	49,913,156	736,064
Total Operating Income (Loss)	(7,477,734)	11,068,733	(18,546,467)	(14,276,600)	4,359,100	(18,635,700)	89,233
Nonoperating Revenues (Expenses)							
[+] State Appropriations	14,139,125	-	14,139,125	14,136,730	-	14,136,730	2,395
[+] Special Funding (Special Funding)	30,000,000	-	30,000,000	-	-	-	-
[+] Federal Nonoperating Revenues	5,576,342	-	5,576,342	4,694,272	-	4,694,272	882,071
[+] Investment Income	941,695	95,619	846,076	595,508	111,187	484,321	361,755
[+] Interest On Capital Asset Related Debt	(1,289,546)	-	(1,289,546)	(1,442,008)	-	(1,442,008)	152,462
[+] Fees Assessed by the Commission For Debt Service	(15,929)	-	(15,929)	(16,621)	-	(16,621)	692
[+] Gifts	1,423,700	180,210	1,243,490	1,548,394	18,794	1,529,600	(286,110)
[+] Other Nonoperating Revenues	(139,257)	-	(139,257)	(425,130)	-	(425,130)	285,873
Total Nonoperating Revenues (Expenses)	50,636,130	275,829	50,360,301	19,091,145	129,982	18,961,163	1,399,138
Total Net Income	43,158,396	11,344,562	31,813,834	4,814,544	4,489,082	325,463	1,488,371

STRATEGIC REINVESTMENT PROCESS

Addressing Faculty and Staff Compensation

Dr. DeRochi will be at the meeting to discuss this conceptual proposal with Board members. He chaired a team which the President assigned this spring to begin to address compensation on campus. The team addressed and strategized this issue within a framework to establish a policy of reinvestment of net revenue.

To sustain Shepherd's ongoing prosperity, we propose the implementation of a strategic, transparent, well-structured process for reinvesting the University's recurring net revenue. Fundamental to this strategy, we recognize the critical contributions of our faculty and staff to our students' success and well-being, and affirm the inherent responsibility of the University to provide competitive salaries, cost-of-living increases, and the opportunities to pursue merit increases.

Establishing this strategic reinvestment model will set Shepherd University apart and enable the University to recruit and retain highly-qualified faculty and staff, a key objective in Shepherd's current strategic plan.

Strategic Model

1. Reinvest in the Organization

This strategic model identifies the following four critical categories for reinvestment, which provide the underpinning of any healthy organization:

- Personnel (Team)
- Innovation and Growth
- Safety Net (days unrestricted cash) or Debt Service
- Facilities

These four categories must be addressed as part of an overall fiscal strategy to effectively ensure students' success, workplace fulfillment for our faculty and staff, and the overall sustainability of Shepherd University. The authority to make final decisions regarding allocations of net revenue rests with the President and Board of Governors.

The committee recognizes that Shepherd's circumstances will change over time and thus dictate

a modification of the following allocations. For example, in the future, once the safety net is fully actualized, the President and Board of Governors may determine to reallocate those reinvestments to one of the other three broad categories. For FY2026, however, given the seriousness of this challenge for the wellbeing of our faculty and staff, the committee proposes a higher percentage of personnel reinvestments be made.

2. Reinvest in the Team

As illustrated above, we assert that it is critical for Shepherd University to reinvest a higher percentage of our recurring net revenue in our team. Reinvesting in Shepherd's personnel may take the form of addressing salary equity, providing cost-of-living increases, and providing opportunities for faculty and staff to seek merit increases. Addressing salary equity may take on a variety of actions, including mitigating salary compression and/or investing in salaries based on market equity (CUPA Median).

Reinvesting in personnel can take the form of one or more of the following categories:

- Salary equity
- Merit Increases
- Cost-of-living Increases

It is important to note that all three of these personnel categories contribute to salary equity but are separated in order to implement best practices going forward for supporting Shepherd's teammates now and in the future.

3. Establish a Transparent Reinvestment Process and Communications

Implementing such a strategic model for reinvestment requires a structured and transparent annual process. We propose the following process:

- Net revenue for reinvestment to be determined based upon a review of 1) the audited financial statements of the preceding fiscal year and 2) the projected increase in recurring net revenue the following year.
- In consultation with the Provost and General Counsel, the CFO will report to the President the amount to be safely added to recurring dollars in Shepherd's annual budget and the method of these calculations according to the categories above.
- The identified increase of recurring dollars will be distributed in general according to the above model, the results of which will be communicated to the University community during q2, to be implemented in q3.
- For example:
 - June 30, 2025 closeout.
 - October 2025 audited statements.
 - Following conclusion of audited financials, CFO, Provost, and General Counsel make recommendations to President based on guidelines.

- November:
 - President makes recommendations to BOG.
 - Campus-wide communication to campus.
- January 2026: salary increases start on next payroll cycle.

TUITION AND FEE WAIVER REPORT: FY2025

Annually, a report on the numbers and distribution of tuition and fee waivers is required by the Higher Education Policy Commission (HEPC) to be reported to the Shepherd University Board of Governors. The report for tuition waivers for the 2024-2025 academic year is provided below.

Dr. Barton and Mr. Will Bell will be at the meeting to answer any questions members have regarding this report.

2024-2025 Institutional Waivers and Scholarships

Awarding Federal, State, and Institutional aid continues to be a critical factor in recruiting and retaining students at Shepherd. This year, total aid paid to students increased by 5.39% compared to last year. This is a result of a large increase in state awarded aid compared to FY24 (increase in West Virginia Higher Education Grant and awarding of emergency funds from the State of West Virginia) due to the Free Application for Federal Student Aid (FAFSA) delays during the fall 2024 enrollment cycle. Institutional waivers decreased by 6.62% compared to last year with a total of 1,778 students receiving institutional waivers. The specific waiver categories include, but are not limited to, academic merit, special department, and athletic waivers.

Undergraduate & Graduate Financial Aid				
	2023-2024	2024-2025	Difference	% Increase / Decrease
Federal	\$15,904,472	\$15,778,763	-\$125,709	-0.79%
State	\$4,012,447	\$6,534,179	\$2,521,732	62.85%
Foundation	\$655,431	\$686,906	\$31,475	4.80%
Institutional Waivers	\$5,468,948	\$5,106,781	-\$362,167	-6.62%
Scholarships	\$224,705	\$223,118	-\$1,587	-0.71%
Private	\$2,916,094	\$2,424,347	-\$491,747	-16.86%
Total	\$29,182,097	\$30,754,093	\$1,571,996	5.39%

Waiver	Fund Code - Fund Name	2023-24		2024-25		Year-over-year
		# Students Awarded	Amount Awarded	# Students Awarded	Amount Awarded	
ACDW - Academic Waivers	HONWAI - Academic Waivers Honors	25	46,500.00	25	32,200.00	(14,300.00)
	IWACCT - Acad Waiver Accounting	1	213.00	1	1,000.00	787.00
	IWAPPS - Acad Waiver Appalachian St	3	3,000.00	-	-	(3,000.00)
	IWBIOL - Acad Waiver Biology	9	3,332.67	14	4,000.00	667.33
	IWBUSA - Acad Waiver Business Admin	2	2,000.00	4	3,500.00	1,500.00
	IWCATH - Acad Waiver Cont Art & Theater	18	43,940.00	16	31,835.00	(12,105.00)
	IWCHEM - Acad Waiver Chemistry	-	-	5	3,000.00	3,000.00
	IWCOMM - Acad Waiver Communications	-	-	3	3,000.00	3,000.00
	IWCSME - Acad Waiver CompS, Math, & Eng	-	-	3	2,556.00	2,556.00
	IWECFN - Acad Waiver Econ & Finance	3	3,000.00	3	2,000.00	(1,000.00)
	IWEDUC - Acad Waiver Education	2	375.00	6	2,750.00	2,375.00
	IWENML - Acad Waiver Eng & Modern Lang	-	-	4	2,300.00	2,300.00
	IWESPS - Acad Waiver Envir St & Phy Sci	-	-	-	-	-
	IWHIST - Acad Waiver History	4	3,350.00	4	4,000.00	650.00
	IWMUSI - Acad Waiver Music	43	184,209.00	37	125,516.50	(58,692.50)
	IWNURS - Acad Waiver Nursing	-	-	6	4,000.00	4,000.00
	IWPSGS - Acad Waiver Pol Sci, GS, & G	-	-	5	2,500.00	2,500.00
	IWPSYC - Acad Waiver Psychology	4	4,000.00	3	2,056.00	(1,944.00)
	IWRSES - Acad Waiver Rec, Sport, & ES	-	-	2	1,000.00	1,000.00
	IWSCCJ - Acad Waiver Soc, Crim, & CJ	-	-	-	-	-
	IWSOCW - Acad Waiver Social Work	-	-	3	2,875.00	2,875.00
	MBRBA - Martinsburg RBA Waiver	1	1,200.00	1	4,800.00	3,600.00
<u>TOTAL</u>		<u>115</u>	<u>295,119.67</u>	<u>145</u>	<u>234,888.50</u>	<u>(60,231.17)</u>

Waiver	Fund Code - Fund Name	2023-24		2024-25		Year-over-year
		# Students Awarded	Amount Awarded	# Students Awarded	Amount Awarded	
ADMW - Admission Waivers	ACAHOU - Academic R&B Scholarship for students who live on campus. Awarded by Admissions.	1	5,500.00	1	5,500.00	-
	IWTRAN - Transfer Scholarship	-	-	89	83,981.50	83,981.50
	ADMWAI - Admission Waivers	6	3,500.00	3	1,250.00	(2,250.00)
	DEAAWD - Admission's Dean Waiver	124	282,010.00	97	216,845.00	(65,165.00)
	DRAWWD - Admission's Director Waiver	901	1,245,659.50	722	1,058,457.00	(187,202.50)
	PRAWWD - Admission's President Waiver	92	313,603.00	67	233,307.00	(80,296.00)
<u>TOTAL</u>		<u>1,124</u>	<u>1,850,272.50</u>	<u>979</u>	<u>1,599,340.50</u>	<u>(250,932.00)</u>

Waiver	Fund Code - Fund Name	2023-24		2024-25		Year-over-year
		# Students Awarded	Amount Awarded	# Students Awarded	Amount Awarded	
ATHW - Athletic Waivers	BASEWA - Baseball Waiver	21	59,703.00	19	46,145.00	(13,558.00)
	FBWAIV - Football Waiver	73	417,793.00	70	357,732.00	(60,061.00)
	GENATH - General Athletic Scholarship	31	111,931.00	18	82,250.00	(29,681.00)
	LCRSWA - Women's Lacrosse Tuition Waiver	4	2,404.00	5	4,500.00	2,096.00
	MBBWAI - Men's Basketball Waiver	11	86,237.00	14	83,251.00	(2,986.00)
	MGLFWA - Men's Golf Waiver	5	4,004.00	3	3,500.00	(504.00)
	MSOCWA - Men's Soccer Waiver	9	24,904.00	9	26,100.00	1,196.00
	SBLLWA - Softball Waiver	16	66,414.00	16	70,500.00	4,086.00
	TENWAI - Men's Tennis Waiver	2	3,204.00	2	2,750.00	(454.00)
	WBBWAI - Women's BB Waiver	11	94,176.00	15	71,587.00	(22,589.00)
	WGLFWA - Women's Golf Tuition Waiver	2	1,604.00	4	4,450.00	2,846.00
	WSOCWA - Women's Soccer Waiver	14	36,404.00	16	37,500.00	1,096.00
	WTENWA - Women's Tennis Waiver	3	5,504.00	-	-	(5,504.00)
	WVBWAI - Women's VB Waiver	15	64,029.00	12	66,500.00	2,471.00
	WXCNTW - Women's Cross Country Waiver	-	-	1	500.00	500.00
	XCNTWA - Men's Cross Country Waiver	-	-	3	2,000.00	2,000.00
<u>TOTAL</u>		<u>217</u>	<u>978,311.00</u>	<u>207</u>	<u>859,265.00</u>	<u>(119,046.00)</u>

Waiver	Fund Code - Fund Name	2023-24		2024-25		Year-over-year
		# Students Awarded	Amount Awarded	# Students Awarded	Amount Awarded	
ATRW - Athletic Room Waivers	BASHOU - Baseball F&H Waiver	-	-	2	3,162.00	3,162.00
	FBHOU - Athletic R&B Scholarship - Football	1	4,000.00	19	52,268.00	48,268.00
	MBBHOU - Athletic R&B Scholarship - Men's Basketball	4	32,909.00	4	36,749.00	3,840.00
	SBLHOU - Athletic R&B Scholarship - Softball	1	5,190.00	-	-	(5,190.00)
	VLHOU - Athletic R&B Scholarship - Volleyball	1	4,750.00	1	4,000.00	(750.00)
	WBBHOU - Athletic Housing Schol - Women's Basketball	1	5,591.00	6	37,500.00	31,909.00
<u>TOTAL</u>		<u>8</u>	<u>52,440.00</u>	<u>32</u>	<u>133,679.00</u>	<u>81,239.00</u>

Waiver	Fund Code - Fund Name	2023-24		2024-25		Year-over-year
		# Students Awarded	Amount Awarded	# Students Awarded	Amount Awarded	
GRDW - Graduate Tuition Waivers	GRDAT - Graduate Waiver for Grad Assistants in Athletics	10	104,355.00	11	93,216.00	(11,139.00)
	GRADCO - Grad Assist - COB	-	-	2	14,400.00	14,400.00
	GRADWA - Graduate Waiver	3	12,588.00	3	4,720.00	(7,868.00)
	GRBRCT - Graduate Waiver for BRCTC Empl	5	37,725.00	4	21,660.00	(16,065.00)
	GRSTAF - Graduate Staff Waiver	16	76,073.00	16	74,641.00	(1,432.00)
	IWGRST - Graduate Assist Stubblefield	1	8,640.00	-	-	(8,640.00)
<u>TOTAL</u>		<u>35</u>	<u>239,381.00</u>	<u>36</u>	<u>208,637.00</u>	<u>(30,744.00)</u>

Waiver	Fund Code - Fund Name	2023-24		2024-25		Year-over-year
		# Students Awarded	Amount Awarded	# Students Awarded	Amount Awarded	
OTHW - Other Waivers	FCAREW - Foster Care Tuition Waiver from MODIFY WV-DHHR	3	21,798.00	2	10,899.00	(10,899.00)
	HSTAWV - Health, Science, Technology Academy Waiver	11	61,537.00	15	73,412.00	11,875.00
	IACIPT - Coach's Incentive Program	2	17,638.00	2	27,724.00	10,086.00
	IWAMCO - Ameri Corps Waiver	1	3,633.00	-	-	(3,633.00)
	MCWAIV - GSLT Tuition Waiver	23	106,250.50	18	101,111.00	(5,139.50)
	METRO - Metro Scholarship	254	1,275,544.00	254	1,278,451.00	2,907.00
	DEPEND - Dependent Tuition Waiver	11	41,384.50	12	47,732.50	6,348.00
	STAFWA - Staff Waiver	12	42,943.75	7	15,670.13	(27,273.62)
	YRPSU - Military Yellow Ribbon Waiver	5	19,246.50	4	18,521.99	(724.51)
<u>TOTAL</u>		<u>322</u>	<u>1,589,975.25</u>	<u>314</u>	<u>1,573,521.62</u>	<u>(16,453.63)</u>

Waiver	Fund Code - Fund Name	2023-24		2024-25		Year-over-year
		# Students Awarded	Amount Awarded	# Students Awarded	Amount Awarded	
ROOM - Room Waivers	HOUWAI - Intern - ResLife (F+H)	-	-	2	11,177.00	11,177.00
	RAWAIV - Awarded by RLO to RA's in lieu of stipends.	34	360,072.00	31	340,536.16	(19,535.84)
	RESGA - Grad Assist - Res Life (F+H)	-	-	4	27,153.00	27,153.00
	RESWAI - Grad Assist - Athletics (F+H)	9	55,255.40	11	72,408.81	17,153.41
	ROOMWA - GSLT Housing Waiver	6	25,500.00	7	28,774.00	3,274.00
	SUMHOU - Summer Housing Waiver	13	22,620.00	10	17,400.00	(5,220.00)
<u>TOTAL</u>		<u>62</u>	<u>463,447.40</u>	<u>65</u>	<u>497,448.97</u>	<u>34,001.57</u>

Grand Total	1,883	5,468,946.82	1,778	5,106,780.59	(362,166.23)
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Shepherd University Board of Governors
September 11, 2025
Presentation Agenda Item No. 5

STRATEGIC PLAN UPDATE

Drs. Jack DeRochi and Scott Barton will present a Strategic Plan Update to the Board.