



SHEPHERD UNIVERSITY

BOARD OF GOVERNORS

Homecoming Parade 2025



Meeting Agenda

November 6, 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

November 6, 2025

Storer Ballroom, Student Center

Shepherdstown, WV

4:15 – 6:50 p.m.

[Zoom Link](#) / Meeting ID: 835 8277 7238 / Passcode: 431458

AGENDA

4:15 p.m. 1. **Call to Order** Chair Dr. James Cherry

4:16 p.m. 2. **Public Comments**

Consent Agenda

4:17 p.m. 1. **Consent Agenda Items** Chair Cherry

- a. Consent Agenda
- b. Approval of the Minutes of September 11, 2025 Board Meeting
- c. Approval of Utility Easement

Presentation Agenda

4:20 p.m. 1. **Annual Audit Report and Financial Statements** Dr. Scott Barton, Vice President for Finance/Administration, and Luke Winter of CliftonLarsonAllen, LLP

- a. Presentation of Audit
- b. Report of the Audit Committee

4:40 p.m. 2. **President's Report** President Hendrix

5:00 p.m. 3. **Report of the Academic Programs and Enrollment Committee** Ms. Mina Moore

- a. Academic Affairs Division Annual Report

5:10 p.m. 4. **Report of the Student Affairs, Athletics, and University Relations Committee** Ms. Susan Mentzer-Blair

- a. Student Affairs Division Update
- b. Athletics Division Update
- c. Development Division Update
- d. University Foundation Update

5:25 p.m. 5. **Report of the Finance and Facilities Committee** Mr. Henry Kayes, Jr.

- a. Quarterly Financial Report: 1st Quarter FY2026
- b. Update on the New West Campus Construction and Amendment of Project Budget
- c. Approval of Strategic Net Reinvestment: Salary Equity Enhancements

Discussion Agenda

5:40 p.m. 1. **Higher Learning Commission Mid-cycle Comprehensive Evaluation Update** Dr. Jason Best, AVP for Institutional Effectiveness, and Higher Learning Commission Accreditation Liaison Officer and Peer Corps Member



Regular Session

- 5:50 p.m. 1. **New Business** Chair Cherry
- 6:00 p.m. 2. **Possible Executive Session**
- a. Briefing on Pending Legal and Personnel Matters
 - b. Potential Real Estate Transaction
- 6:45 p.m. 3. **Possible Actions Arising out of Executive Session**
- 6:50 p.m. **Adjournment**

2025-2026 Board of Governors Meeting Dates Remaining

- 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, November 2, 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 November 6 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 September 11, 2025; and
- 2) The Utility Easement,
each as presented in the Agenda materials of November 6, 2025.

SHEPHERD UNIVERSITY BOARD OF GOVERNORS

MINUTES OF THE MEETING OF SEPTEMBER 11, 2025

The Shepherd University Board of Governors met on September 11, 2025, in a regular meeting. Members participating were: Gat Caperton, Dr. James Cherry, Tyler Furbee, Dr. Heidi Hanrahan, Henry Kayes, Jr., Jonathan Mason (virtual), Susan Mentzer-Blair, Guillermina Garcia Moore, Austin J. Slater, Jr., Danielle Stephenson, and Karl Wolf (virtual). Also present were Shepherd University President Mary J.C. Hendrix, members of the executive leadership team, and others. Board member David Avella was not present.

1. PUBLIC COMMENTS

No public comments were made.

2. ADMINISTRATION OF OATHS OF OFFICE FOR NEW BOARD MEMBERS

The oaths of office were administered by Chair Cherry to Tyler Furbee and Danielle Stephenson.

3. CONSENT AGENDA ITEMS

M (Caperton), 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:

- 1) The Minutes of the Meeting of June 19, 2025;
 - 2) The Amendments of Bylaws; and
 - 3) The Utility Easement,
- each as presented in the Agenda materials of September 11, 2025.

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

4. PRESIDENT'S REPORT

President Hendrix commented on the Department of English, History, and Modern Languages newsletter and asked Dr. Hanrahan to share a few words. President Hendrix then provided an overview of the New Academic Year Goals for 2025-2026, along with updates on Shepherd University L.E.A.D.S., hosting the WV Intermediate Court of Appeals, our new status as a Peace Corps Prep Institution, the transformational gift received from Bill and Bonnie Stubblefield, the Great Colleges to Work for Committee initiatives, the new Agribusiness building, Shepherd's grants portfolio, and the recent West Virginia First Foundation site visit.

5. **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. In the Academic Affairs Division, this includes the ongoing development of the new Online Learning initiative and the strategic student retention initiatives. The Development and Foundation updates document ongoing work to expand the financial support and outreach by the University. At his request, Dr. Jack DeRochi, Vice President for Academic Affairs and Provost, discussed the revised Intent to Plan process with the Board, as well as each of the two proposed new programs.

6. **REVISED INTENT TO PLAN AND ACADEMIC PROGRAM APPROVAL PROCESS**

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 Revised Intent to Plan and Academic Program Approval Process as presented in the agenda materials of September 11, 2025.

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

7. **INTENT TO PLAN FOR MASTER OF ARTS IN MENTAL HEALTH COUNSELING**

M (Mentzer-Blair), S (Cherry), PASSED, all members were polled, that the following resolution be adopted 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 as presented in the agenda materials of September 11, 2025.

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

8. **INTENT TO PLAN FOR THE ENDORSEMENT IN SPECIAL EDUCATION. MULTI-CATEGORICAL**

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

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

9. **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 an Athletics Division Update, an Enrollment Management Division Update, a Student Affairs Division

Update, and an Enrollment and Housing Update. Ms. Mentzer-Blair asked Ms. Holly Morgan-Frye, Vice President for Student Affairs and Director of Community Relations, to provide an update on Shepherd's international students from Nepal and the special challenges they face. She also asked for a few specific remarks about the digital accessibility legal requirements, and discussion among members ensued. Ms. Mentzer-Blair then asked Mr. Will Bell, Associate Vice President for Enrollment Management, to provide a brief update on enrollment, and a discussion among members ensued.

10. REPORT OF THE FINANCE AND FACILITIES COMMITTEE

On behalf of the Finance and Facilities Committee, Mr. Kayes provided a brief update of the Committee's discussions, which included the Quarterly Financial Report: 4th Quarter FY2025 (Pre-audit), the Strategic Investment of Net Revenue, and the Tuition and Fee Waiver Report: FY2025. Dr. Cherry thanked Mr. Kayes, Dr. Scott Barton, Vice President for Finance and Administration, and his team for the continuing attention to the University's financial health and noted the importance of the University's improved financial position.

11. STRATEGIC PLAN

Drs. DeRochi and Barton provided an update on the work of the Strategic Planning Committee.

12. NEW BUSINESS

Chair Cherry noted that he and Ms. Moore walked through the West Woods halls with Ms. Morgan-Frye following the recent groundbreaking ceremony. Ms. Moore noted these rooms need to be enhanced and renovated to meet the expectations of students.

13. MOTION TO EXECUTIVE SESSION

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

RESOLVED, 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 personnel matters, as to one or more specific persons, which would be an invasion of privacy if publicly discussed, and to discuss confidential legal advice, and to discuss personal honoraria and awards.

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

Following this discussion, the Board rose back into public session at the Cumberland Room of the Student Center, as publicly posted prior to the beginning of the Executive Session.

M (Slater), S (Kayes), all members were polled, that the following resolution be adopted by the Board: **RESOLVED**, that

1. The Board of Governors hereby establishes a Search Committee for the position of President of the University. The appointments to the Committee shall be made with an effort to reflect the breadth of the campus community and the region, and consist of:
 - a. each member of the Executive Committee of the Board of Governors

- b. two senior-level, non-classified administrators, at least one from within Academic Affairs, named by the Board Chair
- c. two persons of the community with distinguished affiliation to Shepherd, named by the Board Chair
- d. one alumni, named by the Board Chair
- e. and three members, one each from three nominees designated by the respective representative governance bodies (Student Government Association, Faculty Senate, Classified Employees Council), and then selected by the Board Chair.

No person shall be appointed to the Search Committee who will not be eligible and available to serve until the conclusion of the work of the Committee. The work of the Committee will begin immediately, recognizing that one or more appointments may not yet have been made.

If a member of the Search Committee becomes a candidate for the presidency, that member shall resign immediately from the Search Committee. The provisions of the State Ethics Act relating to nepotism and other conflicts of interest shall apply at all times to all members of the Search Committee and should be recognized by members as extending to any appearance, reasonably likely to occur, of conflict of interest.

2. The Board's Vice Chair shall be the Chair of the Search Committee and shall be entitled to vote. The Vice Chair of the Search Committee shall be named from among the other lay members of the Board of Governors.
3. The Board Chair and the Committee Chair are authorized to coordinate and direct the engagement of a Consultant, appropriately professionally experienced, to assist and guide the search. Staff support for the committee shall be provided by the selected Consultant and by the General Counsel ("staff").
4. The Consultant, in conjunction with the Committee Chair or designee, shall visit the campus and solicit the views of faculty, staff, students, administrators, alumni, community leaders, and other individuals who are familiar with the institution regarding the characteristics and qualities that should be possessed by the next president. Based on this input, a draft Presidential Profile/Statement of Leadership criteria shall be prepared by the Consultant, in conjunction with the Committee Chair and staff, and submitted to the Search Committee for approval. The Presidential Profile will also include a list of minimum qualifications. This Profile shall be utilized in soliciting candidates and evaluating applicants. It shall be provided to all nominees and candidates, the Search Committee, and to individuals and groups associated with the institution.
5. A position announcement shall be prepared and submitted to the Search Committee for approval, and then transmitted by the Consultant and staff to appropriate individuals, organizations, and publications, such as the Chronicle of Higher Education.
6. Each applicant shall receive notice of receipt of his/her application and that all materials will remain confidential at this stage of the search.
7. The Committee Chair and the Consultant, or staff if so designated by the Chair, shall be the only spokespersons for the work of the Committee.

8. Meetings of the Search Committee shall be called by the Committee Chair, and all members must be notified by Committee staff at least seven days in advance, except that less than seven days' notice may be given if an emergency meeting is necessary.
9. The Committee Vice Chair shall exercise all of the responsibilities of the Committee Chair in the Chair's absence. No meeting is official without the presence of either the Chair or Vice Chair.
10. The Consultant shall review all applications and prepare a list of qualified individuals for the Search Committee; provided, that as to applicants so determined to not meet the minimum required qualifications, that determination shall be reviewable by the Committee Chair.
11. The Search Committee may meet in executive session for the purpose of discussing qualified candidates for the position or for any other purpose authorized by law. Presentations to the Committee in open session or in executive session are restricted to members of the Committee, the Consultant, the Committee staff, and any individuals specifically invited by the Chair of the Committee to address the Committee.
12. No member may appoint a proxy for purposes of attending meetings or voting.
13. Absentee ballots may be used for voting provided that the completed ballot is received by the Committee Chair prior to when the vote is taken.
14. At least a majority of the Committee must be present to constitute a quorum for the purpose of voting.
15. Before the first meeting of the Committee at which candidates shall be considered, the applications will be made available for review. No further duplication of information may occur, without the written authorization of the Committee Chair. Any distributed information about a candidate must be returned to the Committee staff once the candidate has been eliminated from further consideration by the Committee. Eliminated candidates shall be notified with reasonable promptness that they are no longer being considered.
16. Members of the Committee shall not provide information about the names or backgrounds of any candidates to anyone outside the Committee or in any other way undermine the commitment of the Committee to confidentiality. Any member who breaks this commitment of confidentiality shall immediately resign from the Committee. Failure to do so will result in immediate removal by the Committee Chair, the sole appeal of which would lie with the Board of Governors.
17. All correspondence, telephone contacts, and other direct contacts with the nominees and candidates prior to interviews shall be handled by the Committee Chair and/or the Consultant, or the Committee staff at the Chair's direction.
18. Expenses associated with travel and other expenses of the Committee members, travel of each candidate and her/his spouse/significant other for preliminary interviews or campus interviews, and all other expenses associated with the search shall be reimbursed through the Office of the President and coordinated by the Committee staff.
19. Following the receipt of written authorizations from the candidates, and under the direction of the Committee Chair, preliminary reference checks will be conducted by the Consultant. No other person may undertake preliminary reference checks of a candidate except as expressly authorized by the Chair. A

list of the substance of questions shall be discussed and approved by the Search Committee.

20. The Committee shall conduct interviews of semi-finalists. The interviews shall be conducted at a confidential location within as short a period of time as is practical.
21. As soon as possible following the interviews with the semi-finalists, the Committee shall select three to six finalists for campus Visits/ Interviews.
22. Up to the point of the campus Visits/ Interviews of the finalists, the Committee's pledge of confidentiality shall be strictly observed. When the finalists accept the invitation to participate in the campus Visits/ Interviews, they shall be informed by the Committee Chair or Committee staff that confidentiality can no longer be assured. However, there shall be no official release or confirmation of the names of the finalists to the news media except at the discretion of the Committee Chair. Regardless of the extent of public confirmation of the finalists, Committee members are still obligated to keep information about the discussions and opinions of all Committee members confidential, permanently.
23. The Committee Chair, Consultant, and staff, in consultation with the Search Committee shall determine the itinerary for each candidate. As a part of the campus Visits/ Interviews, the Board of Governors shall interview each finalist in executive session. Each finalist's campus Visit/ Interview shall also include meetings with the Search Committee, students, staff, faculty members, campus administrators, community leaders, alumni, and other individuals invited by the Search Committee. The spouse/ significant other of each finalist will be invited to also visit the campus and community at this time. The Consultant, in conjunction with the Committee Chair and staff, shall receive and summarize comments from these participants after the campus visits by the finalists, and will share this feedback with the Search Committee.
24. If the Search Committee decides at any point in the process that the pool of applicants does not include a sufficient number of qualified candidates, the Committee may reopen the search.
25. Each Search Committee member shall review the materials for each finalist (e.g., interviews, reference checks, input from various groups and individuals who met the candidates during the campus visits, input from the consultant) and their own assessment of the experience and qualifications of each finalist.
26. The Search Committee shall meet in Executive Session to discuss the finalists and, by majority vote, recommend up to three candidates to the Board of Governors for consideration for the presidency. The list shall not be ranked—the names shall be alphabetized.
27. The Board of Governors shall convene in executive session for the purpose of discussing the proposed candidates and to select a candidate. Upon selection of a candidate, the board shall, in executive session, establish appropriate parameters of salary and emoluments, and shall review contractual terms and conditions, and shall thereafter authorize the Chair of the Board to extend a conditional oral offer on behalf of the Board to the individual selected. The Board Chair or his designees may wish to visit the candidate's university to gain further insights before a final oral offer is extended. The Board may also, at its discretion, authorize the Board Chair to make an oral offer to one or more other finalists in rank order if the preferred candidate declines the offer. Once the oral

offer is accepted, the Board Chair shall provide a written offer, as authorized by the Board, that includes the terms and conditions of employment.

28. Once the candidate accepts the position, the Board Chair, or his designee, in conjunction with staff and other Shepherd University staff, shall prepare press releases announcing the conclusion of the search and introducing Shepherd University's new president.

Following this action, the Board adjourned.

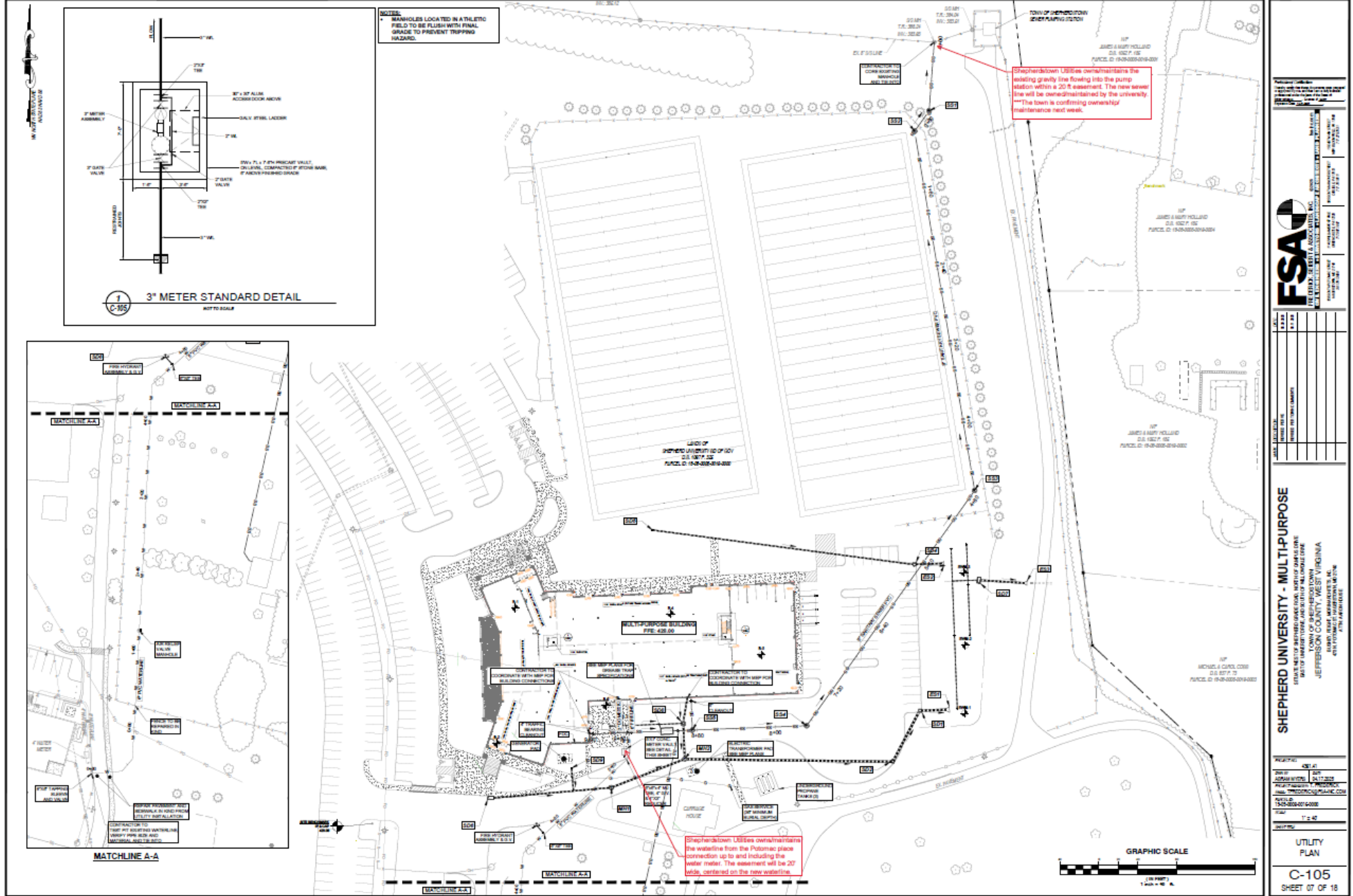
Dr. James Cherry
Chair

Susan Mentzer-Blair
Secretary

APPROVAL OF UTILITY EASEMENT

The Board approved a utility easement for the Shepherdstown Water Board at the September 11, 2025, meeting for the new water service line, which will be required for the new construction of the new West Campus design-build construction. At that time, the mutual discussion between University staff and Town staff anticipated that the University would retain ownership of the new sewer lines, which would be added for this project.

After further planning discussions, it is now resolved that both the new water lines and new sewer lines will be built as part of the construction project, but then conveyed to the Town, and this necessitates a second authorization for a sewer line easement. The Water line easement approved in September is unchanged, and both it and the sewer line path are depicted on the attached illustration.



ANNUAL AUDIT REPORT AND FINANCIAL STATEMENTS

The Audit Committee will report on its meeting with Mr. Luke Winter of CliftonLarsonAllen, LLP.

Dr. Scott Barton, Vice President for Finance and Administration, and Mr. Winter will present the Annual Audit Report and Financial Statements to the Board. This presentation will include a review of the Financial Statements as of and for the Years Ended June 30, 2025, and 2024, and Independent Auditors' Reports.

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

PRESIDENT'S REPORT

Advancing Shepherd University

Higher Learning Commission Peer Reviewer: Vice President for Finance and Administration, Dr. Scott Barton, has been accepted as a peer reviewer for the Higher Learning Commission (HLC) after completing the required training earlier this month.

HLC's peer reviewers are expert volunteers who play an essential role in ensuring the quality of member institutions by offering support at all stages of the accreditation process. Reviewers are responsible for assuring that institutions comply with HLC requirements and for helping institutions advance within the context of their mission. Dr. Jason Best is also a member of this distinguished group.

Accounting Program Earns National Recognition: Shepherd's Accounting Program is drawing national attention for its combination of academic rigor and career preparation. According to recently released data from the national Certified Public Accountant exam, Shepherd students have posted some of the strongest exam results in the country and ranked among the top performers in three of the last five years. The Program ranked 11th nationally among small programs for first-time CPA exam pass rates and leads West Virginia with an 80% pass rate and an average pass score of 77.7%, which is well above national averages.

Incubator Farm Program to Launch in Spring 2026: The Agricultural Innovation Center at Tabler Farm will launch an incubator farmer training program in Spring 2026, offering beginning farmers in the community the tools and support needed to build sustainable businesses while strengthening West Virginia's agricultural economy. Participants will lease plots at Tabler Farm to develop their agricultural enterprises alongside other growers. Shepherd staff and partners will provide education, mentorship, and hands-on support.

Shepherd Director Featured on Nationally Syndicated Podcast: Dr. Benjamin Bankhurst, Director of the Center for Appalachian Studies and Communities, plays a prominent role in the latest episode of "Us & Them," a West Virginia Public Broadcasting podcast that examines cultural issues and divisions from multiple perspectives. The episode, "A Fresh Look at America's Origin Story," released September 25, revisited the founding of the United States from a nuanced perspective.

WISH Awards \$145,000 in Grants: Women Investing in Shepherd (WISH), a women's giving circle sponsored by the Shepherd University Foundation, presented four grants totaling \$145,000 to two Shepherd programs and two community nonprofits. Recipients include the Ruth Scarborough Library and Agricultural Innovation Center at Tabler Farm, as well as Camp Frame and the Children's Home Society of West Virginia. A reception honoring the awardees was held on September 21 in the Erma Ora Byrd Hall and sponsored by WISH member Lisa Wolff '87. WISH was created to inspire, educate, and develop the potential of women's philanthropy through high-impact grant-making. Members combine their \$500 annual contribution, which is divided into two grant pools—one for Shepherd learning programs and one for community nonprofits. A one-woman, one-vote process determines the grant recipients in each category.

PSAC 75th Anniversary Distinguished Keystones: This year marks the 75th Anniversary of the Pennsylvania State Athletic Conference (PSAC). As part of the celebration, the PSAC is recognizing the Top 75 Greatest Athletes and Distinguished Keystones. Shepherd is proud to have two athletes named among the greatest—Tyson Bagent (football) and Nicole Purtell (softball). Three members of Shepherd's Athletics department have been named Distinguished Keystones—Head Women's Soccer Coach Sam Odell, Head Football Coach Ernie McCook, and Sports Information Director Chip Ransom.

Academic Affairs

- David Modler, Chair of Contemporary Art, Communication, and Theater, was awarded the 2025 West Virginia Art Educator of the Year. Modler was presented the award at the West Virginia Art Education Association Fall Conference, hosted by Shepherd on October 18.
- The Scarborough Library received a \$36,250 WISH grant to install four modern, single-use study pods in the library. Scarborough Director Theresa Smith, who initiated the grant proposal, noted that these pods will "transform the student experience by providing much-needed individual study spaces that foster focus, productivity, and academic success."

Athletics

- Several of Shepherd's student-athletes have earned PSAC Player of the Week honors-including two in football, one women's golfer (recognized twice), two in men's soccer, one in women's soccer, and one in women's volleyball.
- The Student-Athlete Advisory Committee (SAAC) is meeting monthly and has established a strong executive board to lead the group. This group has already contributed more than 100 hours of community service this semester. Upcoming SAAC initiatives include continued community engagement, increased visibility and involvement across campus, and supporting the NCAA Division II partnership with Make-A-Wish.

Campus Services

- The Rambler Card Administrative Office has relocated to the Student Center, Suite 216, with an additional print location now available in the Student Center Game Zone. Printing services also remain available in the Wellness Center.
- Dining Services, in collaboration with the Rambler and Student Community Services Offices, will launch the "Swipe Out Hunger" campaign—an initiative that allows students to donate unused meal swipes to support classmates experiencing food insecurity. Donated swipes will be collected into a central "swipe bank" and distributed by campus partners to students in need. The program fosters community, reduces food waste, and helps ensure every student has access to nutritious meals. The campaign will run from November 14–24, with donated meals distributed thereafter.

Capital Projects

| | | |
|--|--------------------------|--|
| FY2025-2026 Projects Scheduled/In Process: | | |
| Byrd Science - 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. | | |
| McMurrin Hall - Roof Replacement | Governor's Office Grants | |
| Status: Approved. Waiting on architectural proposal | | |
| CCA 1&2 - Cooling Tower | Capital Funding | |
| Status: Approved. In progress. Estimates have been received (~\$220,000), and we have a 16-week estimated time of arrival. | | |
| "Little House" Remediation | WISH Grants | |
| Status: Completed. Lead paint remediation, roof replacement, chimneys capped, water damage repairs, and r | | |
| Additional HVAC Upgrades - 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 bre | | |
| \$30M Funds from the State | Governor's Office | |
| Status: New Facilities Building construction contract awarded to Morton; construction of building started Sept. New Dining/ Multipurpose Building contract approved by AG. Site work has started. | | |
| CONGRESSIONAL FUNDING (Financing Approved in Federal Budget Bill) | | |
| Campus Integrated Security Upgrades - 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. | | |
| East Loop/Gateway Entrance - Commuter Lot to King St. Egress, C- and K-Lot Reconfiguration, King St. Paving/Sid | \$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 punch list work ongoing | | |
| Academic Classrooms/Auditorium Improvements - Renovate/Revitalize Labs, Classrooms, and Learning Environme | \$2,235,000 | |
| Department of Education (DOE) | | |
| Status: Approved. Schedule in process. | | |
| Agricultural Small Business Incubator - Tabler Farm Multipurpose Building, MEP, Equip. Purchases, Well, and Fen | \$1,422,200 | |
| Small Business Association (SBA) | | |
| Status: Approved. Multipurpose building under construction | | |
| Chemistry Department Labs and Classroom Improvements | \$609,000 | |
| Health Resources and Services Administration (HRSA) | | |
| Status: Bid accepted. In process | | |
| I2 Campus Infrastructure - New cyberinfrastructure dedicated to data-driven research | \$637,210 | |
| National Science Foundation (NSF) | | |
| Status: Approved. Infrastructure design in process | | |

Development

- Under the leadership of Katie Swayne, Director of Alumni Affairs, and in conjunction with the Department of Athletics, Shepherd hosted another successful Athletic Hall of Fame event on September 27. This year's inductees: Katie Warehime (women's basketball), Georgia (Karr) Garten (women's lacrosse), and Terry Corbin (football).
- Under Katie's leadership, Shepherd also hosted a successful Alumni Association Emeritus Club Induction Ceremony on October 11. We honored and inducted the 50th anniversary class (1975) into the Emeritus Club.

Enrollment Management

- Shepherd and Jefferson County Schools announced a new partnership for Direct Admissions on October 27. The partnership allows students to be automatically accepted to Shepherd without the traditional application process. The partnership helps to remove a perceived barrier to higher education and streamline the process for prospective students in Jefferson County.
- The Office of Admissions, Registrar, and Student Academic Enrichment will be offering an early registration period for new spring students beginning November 17. The early registration period is an opportunity for new students to connect with faculty and advisors earlier in the admissions process.

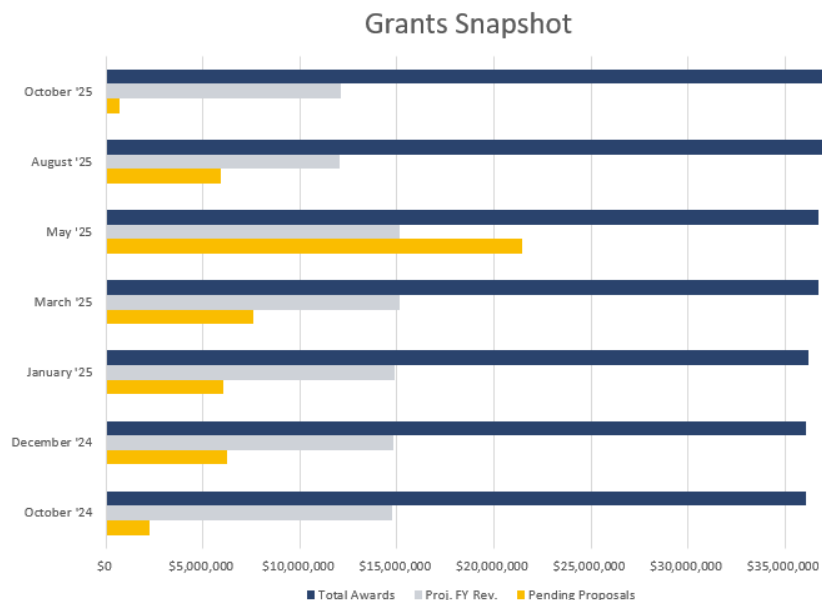
Office of Sponsored Programs (For detailed information, please visit: [November 2025](#))

Pending Grant Proposals to Date: October 16, 2025

- Submitted and awaiting decision on award.
- Total FY2026 current pending proposals: \$704,532

FY2026 Active Grant Awards to Date: October 16, 2025

- Projected FY2026 revenue from active and closed grants: \$12,081,458
- Total current value of all FY2026 grants (active, awarded and/or closed): \$37,631,011



Student Affairs

- **Save-A-Life Day:** On October 2, members of the Division of Student Affairs—Wendy Baracka, Amanda Shank, and Jake Mellow—along with faculty member Albina Laskovtsov, partnered with the Jefferson County Health Department to host Save-A-Life Day on campus. This statewide and national initiative takes place in all 55 West Virginia counties and aims to provide free Narcan (Naloxone) training and opioid overdose education to local communities. Shepherd's event drew more than 200 participants who learned how to recognize the signs of an opioid overdose and properly administer Narcan. Each trained attendee received a Narcan kit and information about campus and community support resources, with more than 150 kits distributed during the event.
- **Early Alert Tool:** Since the start of the semester, the Student Success Center has remained dedicated to a proactive approach to student success through an early alert outreach process. Led by Director Julia Franks and with the direct support of Success Coach Hajra Malik, the team has reached out to over 100 students flagged through the Early Alert system. This targeted outreach allows the Center to provide timely support and resources to students who may be facing academic or personal challenges.

University Foundation

- The Foundation held two “Thank a Donor” days, October 21 and 22, to coincide with this year's Homecoming Festivities. Students, faculty, and staff were encouraged to participate by writing thank-you postcards to Shepherd's top donors, taking pictures with “Thank a Donor” signage to be used in print and video distribution later in the Fall, and sharing stories and testimonials on how they have been positively impacted by donor support.
- The Foundation was delighted to present the inaugural Pillar of Shepherd award during Homecoming to Ray Alvarez, an alumnus who has dedicated many years to the betterment of Shepherd. This distinguished honor is bestowed on an alumnus whose unwavering commitment, leadership, and philanthropy have served as a foundation for the continued growth and strength of Shepherd.

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

2025-2026 Board of Governors Meeting Dates Remaining

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

ACADEMIC AFFAIRS DIVISION ANNUAL REPORT

Dr. Jack DeRochi, Provost and Vice President of Academic Affairs, will provide the Committee with the Academic Affairs Annual Report.



In addition to the unit updates provided below, we are pleased to provide the following updates on key strategic projects underway in the Division of Academic Affairs.

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.

Progress to date:

- Surveys were distributed to all faculty and staff in Academic Affairs, the results of which informed next stages in the process.
- Drs. Stephanie Slocum-Schaffer and Courtney Campany facilitated a faculty conference on September 22, which focused on specific questions raised by the surveys.
- Faculty Pippa McCullough and Drs. Craig Cline and Richie Stevens facilitated smaller focus group discussions with faculty and staff, gathering additional insights into potential systemic approaches to improving the division.

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, will establish the foundation for this project and provide clear benchmarks for the multi-phase approach required to execute this objective.

A 100% online Master of Business Administration (MBA) program will be launched in the spring 2026 semester. This is the first phase of redeveloping and expanding Shepherd's 100% online program portfolio.

Revised Intent to Plan Process

Collaborating with Faculty Senate Leadership and the Board of Governors, Academic Affairs developed a new streamlined "Intent to Plan" process for new program development. The revised process was approved by Faculty Senate and by the Board of Governors in September 2025. First two "Intent to Plan" proposals approved: Master of Arts (M.A.) in Mental Health Counseling, and Endorsement in Special Education.

Strategic Leadership Searches

Dean, College of Science, Technology, Engineering, Math, and Nursing (STEM-N)

Following a national search, Dr. Richard Thompson has been appointed as the new Dean of the College of STEM-N. Dr. Thompson will join Shepherd in January 2026.

Dean, College of Business and Recreation (CBR)

Finalists for the Dean of the CBR will be on campus the week of November 3-7.

Registrar

The search committee is reviewing candidates and has scheduled semifinalist interviews for late October.

Assistant Provost

The priority application deadline passed on November 3. The search committee will meet to identify candidates for semi-finalist virtual interviews.

Strategic Retention Objectives and Key Performance Indicators (KPIs), 2025-2028

The Academic Affairs Leadership team met at length this past summer and identified six key strategic projects to increase Shepherd's 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.

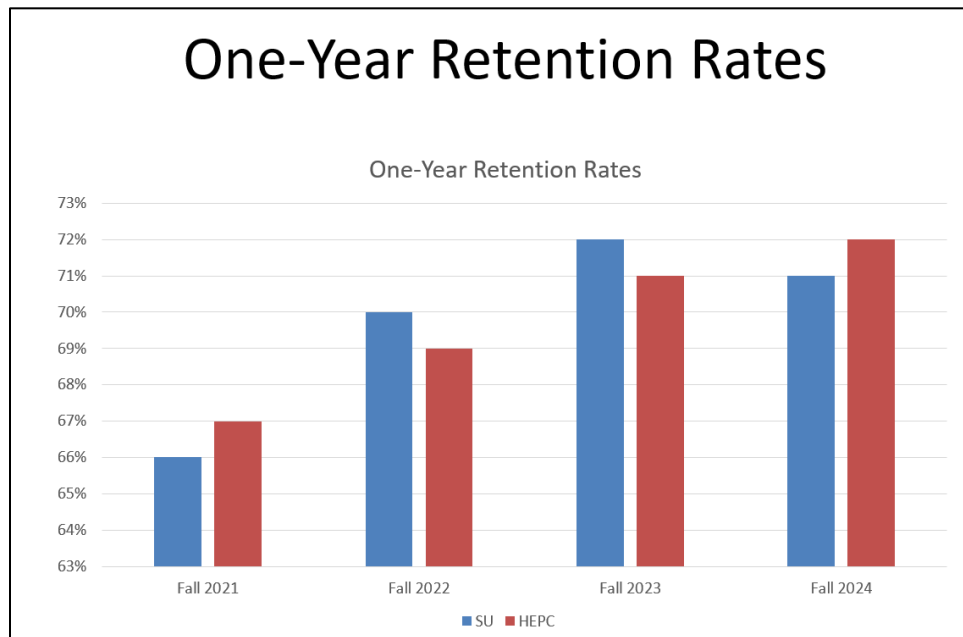
| Strategic Retention Project | Project Lead | Update |
|---|----------------|---|
| Develop a comprehensive and integrated advising enterprise. | Amy DeWitt | Overview of an Articulate 360 Advisor Training Module is being developed. |
| Develop an annual integrated communications plan for promoting advising, increasing student registrations, and enhancing student support. | Will Bell | Meeting with Student Government Association (SGA) President to discuss preferred methods of communication, frequency, and subject. |
| Launch and establish ongoing student focus groups to gather actionable insights on student needs and experiences. | Jack DeRochi | Meeting with Junior and Senior student groups scheduled for mid-November. |
| Increase experiential learning opportunities and participation for first and second-year students. | Ben Martz | Document to collect information on classes with experiential learning opportunities has been developed. Will collect data for all 100 and 200-level courses |
| Develop and launch best-practice pedagogical framework for early-term student engagement and academic support. | Richie Stevens | Prioritizing resources for faculty to have at the start of the semester. Reviewing necessary training. |
| Review and facilitate curricular streamlining across our academic portfolio. | Kurtis Adams | Codified process for annual curricular reviews established. Prerequisites being reviewed. |

| KPIs for Retention and Graduation Rates, 2025-2028 | | |
|--|-----------------------|--------|
| | Baseline ¹ | Target |
| Six-Year Graduation Rate | 48% | 53% |
| FTIC Retention Rate | 70% | 74% |
| Spring-Fall Persistence Rate ² | 83% | 86% |
| Fall-Spring Persistence Rate | 90% | 91% |

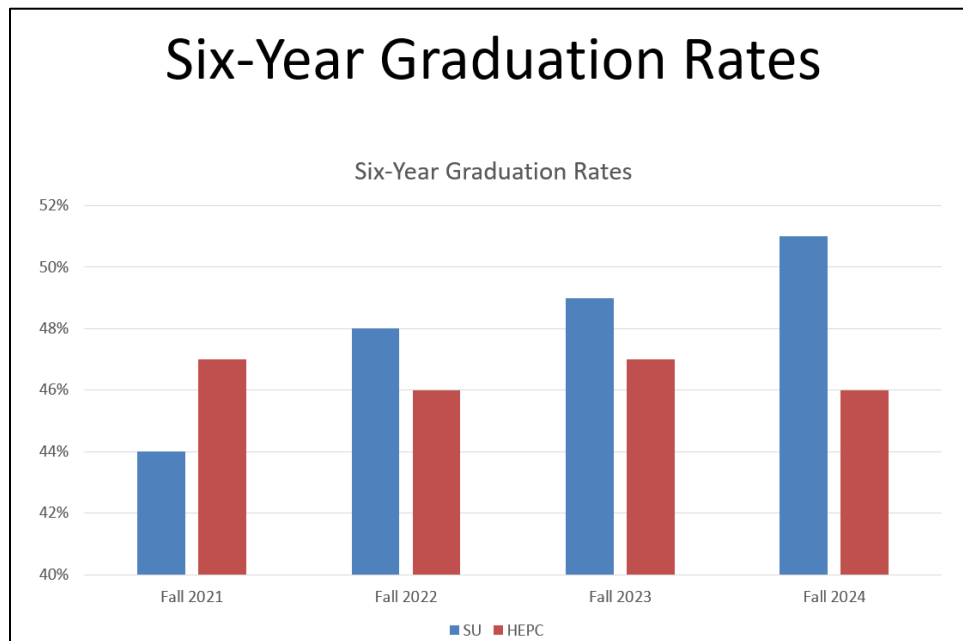
¹ Baseline: Graduation Rate and (First-time in College) FTIC retention baseline data taken from official FY2024 AA Integrated Postsecondary Education Data System (IPEDS) Reporting (5-year average). Persistence Rate defined by last five-year average of internal data provided by Institutional Research.

²Persistence Rate: Percentage of all non-graduating undergraduate students who register for the following semester. We will have updated data for Fall 2025 shortly following the release of Fall Census data.

The charts below provide data comparing Shepherd University to Higher Education Policy Commission (HEPC) peer institutions for one-year retention rates and six-year graduation rates.



This is the percentage of entering FTIC, full-time, degree-seeking freshmen who return to Shepherd the next Fall after entry. Increasing these rates consistently above 74% will be a critical component of increasing student success and graduation rates over time.

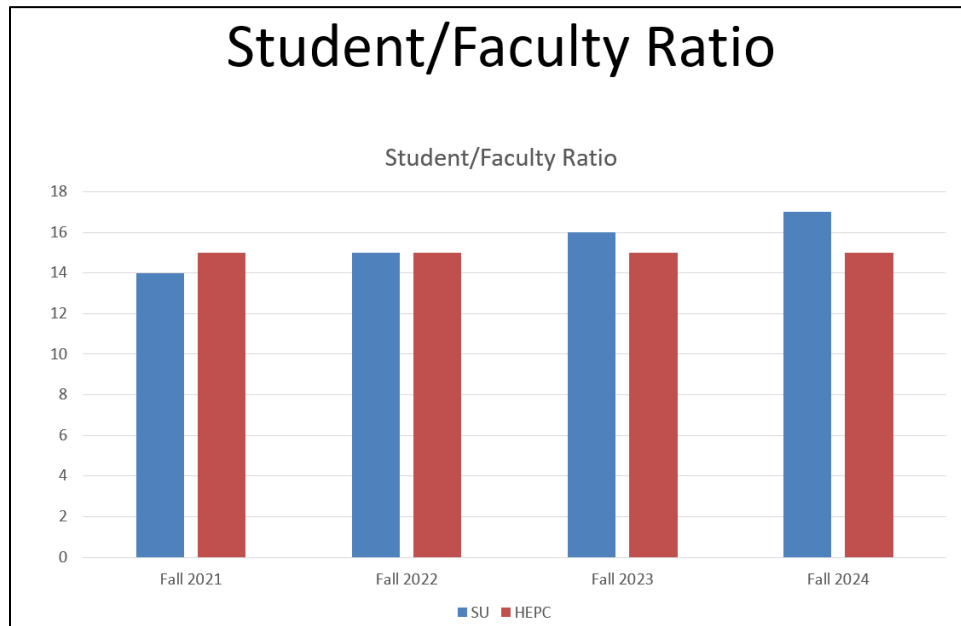


This is the percentage of entering FTIC, full-time, degree-seeking freshmen who complete the baccalaureate at Shepherd within six years of entry. This illustrates a significant increase for the Fall 2018 cohort over previous years. While Shepherd students graduate at a higher rate than our peers, we have set an ambitious target to increase and maintain graduation rates above 53%.

Persistence rates are not calculated by IPEDs or other institutions. By embracing persistence (defined above) rates as a key metric for enrollment growth and student success, Shepherd University is distinguishing itself from other institutions.

Faculty/Student Ratio Increasing

As demonstrated by the graph below, Shepherd has done a good job increasing our overall faculty/student ratios, which helps ensure a sound fiscal foundation. That said, as a teaching and learning university grounded in the liberal arts, we must be careful to maintain our class sizes overall to ensure the highest academic quality and learning experience for our students.



This is the ratio of students to faculty, derived by dividing the total undergraduate Full-time Equivalent (FTE) students by the total FTE faculty.

College of Arts, Humanities, and Social Sciences (CAHSS)

Dr. Kurtis Adams, Dean

College Overview

Fall 2024 enrollment across the CAHSS totaled approximately 750 undergraduate majors, reflecting stability and strong continuance rates across most disciplines. Despite national challenges in the liberal arts, the college remains resilient, driven by steady student interest and active faculty engagement in advising, retention, and student success.

Enrollment in Art (57 students, 82% continuance), English (49), and Theater (30) demonstrates consistent recovery and sustained student persistence. Communication and New Media (74 students, 78% continuance) remains one of the college's largest and strongest-performing programs. In the social sciences, Psychology (125 students) continues to anchor the college, while Criminal Justice (71) and Social Work (58) show solid enrollment and high workforce relevance. Political Science (36) and Global Studies (11) maintain stable enrollment and provide essential interdisciplinary connections, and Sociology (44) is being revised to better align with criminology and applied social science pathways. Music enrolled 26 students in the Bachelor of Arts in Music, not including most students pursuing the Bachelor of Music Education (42 majors), which is institutionally classified under secondary education. This distinction significantly underrepresents the true scale of music activity within CAHSS.

For 2024–2025, each CAHSS program will identify two program-specific recruiting and retention tactics designed to strengthen enrollment pipelines and student persistence. These strategies will be implemented over the course of the academic year, with reflection and assessment planned for Fall 2026.

Academic Initiatives

CAHSS completed the first phase of a \$500,000 four-year technology grant for the arts. Year one investments included:

- Full upgrades to the graphic design lab with new computers and digital drawing tablets.
- Purchase of new cameras and equipment for the Knutti Hall TV studio.
- Installation of a Dante digital audio network in the Frank Center to connect multiple recording spaces to a central control booth.

These improvements significantly enhance the creative and technological infrastructure supporting the visual and performing arts.

A fully online Master of Arts in Mental Health Counseling (MA MHC) is in development, addressing the regional shortage of licensed mental health professionals. The program prepares students for licensure and professional practice, expanding Shepherd Online and strengthening graduate offerings in the human services disciplines.

Faculty, Scholarship, and Community Impact

CAHSS faculty continue to excel in teaching, scholarship, and mentorship. Dr. Lindsey Levitan co-authored and presented research papers with two student collaborators, and Dr. Aart Holtslag presented multiple projects with recent graduate Eli Hall, exemplifying faculty-student research engagement.

Twenty-two faculty presented at professional conferences in 2024–2025, with 19 additional presentations scheduled this academic year. The Department of Contemporary Art, Communication, and Theater hosted the West Virginia Art Education Association Conference in October 2025, drawing art educators statewide for a two-day intensive conference.

The Frank Center, Marinoff Theater, and Studio 112 hosted more than 90 performances and events, with the School of Music producing 70 concerts, recitals, and public performances. The Ram Band performed 13 times across four states, reaching well over 500 high school students and strengthening Shepherd's recruitment and community profile. Masterworks Chorale, led by Director of Choral Activities Dr. Jason Strunk, is preparing for a March 2026 performance at Carnegie Hall in New York City.

The Shepherd Debate Team won first place this past weekend at the Collegiate Forensics Association tournament hosted at Shepherd on October 17-18. Congratulations to Kate Alexander and the Shepherd Team!

National Writing Project (NWP) at Shepherd

The NWP hosted seven major events in 2024–2025, expanding statewide literacy and professional engagement. Highlights include:

- "How to Write a Christmas Movie" with Hallmark and Lifetime screenwriter Brian Ruberry (42 attendees).
- "Writing in a Winter Wonderland" for K–2 teachers and students.

- “How to Write Your Representative” in partnership with Common Reading and TRIO, generating civic engagement through student writing.

These efforts reinforce CAHSS’s leadership in literacy, creativity, and educator development, aligning with Shepherd’s mission of community engagement and liberal learning.

College of Business and Recreation (CBR)

Dr. Ben Martz, Dean

Business

As an organizational viability assessment, each department has been furnished its Viability Report with an enrollment measure comparing Fall 2020 to Fall 2024, and then compares that unit’s numbers to Shepherd’s overall trend. Within those comparisons, the Business programs—Business Administration (BADM), Economics (ECON), and Accounting (ACCT) combined grew at 11.1%, driven by a 15.5% growth (raw number 40) in BADM and 25.9% growth (raw number 15) in the MBA. The Recreation and Health Promotion areas have had mixed results, but only one trend falls below Shepherd’s overall trend. This latter number was determined to be non-significant when evaluated across all years in the report.

There are multiple activities at play here for Business success.

Business has adjusted its curricula at both the undergraduate and graduate levels to make it more appealing to students and employers:

- We now require more quantitative classes in the undergraduate and graduate cores.
- We include quantitative skills (project management and business analytics) and both levels.
- We offer an innovation and business information systems minor to all undergraduates.
- We have created and offer a Financial Literacy class for the campus, which introduces students to the business world in an easily relatable context.

It should be pointed out that the ACCT program, while suffering from the year-over-year viability math model, has many quality-signaling accolades for Shepherd, the college, and the program.

Source: *NASBA (National Association of State Boards of Accountancy) results for Certified Public Accountant (CPA) exam statistics, of note:*

- Ranked nationally, 11th out of 263, very small programs for first-time CPA pass rates.
- At the state level, Shepherd’s program led all of West Virginia with the highest pass rate and average score.

Lastly, the ECON program numbers suffer from the impact of a small number of majors. However, the ECON program supports the University and the college with service courses in the University and Business core. Adding a student credit hour (SCH) “produced” as part of the Viability analysis would present a fuller picture for all departments.

Recreation, Sports, and Exercise Science (RSES)

There are some opportunities for the Recreation Department to build a stronger program. These include a response to the market interest for athletic training programs. With the close relationship between Recreation (RECR) and Athletics (85 of the 125 students majoring in the program are student-athletes), this seems a natural evolution.

Both RECR and Health Promotion and Exercise Science (HPEX) are accredited programs—Council on Accreditation of Parks, Recreation, Tourism, and Related Professions (COAPRT) and Commission on Accreditation of Allied Health Education Programs (CAAHEP), respectively. These accreditations secure outside review and indicate cyclic quality review.

Appalachian Studies (APST)

Dr. Ben Bankhurst has done a remarkable job since assuming the role of Director of the APST program. The program has an inherent appeal to those from Appalachia. Students may participate at the undergraduate (degree or Minor), graduate degree (Master of Science - MS, MBA), or certificate level. Administrative support for the program is an ongoing need with potential for federal sources becoming scarcer.

The APST program is looking to more external sources, including grants, sponsorships, competitions, and resource-generating activities, when allowed. Opportunities exist for the APST program to partner with the tourism side of the WV state promotion for grants and revenue opportunities. In summary, the future for the college's programs looks good. Key touchpoints include:

- Updating the MBA to allow students to complete the MBA 100% online, if desired.
- Matching new classes with business growth targets like artificial intelligence (AI) in Business and Analytics.
- We have developed a College of Business (COB) Help Desk for any student taking a business course, staffed by MBA graduate students.
- We have strong “continuance” rates (defined as better than Shepherd overall) in our RSES, HPEX, BADM, and MBA programs.
- There is some potential for curriculum sharing between RSES/BADM that should be explored.
- BADM is looking at embedding “industry certifications” within the courses for students.
- Reviewing content in courses to identify possible certificates for additional revenue options.
- Continue to bring current and demonstrate relevant technologies to the students.
- Need resources to update Human Performance Lab in HPEX and “specialty” computer labs in Business. It would be preferable to include these in Shepherd’s replacement cycle rather than relying on donations.
- Internships are an integral part of the curricula in all areas. These can become linking pin activities with donors and companies, maybe through sponsorships.
- There should be a capital investment for the computer labs and learning spaces in areas that make sense for today’s student to enter their career ready and productively participate.
- When SCH production influences program viability and resource allocation, these programs can be allocated more resources to faculty, administration, and lab/learning spaces.
- All programs should be encouraged to and allowed to generate more external sources for discretionary funds through revenue sharing.

College of Science, Technology, Engineering, Mathematics, and Nursing (STEM-N)

Dr. Bob Warburton, Dean

STEM-N has experienced several changes in the last year, with multiple long-standing faculty retiring across all three departments. We were fortunate to hire a new Assistant Professor in Computer Science, a Lecturer in Mathematics, and two faculty in the School of Nursing (SON) specializing in Clinical Sciences and Simulation Laboratory Science. The college is currently searching for tenure-track lines in Organic Chemistry, Environmental Science, and Nursing Education. The final change will see a new Dean of the college in 2026.

Natural and Physical Sciences

The department is still establishing itself as the composite of three previous departments. The faculty have been successful in securing grants that have (and will) enhance the laboratory experience for all students. The upcoming summer will see the completion of laboratory and classroom renovations thanks to Dr. Cole and her work in securing U.S. Congressional monies. A number of faculty have completed publishing in peer-reviewed journals and have also joined the editorial boards of scientific journals. The Biochemistry program was reaccredited by the American Society for Biochemistry and Molecular Biology (ASBMB) for another seven years. Shepherd was the first to be accredited by ASBMB and is one of only two in the state, with West Virginia University (WVU) being the other.

The three programs in the department remain robust in retaining and graduating students; efforts are underway to work with Admissions to enhance recruitment of new students. All programs are reviewing courses and curricula to ensure the materials and topics are current with their disciplines.

- We provide numerous research opportunities for students through three major grants.
- We provide access to research-grade instruments across all levels of instruction to ensure that from first year to senior students are trained for their professional careers.
- We collaborate with all departments in the college and across the University to ensure sufficient course offerings are available in the core and in the majors and minor programs.

Computer Science, Mathematics, and Engineering (CME)

The program has now streamlined the concentrations in Computer Science, preparing more courses in Cybersecurity, AI, Big Data, and Computer Information Sciences. A new faculty member in Computer Science has enhanced these offerings. The mathematics program now focuses on Applied Mathematics and Data Analysis and maintains coursework for Actuarial Science. The program actively recruits students, and the faculty and students attend numerous meetings and events in collaboration with Admissions. Students in the program are supported by the National Science Foundation (NSF) funded Scholarships in Science, Technology, Engineering, and Mathematics (S-STEM) grant led by Principal Investigator Dr. Qing Wang. Since spring 2022, the NSF S-STEM scholarship program in Shepherd's CME department has supported 44 scholars in Computer Science, Applied Mathematics and Data Science, and Engineering, awarding a total of \$512,575 in scholarships. In Fall 2025 alone, the program provided \$91,392 in scholarship funding to 22 scholars, hosted two S-STEM Seminars featuring professionals from MongoDB and Applied Information Sciences, and sponsored two programming competition teams as well as four undergraduate students who presented research projects at the Consortium for Computing Sciences in Colleges (CCSC) Conference in October 2025.

SON

The program recently celebrated a 100% pass rate on the National Council Licensure Examination (NCLEX), and the graduates for the Bachelor of Science in Nursing (BSN) program are highly recruited by hospitals and medical programs both regionally and nationally. The SON has partnered with Valley Health, located in Winchester, VA, WVU Berkeley Medical Center in Martinsburg, WV, and Meritus Medical Center in Hagerstown, MD, to provide in-program tuition assistance to assist students in exchange for a post-graduation work commitment. Further, the SON has partnered with Scholars Network, which has negotiated on our behalf tuition assistance programs with Wellspan, Penn Highlands, and Temple Health, all located in Pennsylvania. Each healthcare organization provides funding after graduation with guaranteed employment. The undergraduate and graduate programs completed on-site visits from the Nursing Accreditation boards and passed that inspection successfully.

Highlights:

Department of CME:

- Since spring 2022, Shepherd's CME department has supported 44 scholars in Computer Science, Applied Mathematics and Data Science, and Engineering, awarding a total of \$512,575 in scholarships. In Fall 2025, the NSF S-STEM scholarship program provided \$91,392 in scholarship funding to 22 scholars, hosted two S-STEM seminars, and sponsored two programming competition teams as well as four undergraduate students who presented research projects at the CCSC conference in October 2025.
- The West Virginia Network for Functional Neuroscience and Transcriptomics (WV-NFNT) grant sponsored the *NeuroData* Summer Camp for eight local high school students and the Problem-based Instruction (PBI) Summer Camp for eight high school teachers in West Virginia in June 2025. It also supported two Research Infrastructure Improvement (RII) Career seminars in Fall 2025, featuring speakers from WVU and the United States Pharmacopeia, who provided students with valuable career development insights and opportunities.
- Dr. Robert Monahan, Assistant Professor of Mathematics, also submitted an abstract titled "*A Discussion of Year 4 Activities and Outcomes of the NSF S-STEM Scholarship Program at Shepherd University*" to the American Society for Engineering Education (ASEE) 2026 conference.
- Six CME students and two CME faculty will participate in the programming competition in the CCSC-Eastern annual meeting held October 24-25, 2025, at Arcadia University, Glenside, PA. Poster presentations covered the following topics: *Leveraging Multi-Agent AI Architectures and Large Language Models and Generative AI, LLMs, and Agentic AI.*

Department of Natural and Physical Sciences:

- Brooke Comer (Environmental Science) was involved with the Agricultural Innovation Center at Tabler Farm Fall Fun Day on October 5 and the Farm to Table dinner on October 18.
- Seeding Your Future hosted a workshop on October 21 on mapping, and the annual conference is scheduled for November 8. The Seeding Your Future Initiative is an outreach program coordinated by Sytil Murphy (Physics), Jacqui Cole (Chemistry), and Lindsey Levitan (Psychology).
- The first two events in the STEM Career Pathways Series (CaPS) were held. The first event, on September 4, 2025, was a Kickoff and Involvement Fair attended by 41 students. The second was attended by 31 students (including 16 that did not attend the first session) on October 9, 2025, featuring information on Research Experiences and Internships given by Court Campany. The next event, on November 13, 2025, will help students with their resumes. The CaPS series is coordinated primarily by Sara Reynolds (Biology).
- On October 6, Sara Reynolds held her annual Agar art workshop (14 students attended, and 1 photography class will be taking images for submission into the National American Society of Microbiology (ASM) agar art contest). Shepherd is an official contest partner school, and our workshops (and logo) are listed on the ASM website.
- Sara Reynolds attended a virtual conference on AI, "2025 Global EdTech Summit: AI in education" on October 16, 2025.
- Sara Reynolds and Laureen Donovan (Nursing) are chairing a *Future of You* effort to expand the program into additional programs (health sciences, environmental, education, and social work).

- Jeff Groff (Physics), Sytil Murphy, and Zach Musselman (ENVS) attended a workshop in August 2025 supported by the National Science Foundation's Geodetic Facility for the Advancement of Geoscience. The workshop entitled "Teaching in the field with Structure from Motion (SfM) and Real-Time Kinematic Global Navigation Satellite System (RTK GPS/GNSS) to Undergraduates" was a weeklong virtual workshop on using structure-from-motion and real-time kinematic positioning to answer environmental questions. At the conclusion of the workshop, they each earned a proficiency level microcredential from the EarthScope Consortium.
- Jeff Groff and Zach Musselman taught their Yellowstone class during the summer 2025 session, culminating with an exciting trip to Yellowstone and Grand Teton National Parks sponsored by President Hendrix and the college. During the excursion, the 10 students experienced all the Greater Yellowstone area has to offer, including backcountry camping, hiking to the top of the remnants of a 50-million-year-old volcano, landscapes carved by alpine and continental glaciers, and numerous large animal sightings.
- Laura Reynolds (Biology) gave a talk on fungi to the Master Naturalists on October 18, 2025.
- Sytil Murphy attended two meetings, the first was with the Eastern Panhandle Geographic Information Systems (GIS) Users Group on September 4, 2025, held in Shepherdstown, WV. The second was held on September 12-14, 2025, at Greenbank, WV, as part of the Science Public Outreach Team Fall Training.

SON:

Level 3 student, Technic Nelson, was one of 16 BSN students across the US who were awarded the [AACN2 Pathway to Critical Care Nursing Scholarship](#) from the American Association of Colleges of Nursing (AACN). Technic is also a Valley Health Nurses of Tomorrow Scholarship recipient.

- The SON has partnered with Valley Health, located in Winchester, VA, WVU Berkeley Medical Center in Martinsburg, WV, and Meritus Medical Center in Hagerstown, MD, to provide in-program tuition assistance to assist students in exchange for a post-graduation work commitment.
- The SON has partnered with Scholars Network, which has negotiated on our behalf tuition assistance programs with Wellspan, Penn Highlands, and Temple Health, all located in PA. Each healthcare organization provides funding after graduation with guaranteed employment.

School of Education (SOE)

Dr. Belinda Mitchell, Director

The SOE underwent a Virtual Accreditation Review by the Council for the Accreditation of Educator Preparation (CAEP) on September 30 – October 2, 2024. After months of dedicated preparation on behalf of the SOE/Educator Preparation Program (EPP), and after careful deliberation, the CAEP Accreditation Council determined a finding of [Accreditation with Stipulation](#) in its final decision on May 22, 2025.

- The SOE/EPP will undergo a review of Standard Component R4.1 in Fall 2026 to determine its progress toward resolving the stipulation and address its ability to evaluate its Completers' Ability to Effectively Impact P-12 Student Learning.
- The SOE/EPP is currently working closely with both Berkeley and Jefferson County Schools, as well as the WVDE, on an initiative to gather the necessary evidence and data to present during the Fall 2026 review to resolve the stipulation.

WVDE and CAEP report their continued satisfaction with the success of all specialization programs associated with the SOE/EPP at Shepherd. Partner school districts in the region who are surveyed each spring have also reported increased satisfaction with the overall performance of graduates from the SOE every year for the past three years. Indeed, many respondents over the past three years have indicated that candidates completing programs within the EPP/SOE at Shepherd and employed within their schools are “Better prepared” or “Among the best prepared” when compared to other recent hires with similar levels of education and experience.

One of the ongoing strategic initiatives and continuing priorities of the SOE/EPP over the past few years, driven by West Virginia Board of Education (WVBE) Policy 5100, but fully embraced by the SOE/EPP at Shepherd, is that of the Yearlong Residency (YRL). Beginning with the Fall 2024 semester, all freshmen now enter the YRL Residency track per mandates from WVBE Policy 5100; by Fall 2027, all candidates within the EPP/SOE will enter a YRL Residency rather than a traditional one-semester student teaching experience.

Finally, the EPP/SOE extended its agreements with a many neighboring P-12 partners in Maryland and Virginia to offer the YRL option to its candidates (beginning 2023-2024); elementary candidates began YRL experiences in both Frederick County, MD, and Loudoun County, VA, in 2022-2023; those experiences continued into 2023-2024 and 2024-2025; options have now expanded into Washington County, MD, as well as Frederick County, VA. A total of 58 candidates have now successfully completed the YRL program, with all SOE/EPP candidates realizing increasingly higher summative in-classroom observational Skills of Teaching Observation Tool ([STOT](#)) Teacher Candidate Disposition Assessment ([TCDA](#)) and final Educative Teacher Performance Assessment ([edTPA](#)) performance evaluations each semester.

Programmatic Highlights:

- CERT First: The SOE has begun enrollments for the CERT First courses. Currently, there are two students who have been approved by the WVDE and are enrolled in the first course of the two-course sequence. We are awaiting approval from the WVDE for approximately 10 more students.
- Special Education (Multi-Categorical) Endorsement: The SOE has created the course sequence and courses for the new Special Education Endorsement to be offered for both undergraduate and graduate students. We are currently in the process of obtaining curricula approval. We estimate that this process will be completed, and the endorsement should be ready for Board of Governors approval by the December 18, 2025, meeting.

Faculty Highlights:

- Dr. Jason Allen has received several grants and completed several publications, including Library of Congress Teaching with Primary Sources Program: (\$21,000+) awarded December 2024, and Using Primary Sources to Analyze Lord Dunmore’s War. WV History Special Edition in relation to Lord Dunmore’s War’s 250 Anniversary. <https://muse.jhu.edu/issue/53963> (Fall 2024)
- Dr. LeAnn Johnson has been working as Literacy Leaders Conference Chair for the conference in March 2026 and just presented at the October 2025 Jefferson County Professional Development Day. She will be presenting at the November 2025 West Virginia Reading Association Conference.
- Dr. Melinda LeVan is serving as the chair for the 2024-2025 Special Education Advisory Council, Frederick County Public Schools, Winchester, VA.

Student Highlights:

- Brianna Martin, past Kapp Delta Pi (KDP) President, was selected for a Distinguished Student Leadership award for her work with the Delta Psi Chapter over the two years she served on the officer team.
- The KDP chapter also received program recognitions with their Pie a PSI Fundraiser and the Professional Development Activities they supported during the 2024-2025 academic year.

Honors Program Report

Sally Brasher, Director

Recruitment: The Honors Program has focused its energies in the past year on recruitment and retention. In Fall 2025, 54 new Honors students were admitted, the largest incoming Honors class in recent history. There are 109 active Honors students, an increase from previous years.

Scholarship Process: As part of the effort to increase recruitment, there is a focus on streamlining the scholarship application and approval process so that limited scholarship funds can be more strategically used to competitively recruit exceptional students to the program.

Priority Registration: For the second year in a row, the Honors Program offered priority registration to incoming first-year and transfer students. This featured a day-long visit to Shepherd in April for students and family, which included a multi-departmental orientation event. Incoming students were advised and were able to register for Fall classes that day. There was a 98% participation rate for the event.

Honors Center Upgrade: The Honors Program is in the process of updating the Honors Center in the Honors Residence Hall to create a Study Center that includes a conference table, whiteboard, and TV for student use. New computers and printers are expected to be installed this year as well.

Goals: A major goal of the Program is to have Honors students tagged as such in the Degree Works degree auditing tool. This would allow advisors to identify Honors students in order to better understand and advise on the specific curriculum requirements for these students.

Civil War Center (CWC)

Dr. Jennifer Murray, Director

Strategic Priorities:

- The CWC's thirty-year history has been built on traditions of excellence in research and dynamic public programming. The CWC is a distinctive platform to bring together a broad audience--Shepherd students and faculty, community members, area teachers, public historians, academic scholars, and Civil War enthusiasts—to continue to learn and think critically about the Civil War and the ways in which that conflict shapes who we are as a nation and people today, some 160 years later.

Program Data:

- “Meet the Director” event to introduce Dr. Murray to the community. 40 people attended.
- The Fall Civil War Seminar (September 18-20, 2025) focused on “Antietam & Its Legacy.” The seminar included three days of battlefield tours and hikes at Antietam and indoor classroom lectures and presentations on campus. This year’s seminar set a record attendance—we had 85 paid attendees from 18 different states and Canada. This seminar was revenue-generating, raising approximately \$11,000.
- September 27, 2025: A collaborative fundraiser, Antietam battlefield walk (with historian Scott Hartwig) and open house at the CWC. 60 people in attendance. Raised \$2,532.
- October 1, 2025: Free lecture on General Philip Sheridan’s 1864 Shenandoah Valley Campaign with historian Eric Campbell. 55 people in attendance.
- November 2, 2025: Walking tour of the Battle of Shepherdstown with Kevin Pawlak (Shepherd alum). As of mid-October, 10 people were registered (capped at 20 participants).

Future Events Include:

- January 26, 2026: President’s Lecture with Scott Hartwig on the soldiers’ experience at Antietam.
- April 18, 2026: A collaborative tour with Civil War Institute at Gettysburg College focusing on “John Brown’s War” with historian Dennis Frye. Registration opened in October. This will be a revenue-generating event.
- September 25-27, 2026: Annual seminar. The 2026 theme will be on battlefield preservation and will engage with various grassroots preservation groups in the broader region to help tell the recent history of Civil War battlefield preservation.

Gender and Women’s Studies (GWST)

Dr. Amy DeWitt and Dr. Sally Brasher - Co-Coordiators

The GWST Board meets regularly to examine campus issues related to ensuring that all Shepherd Rams—students, faculty, and staff—experience a learning and working environment that supports fairness, access, and belonging. The Board includes student members whose participation provides valuable insight into the student experience and helps guide the program’s efforts to remain responsive and relevant.

The GWST minor offers students an interdisciplinary program of study that draws from a range of academic perspectives. Even the required core course, *GWST 201: Introduction to Gender and Women’s Studies* (which also fulfills a social science option in the Core Curriculum), is team-taught by faculty from three disciplines—social science, history, and English literature.

Experiential learning remains an important component of the program. This year, the GWST field trip took students to Washington, D.C., on October 30, to see *Furlough’s Paradise* at Theater Alliance, followed by a post-show discussion with the artists about the play’s themes of memory, connection, and freedom. Winner of the Susan Smith Blackburn Prize, *Furlough’s Paradise* is a lyrical and powerful portrait of Black kinship and the ongoing pursuit of personal, political, and ancestral liberation.

Last year's field experience, organized by Dr. Sally Brasher, included a full day in Washington, D.C., featuring a White House tour, meetings with two rising women leaders in the executive branch, and a guided tour of the National Museum of Women in the Arts.

Scarborough Library

Theresa Smith, Director

The Scarborough Library supports student success and faculty scholarship through modern learning spaces, instructional services, and preservation of Shepherd's history. This year's focus includes improving study areas, expanding digital and archival access, strengthening public services and student training, and promoting information literacy and Open Educational Resources (OER) initiatives.

Highlights and Accomplishments:

- **Expanded Study Spaces:** Funding from Women Investing in Shepherd (WISH) and the President's Club supported the purchase of four individual study pods featuring built-in desks, ergonomic seating, LED lighting, and air circulation. These additions will reduce room turn-aways—previously in the hundreds per semester—by an estimated 50%.
- **Facility Enhancements:** Scarborough Society grants funded new luxury vinyl plank (LVP) flooring and painting of study rooms, conference spaces, and offices, transforming the entrance into a bright and welcoming space for students and visitors.
- **Instruction and Research Support:** The Faculty Librarian provides course-integrated instruction, workshops, and individual consultations for students and faculty in multiple disciplines. Credit courses such as Library Science (LBSC) 300: Digital Information Literacy and LBSC 103: Info Lit for the Social Sciences were revised to include AI literacy and new Brightspace templates. Faculty and students received support through liaison outreach, research sessions, and information-literacy skill building.
- **Collection and Resource Development:** Collection updates emphasize current, relevant materials and the deselection of outdated items. Plans are underway to subscribe to Digital Theatre+ to support Theatre and English studies. The Interlibrary Loan and Course Reserves units developed improved tracking and faculty outreach systems to strengthen access and assessment.
- **Public Services and Student Employment:** Twenty-three student employees were trained in database tools and inventory systems, scanning more than 18,000 items toward a full collection inventory. The onboarding process was updated to include data collection, service ethics, and outreach opportunities—resulting in the student-led “Book of the Week” Instagram campaign.
- **Shepherd University's Archives and Special Collections (SUASC):** Recent acquisitions include a U.S. Capitol flag donated by Dr. Michael P. Riccards, Sans Merci publications, Jefferson County Historical Society Magazine (December 2024), and additions to the Goldsborough Family Papers. The Archivist completed an inventory of unprocessed collections, started volunteer processing partnerships, curated three annual Reading Room displays, and continues monthly social media features highlighting campus history.

Future Goals Include:

- Review and update all LibGuides; create subject-specific guides for every academic discipline.
- Expand OER training for library staff and faculty to promote affordable learning materials.

- Pursue more funding for digital resources and space improvements.
- Continue current initiatives, regularly assess outcomes, and implement improvements to ensure sustained excellence in library services and student support.

Student Academic Enrichment

Dr. Amy DeWitt, Associate Dean of Academic Enrichment

Academic Advising and Student Onboarding

The Advising Assistance Center (AAC) is open to all students at every level, including those seeking walk-in assistance. The AAC provides comprehensive support through schedule planning, holistic advising, referrals to campus resources, and consultations for academic challenges. Staff also assist with advising and registration during summer orientations to ensure a smooth transition for new students. The current model includes a Director of Academic Advising, Christina Reich, and a professional advisor dedicated to first-year students in each of the three colleges. Consistency in advising is essential for onboarding and retaining first-year students. The advisors for the CAHSS and CBR both began their roles this summer, and the STEM–N advisor position remains vacant. Despite being short-staffed, advisors completed 557 scheduled one-on-one appointments in Fall 2024, 490 in spring 2025, and 113 in summer 2025—figures that do not include group advising sessions or the large number of walk-in consultations.

Hannah Williams-McNamee, Director of Student Support and Transfer Pathways, oversees the curriculum of the First-Year Experience (FYEX) Program, ensuring that all new first-year students receive intentional onboarding designed to promote student success and retention. She and Christina Reich, Director of Academic Advising, also serve as academic advisors for Exploratory (undeclared) majors and teach a section of FYEX tailored to help these students clarify their goals and identify academic and career pathways.

Career Services

In spring 2025, then-Director of Career Services Matt Hoffman organized the annual Career Fair, partnered with Katie Swayne, Director of Alumni Affairs, to host Professional Connections Day, and coordinated several career panels funded by the President’s Club. Andrew Shultz assumed the Director’s role in summer 2025 and launched the Graduate School Fair on September 24, connecting students with graduate program representatives from a variety of institutions, including Shepherd’s own master’s programs. He also organized the upcoming Internship and Career Fair on November 12. In addition to these major events, the Director of Career Services provides classroom presentations, instruction in the *Senior Experience: Career Readiness* course, and one-on-one support for interview preparation, résumé and cover letter reviews, internship and job searches, and career exploration.

Common Reading Program

The Department of English, History, and Modern Languages partnered with Student Academic Enrichment to support and help ensure the success of this enriching program. This year’s Common Reading Program features *Black Bear Creek* by Shepherd alumnus Joshua Cross. On September 18, Cross returned to campus to deliver an engaging author talk in the Frank Center and a “Craft Talk” on his writing process, both open to students, faculty, staff, and community members. He also visited several English classes to discuss his work and share insights with students. The program fosters a shared intellectual experience across campus, and additional events related to *Black Bear*

Creek are planned for spring 2026. The Common Reading Program is made possible through the Shepherd University Foundation with additional support from the President's Club and the Office of Development and Annual Giving.

Transfer Student Support

Hannah Williams-McNamee, Director of Student Support and Transfer Pathways, works diligently to support transfer students by partnering with Christina Reich, Director of Advising and Admissions, to strengthen networking with regional community colleges. Hannah also oversees Tau Sigma and the Transfer Student Organization in addition to events celebrating National Transfer Student Week.

TRIO/Student Support Services (SSS) and Upward Bound

Despite concerns about TRIO funding this year, we are optimistic and pleased to report that Shepherd has received continued support for TRIO SSS and Upward Bound. These programs provide essential academic, personal, and developmental support to first-generation, low-income, and students with disabilities, helping them persist and graduate. In spring 2025, TRIO SSS, under the direction of Dr. Evora Baker, Director of TRIO Programs, continued to offer intensive advising and coaching to its cohort of 165 students as well as workshops on financial literacy, academic planning, and career exploration. This Fall, students participated in events such as "Discovering Your Learning Style," "Advocacy with Accessibility," and "Organization and Study Tips," along with a celebration of First-Gen Day on November 3-6. Despite staff turnover and the addition of a new Assistant Director, Academic Retention Specialist, and Administrative Assistant, students continue to receive proactive, personalized support and guidance.

Upward Bound continues preparing high school students for college through tutoring, mentoring, and cultural enrichment. The successful Summer Academy provided a residential campus experience that encouraged participants to pursue higher education—ideally at Shepherd. TRIO staff also remain active in statewide leadership through the WV TRIO Association and the Emerging Leaders Institute.

Tutoring Services

Peer tutoring services are available to all undergraduate students through the Academic Support Center, with Tutor.com providing additional virtual and after-hours support for both undergraduate and graduate students. Shepherd has benefited from a grant-funded partnership with the WV State Library system that offers free TutorWV services for West Virginia residents. As a result, the number of paid Tutor.com hours has dropped significantly—from 629 to 132 in Fall semesters (2021 to 2024) and from 533 to 25 in spring semesters (2021 to 2025), yielding substantial cost savings. While we cannot track usage or satisfaction for TutorWV, the savings have made this partnership worthwhile. We continue to maintain a paid Tutor.com subscription, primarily to support students in advanced courses where specialized tutoring is not otherwise available (e.g., nursing and business). In-person peer tutoring remains the preferred option, with 468 sessions in Fall 2024 and 221 in spring 2025. Peer tutors are faculty-recommended, academically successful students who are interviewed and selected by Hannah Williams-McNamee.

Peace Corps Prep Certificate Program

The Peace Corps Prep Program, launched at Shepherd in summer 2025, has quickly gained momentum, with 22 students already enrolled within its first few months. The program prepares students for international service and global careers by integrating coursework, hands-on

experience, and professional development aligned with Peace Corps core competencies. Open to all majors, the certificate program helps students build skills in leadership, intercultural competence, foreign language, and community engagement—making them strong candidates for the Peace Corps or other globally focused service and career opportunities.

Faculty Affairs and Center for Faculty Excellence

Dr. Richard Stevens, Associate Provost for Faculty Affairs

Staff: Dr. Stevens; Dr. Jason Allen, Director of Teaching and Learning; Mr. Rich Lanham, Instructional Technologist; and Ms. Yildiz Nuredinoski, Instructional Designer

Faculty Profile – Fall 2025

117 Full-time Faculty

74 are tenured (63.2%)

29 are tenure track (24.8%)

14 are non-tenure track (12.0%)

Terminal degrees: 95.7%

Promotion and Tenure

Academic Affairs had 21 faculty participate in the 2024-2025 promotion and tenure cycle. Nine faculty completed their third-year review. Seven faculty were promoted to Associate Professor with tenure, and four faculty were promoted to full professor. The 2024-2025 cycle is underway, and nine faculty have submitted their portfolios for review.

Faculty Merit

The faculty merit review process begins annually in March and is completed in April. Each year, full-time faculty may voluntarily apply for merit. Spring 2025 had 66 faculty deemed meritorious. No merit increases have been awarded since 2012.

Center for Faculty Excellence (CFE)

In academic year 2024-2025, the CFE offered 56 free professional development opportunities, 29 in Fall 2024 and 27 in spring 2025. Topics included: Brightspace rubrics, Brightspace grades, Brightspace meaningful feedback, Interfolio promotion and tenure, Microsoft Teams, American Association of Colleges and Universities (AAC&U) VALUEs, grant writing, Sponsored Programs Information Network (SPIN) tutorials, advising, faculty self-care, formative assessment, accessibility services, Microsoft Stream, OER in the classroom, library services, and understanding dual enrollment students. Fall 2025 currently has 25 sessions scheduled.

Faculty Affairs hosted its 2nd annual Faculty Professional Development Day in August 2025. This year's theme was AI. Alexis Bonnell was the keynote followed by a student panel. Three breakout sessions offered faculty curriculum on generative AI in the classroom, high-impact experiential learning, and student social confidence and engagement.

The CFE sponsored two faculty members who attended the Great Teachers Workshop in June 2025: Professor Pippa McCullough, Assistant Professor of Social Work, and Dr. Robert Monahan, Assistant Professor of Mathematics. The CFE also sponsored five faculty and staff to attend virtual Quality Matters training to complement the renewed commitment to quality online courses and graduate degrees, including developing our own in-house training and review modules.

This year, IT Services upgraded 72 faculty and staff computers across campus. Through grant funding, Shepherd updated paint and flooring in 4 classrooms in Snyder and Knutti and provided technology upgrades in 15 classrooms and computer labs in the Center for Contemporary Arts (CCA)1, Frank Center, Stutzman-Slonaker, Scarborough Library, Snyder, and Knutti. The final four hyflex classrooms in White, Knutti, Stutzman-Slonaker, and Snyder will be completed by Thanksgiving. The Storer Ballroom and auditoriums in the Erma Ora Byrd (EOB) and Frank Center will be completed in spring 2026. Finally, 11 vacated faculty offices were painted in Knutti, White, and Byrd Science this summer and Fall, and two faculty offices also received new flooring.

Dr. Matt Kushin, Professor of Communication, was named a finalist for the 2024 West Virginia Professor of the Year award. Dr. Jason Allen, Associate Professor of Education, was selected as Shepherd's 2025 nominee.

Office of Institutional Effectiveness

Dr. Jason Best, Associate Vice President for Institutional Effectiveness

Shepherd's Office of Institutional Effectiveness provides leadership and support for institutional continuous improvement, planning, and implementation efforts.

Internal Continuous Improvement and Quality Assurance Efforts

Institutional Accreditation

The National Council for Higher Education Accreditation (CHEA) notes that "Accreditation is [the] review of the quality of higher education institutions and programs. In the United States, accreditation is a major way that students, families, government officials, and the press know that an institution or program provides a quality education." CHEA also notes the necessity of institutional accreditation for institutional access to Federal financial aid programs and state authorization for the granting of degrees.

The Higher Learning Commission (HLC) serves as Shepherd's institutional accreditor. As part of the ten-year HLC Standard Pathway for accreditation, Shepherd is currently undergoing its required Year 4 Mid-cycle Comprehensive Evaluation. Dr. Jason Best, HLC Accreditation Liaison Officer, is currently leading the creation of an evidence-based Assurance Argument designed to address HLC's stipulated Criteria for Accreditation. Dr. Best is also working with the Chair of the HLC Peer Corps review team to structure and coordinate a campus-wide site visit in March 2026.

University Assessment

Shepherd uses assessment to support student learning; assessment processes support teaching and learning by establishing mechanisms for creating feedback used to improve student performance within educational settings. Dr. Ann Wendle, Director of Assessment, is working individually with programmatic assessment coordinators to support their specific discipline-based assessment initiatives. She also recently led a realignment of assessment procedures for designated Core Curriculum courses to ensure stronger alignment with Shepherd's Core Curriculum Framework.

To extend and enhance the culture of assessment across all areas of campus (in support of improved organizational effectiveness), Dr. Wendle has also significantly revised and expanded assessment efforts for administrative units. She has been working individually with administrative heads to assist them in developing and evaluating meaningful performance metrics within their operational domains, engaging appropriate Executive Leadership Team members to ensure ownership of outcomes throughout all units.

External Continuous Improvement and Quality Assurance Efforts

HLC

HLC maintains a 1,500-member Peer Corps across the United States. HLC notes that “Peer reviewers play an essential role in all stages of the accreditation process. They are responsible for assuring that institutions comply with HLC requirements, as well as for helping institutions advance within the context of their mission.”

In this calendar year, Dr. Best has served on a Focused Visit Peer Corps team at a peer institution (a Focused Visit “is an evaluation of limited scope that reviews specific developments and changes or follows up on concerns identified by a previous evaluation”). He is currently serving on a Mid-cycle Assurance Peer Corps team conducting a review of another peer institution, assessing that institution against HLC’s newly enacted Criteria for Accreditation.

West Virginia Higher Education Policy Commission (HEPC)

Credential WV “is a statewide initiative launched in 2023 by the HEPC and the West Virginia Community and Technical College System. Its goal is to expand access to stackable, skills-based microcredentials that help students earn industry-recognized credentials aligned with workforce needs.”

Shepherd joined other institutions at the Credential WV Fall Summit 2025 in Charleston and sponsored by the Lumina Foundation, Strada Education Foundation, American Association of Collegiate Registrars and Admissions Officers (AACRAO): The AACRAO, Education Design Lab, Coursera, and Accredible. Dr. Best co-chaired the state’s workgroup on Advancing Institutional Policy, Practice, and Quality Assurance for Microcredentials, which developed proposed policy revisions related to the approval and implementation of microcredentials across HEPC institutions.

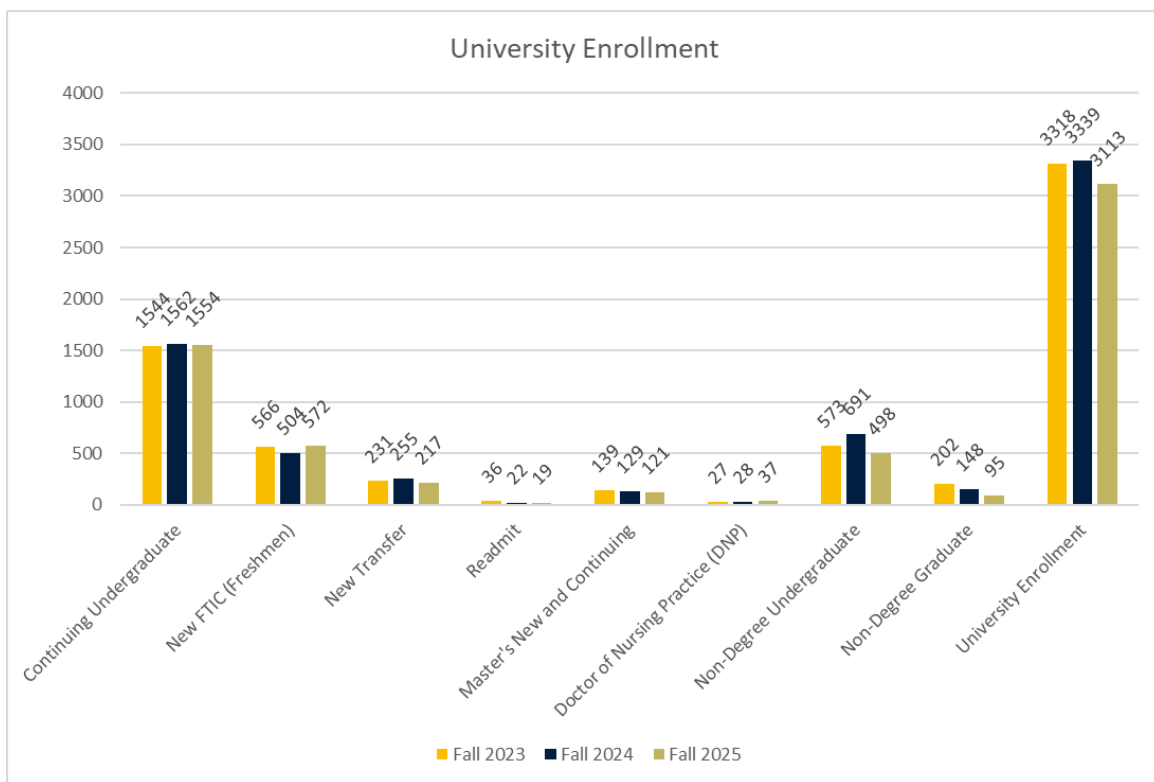
Enrollment Management

Will Bell, Associate Vice President for Enrollment Management

The 2025 enrollment cycle was a successful one for the Office of Admissions. Thanks to the Office’s efforts and campus-wide support, Shepherd enrolled the largest incoming freshmen class since 2018 (also done in Fall 2022 and 2023). Shepherd’s partnership with our enrollment marketing partner played a significant role again this year.

The incoming freshman grade point average remained steady at 3.63. The Scholastic Aptitude Test (SAT) average increased slightly, up to 1,023 from 1,008, compared to the Fall 2024 class. In addition, the American College Test (ACT) composite decreased slightly, down to a 20 from a 21, for incoming Shepherd students.

The Office of Institutional Research (OIR) submitted the official Fall 2025 student enrollment census to the HEPC in October. This year, overall headcount decreased by 7.3%. The decrease was a result of a significant decrease in undergraduate and graduate non-degree-seeking students. Continuing, undergraduate degree-seeking students decreased by .5% this Fall. Graduate enrollment increased by .6% year-over-year. For new students, Shepherd saw an increase of 13% in first-year student enrollment. New transfer students decreased by 14.9% and dual enrollment students increased by 2.5% this Fall. Overall, total degree-seeking students increased by .8% for the Fall 2025 cycle.



FTIC Freshman Admissions

Shepherd continues to focus recruitment efforts on the Mid-Atlantic region, attending college fairs and visiting high schools in West Virginia, Maryland, Virginia, Pennsylvania, Washington, DC, and Delaware. Approximately 70% of this year's freshman class are West Virginia residents. Nearly 40% of students in this year's freshmen class enrolled with Advanced Placement (AP) or college credits through a Dual Enrollment Program. Sixty-six students (11% of this year's class) were dual enrollment students at Shepherd at some point during their time in high school.

| | Fall 2022 | Conversion | Fall 2023 | Conversion | Fall 2024 | Conversion | Fall 2025 | Conversion |
|-------------------|-----------|------------|-----------|------------|-----------|------------|-----------|------------|
| Applications | 2074 | | 2568 | | 2076 | | 2108 | |
| Admits | 1617 | 77.97% | 1762 | 68.61% | 1629 | 78.47% | 1633 | 77.47% |
| Deposits | 638 | 39.46% | 660 | 37.46% | 594 | 36.46% | 697 | 42.68% |
| Deposits Canceled | 37 | 5.80% | 42 | 6.36% | 32 | 5.39% | 71 | 10.19% |
| Net Deposits | 601 | | 618 | | 562 | | 626 | |
| Enrolled | 553 | 92.01% | 566 | 91.59% | 504 | 89.68% | 572 | 91.37% |

(Admissions, October 2025)

Transfer Admissions

Transfer student enrollment decreased by 14.9% this Fall. The decrease is a result of staffing challenges in the Office of the Registrar. Due to limited staffing, the office could not process transfer credit articulations as quickly as in previous recruitment cycles. Students continue to look at community college as a means of attaining their educational goals; Shepherd must continue to implement policies and procedures to become a transfer-friendly institution.

| | Fall 2022 | Conversion | Fall 2023 | Conversion | Fall 2024 | Conversion | Fall 2025 | Conversion |
|-------------------|-----------|------------|-----------|------------|-----------|------------|-----------|------------|
| Applications | 545 | | 577 | | 565 | | 567 | |
| Admits | 388 | 71.19% | 381 | 66.03% | 383 | 67.79% | 388 | 68.43% |
| Deposits | 300 | 77.32% | 288 | 75.59% | 316 | 82.51% | 308 | 79.38% |
| Deposits Canceled | 18 | 6.00% | 19 | 6.60% | 19 | 6.01% | 26 | 8.44% |
| Net Deposits | 282 | | 269 | | 297 | | 282 | |
| Enrolled | 246 | 87.23% | 231 | 85.87% | 251 | 84.51% | 217 | 76.95% |

(Admissions, October 2025)

Regent's Bachelor of Arts (RBA)

The RBA is an adult degree completion program sponsored by the State of West Virginia. It is offered at public colleges/universities in West Virginia as a flexible option for working adults to complete their college degree. RBA program graduates routinely number among the highest of any academic program offered at Shepherd.

| | Fall 2020 | Fall 2021 | Fall 2022 | Fall 2023 | Fall 2024 | Fall 2025 |
|--------------|-----------|-----------|-----------|-----------|-----------|-----------|
| Applications | 58 | 49 | 51 | 55 | 68 | 60 |
| Accepts | 45 | 38 | 38 | 41 | 55 | 54 |
| Deposits | 29 | 22 | 28 | 35 | 49 | 42 |
| Net Deposits | 26 | 21 | 27 | 35 | 44 | 36 |
| Enrolled | 23 | 19 | 26 | 31 | 40 | 27 |

(Admissions, October 2025)

Graduate Enrollment

Graduate enrollment increased .6% when compared to Fall 2024. The Doctor of Nursing Practice (DNP) program increased in enrollment by 32%. This increase was driven in large part by faculty marketing the programs during open houses and other recruitment events, as well as a grant providing DNP students with tuition assistance.

| Graduate Student Enrollment | | | | | | |
|--|-----------|-----------|-----------|-----------|-----------|-----------|
| Degree Program | Fall 2020 | Fall 2021 | Fall 2022 | Fall 2023 | Fall 2024 | Fall 2025 |
| Master of Business Administration | 58 | 65 | 72 | 61 | 72 | 58 |
| Master of Arts in College Student Development and Administration | 26 | 28 | 20 | 14 | N/A | N/A |
| Master of Arts in Teaching | 44 | 39 | 36 | 31 | 18 | 20 |

| Graduate Student Enrollment (continued) | | | | | | |
|---|-----------|-----------|-----------|-----------|-----------|-----------|
| Degree Program | Fall 2020 | Fall 2021 | Fall 2022 | Fall 2023 | Fall 2024 | Fall 2025 |
| Master of Arts in Curriculum and Instruction | 13 | 17 | 9 | 16 | 1 | N/A |
| Master of Science in Data Analytics and Information Systems | 6 | 6 | 3 | 3 | 1 | N/A |
| Master of Arts in Appalachian Studies | 5 | 11 | 10 | 15 | 17 | 15 |
| Master of Education in Educational Leadership | N/A | N/A | N/A | N/A | 20 | 19 |
| Master of Education in Teaching | N/A | N/A | N/A | N/A | N/A | 9 |
| Doctor of Nursing Practice | 27 | 27 | 26 | 27 | 28 | 37 |
| Total Graduate Enrollment | 179 | 193 | 176 | 167 | 157 | 158 |

Fall 2025 Non-Enrollers: Shepherd's Top Competitors for Undergraduate Students

Each year, Shepherd sends a list of applicants to the National Student Clearinghouse. From this report, we are able to learn where our applicants chose to enroll or if they opted not to attend college this Fall.

| College/University | First Time in College | Transfer | Total |
|---|-----------------------|----------|-------|
| West Virginia University | 112 | 4 | 116 |
| Blue Ridge CTC | 64 | 23 | 87 |
| Hagerstown Community College | 40 | 11 | 51 |
| Marshall University | 35 | 5 | 40 |
| Frederick Community College | 28 | 7 | 35 |
| Towson University | 26 | 6 | 32 |
| Shenandoah University | 25 | 6 | 31 |
| Salisbury University | 26 | 3 | 29 |
| Fairmont State University | 21 | 5 | 26 |
| Frostburg State University | 21 | 3 | 24 |
| James Madison University | 16 | 2 | 18 |
| Bowie State University | 16 | | 16 |
| West Virginia Wesleyan College | 15 | | 15 |
| University Of Maryland - College Park | 12 | 2 | 14 |
| Pennsylvania State University | 12 | 1 | 13 |
| University Of Maryland - Baltimore County | 11 | 1 | 12 |
| West Liberty University | 12 | | 12 |
| Stevenson University | 11 | | 11 |
| Concord University | 9 | 2 | 11 |
| Shippensburg University | 9 | 2 | 11 |

(Admissions, National Student Clearinghouse Data, October 2025)

Graduation Numbers

Overall, graduation numbers decreased by 9.5%%. Baccalaureate degrees conferred decreased by 13%; master's degrees awarded increased by 42%, and doctorate degrees awarded decreased by 58.3%.

| Student Graduation and Degrees Awarded by Level | | | | | |
|---|---------|---------|---------|---------|---------|
| | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
| Baccalaureates | 560 | 578 | 511 | 543 | 472 |
| Masters | 50 | 62 | 63 | 50 | 71 |
| Doctorate | 3 | 6 | 14 | 12 | 5 |
| Total | 613 | 646 | 588 | 605 | 548 |

High School Dual Enrollment

In Fall 2025, high school dual enrollment students increased from 282 to 289 (a 2.5% increase). The high school dual enrollment program creates a smooth pathway for students transitioning from high school to Shepherd.

| Student Cohort | Applied | Registered | High School Juniors | High School Seniors |
|----------------|---------|------------|---------------------|---------------------|
| Fall 2017 | 72 | 60 | 10 | 50 |
| Fall 2018 | 115 | 103 | 23 | 75 |
| Fall 2019 | 184 | 150 | 21 | 129 |
| Fall 2020 | 205 | 181 | 28 | 153 |
| Fall 2021 | 127 | 118 | 21 | 97 |
| Fall 2022 | 203 | 162 | 43 | 119 |
| Fall 2023 | 310 | 260 | 92 | 178 |
| Fall 2024 | 359 | 282 | 87 | 195 |
| Fall 2025 | 370 | 289 | 84 | 205 |

Dual Enrollment to Degree Seeking at Shepherd

| Fall 2024 Cohort | | |
|--------------------------------------|-----|-----|
| Dual Enrollment Seniors | 195 | |
| Applied as Degree Seeking, Fall 2024 | 86 | 44% |
| Enrolled, Fall 2025 | 62 | 32% |

| Fall 2023 Cohort | | |
|--------------------------------------|-----|-----|
| Dual Enrollment Seniors | 178 | |
| Applied as Degree Seeking, Fall 2024 | 109 | 61% |
| Enrolled, Fall 2024 | 65 | 37% |
| Persistence Fall 2024 to Fall 2025 | 45 | 69% |

| | | |
|---|-----|-----|
| Fall 2022 Cohort | | |
| Dual Enrollment Seniors | 119 | |
| Applied as Degree Seeking, Fall 2023 | 72 | 61% |
| Enrolled, Fall 2023 | 41 | 34% |
| Persistence Fall 2023 to Fall 2024 | 28 | 68% |
| Fall 2021 Cohort | | |
| Dual Enrollment Seniors | 97 | |
| Applied as Degree Seeking, Fall 2022 | 51 | 53% |
| Enrolled, Fall 2022 | 26 | 27% |
| Persistence Fall 2022 to Fall 2023 | 21 | 81% |
| Fall 2020 Cohort | | |
| Dual Enrollment Seniors | 153 | |
| Applied as Degree Seeking, Fall 2021 | 67 | 44% |
| Enrolled, Fall 2021 | 36 | 24% |
| Persistence Fall 2021 to Fall 2022 | 28 | 78% |
| Fall 2019 Cohort | | |
| Dual Enrollment Seniors | 129 | |
| Applied as Degree Seeking, Fall 2020 | 63 | 49% |
| Enrolled, Fall 2020 | 34 | 26% |
| Persistence Fall 2020 to Fall 2021 | 32 | 94% |
| Fall 2018 Cohort | | |
| Dual Enrollment Seniors | 75 | |
| Applied as Degree Seeking, Fall 2019 | 42 | 56% |
| Enrolled, Fall 2019 | 31 | 41% |
| Persistence Fall 2019 to Fall 2020 | 19 | 61% |
| Fall 2017 Cohort | | |
| Dual Enrollment Seniors | 50 | |
| Applied as Degree Seeking, Fall 2018 | 24 | 48% |
| Enrolled, Fall 2018 | 16 | 32% |
| Persistence Fall 2018 to Fall 2019 | 15 | 94% |
| Overall Fall Cohorts (2017-2024) | | |
| Dual Enrollment Seniors | 996 | |
| Applied as Degree Seeking | 514 | 52% |
| Enrolled | 311 | 31% |
| Persistence | 188 | 76% |

Enrollment Management Division Updates:

Undergraduate Admissions

- Admissions staff continue to be very busy during the Fall travel season. Staff are attending college fairs and visiting high schools in West Virginia, Maryland, Virginia, Pennsylvania, Washington, DC, Delaware, and New Jersey. By the end of travel season in early November, Shepherd admissions staff will have attended over 125 college fairs in the region, approximately 75% being out-of-state events.
- Shepherd hosted the West Virginia Association of Collegiate Registrars and Admissions Officers (WVACRAO) Berkeley, Jefferson, and Morgan County College Fair on October 7. Students from nine local high schools, as well as homeschool organizations, attended the fair.
- Shepherd partnered with Jeremy Tiers, of Top Tier Higher Ed, to train admissions staff on October 28 and 29. Day one was a six-hour in-person learning, sharing, and strategizing session covering topics such as improving personalization, communicating with parents/guardians effectively and confidently, territory management, how to get the most out of college fairs and high school visits, and much more. During day two, Jeremy met 1-on-1 with admissions staff, giving everyone additional personalized training, and hosted two training sessions for Shepherd faculty and staff.

Dual Enrollment

Coordinator Barbara Kandalis has matched her numbers from last year for another record dual enrollment class. We welcome students from four tri-state counties and homeschool communities.

Barbara continues to work with Shepherd's Distance Learning and Technology Dual Enrollment Grant, which assists Jefferson, Berkeley, and Morgan County students with accessing dual enrollment classes remotely. Barbara continues to follow the HEPC initiative of offering more dual enrollment opportunities to students in West Virginia through approved pathways, including Nursing, Social Work, Education, and the newest STEM/MedSTEP. Academic Affairs has worked closely with Barbara to make sure that there are available classes in the most needed requests, such as English and Math. In West Virginia, Shepherd continues to be second only to WVU in matriculating dual enrollment students. In the 2024 academic year, 32% of these students became full-time undergraduate students.

Continuing Education

Cindy Powers, Director of Continuing Education and Lifelong Learning

Continuing Education serves the professional development needs of teachers both locally and nationwide. Courses are offered online in synchronous and asynchronous formats to accommodate the schedules of working educators.

In Fall 2025, 109 individuals completed 534 credit hours. While spring 2025 enrollment saw a notable increase, overall annual enrollment remained relatively stable compared to 2024. However, over the past three years, the program has experienced a consistent decline of 22% to 49% per semester compared to the previous year.

Priorities for the coming year focus on addressing this enrollment decline by:

- Developing Memorandums of Understanding (MOUs) with Maryland school districts where teachers are still required to maintain licensure.
- Transitioning to Slate, a more user-friendly registration and application system.
- Exploring new audiences for continuing education courses beyond the teaching profession.
- Leveraging the newly hired Coordinator for Continuing Education to enhance support for both the Director and Continuing Education students.

Lifelong Learning

Now in its 14th year, the Lifelong Learning program continues to offer a diverse range of educational opportunities both on campus and via Zoom. Programming includes classes, lectures, workshops, working groups, day trips, and domestic and international travel experiences tailored to the interests of lifelong learners in the local community and surrounding region.

Each semester, the program serves more than 300 community members, providing meaningful opportunities for personal enrichment, intellectual growth, and social connection.

Priorities for the coming year are to maintain the program's strong level of engagement across courses and lectures, while expanding promotional efforts for international travel offerings to increase revenue.

Graduate Studies

Sherry Donovan, Coordinator

Shepherd continues to offer five master's degrees and one doctoral program. The MBA and Master of Education (M.Ed.) in Educational Leadership offer fully online degrees, and the M.Ed. in Teaching provides the option to complete online or in-seat. The DNP, as part of the overall Nursing Program, received affirmation of accreditation in FY2022. (*SP = Spring)

| | | |
|---|----------|---------|
| MBA | *SP24=36 | SP25=47 |
| MBA OL (Online) | SP24=3 | SP25=21 |
| MBA/APST (Appalachian Studies) | SP24=0 | SP25=2 |
| DNP | SP24=24 | SP25=28 |
| MAT (Master of Arts in Teaching) | SP24=16 | SP25=20 |
| APST | SP24=9 | SP25=12 |
| M.Ed. in Educational Leadership (EDLD) | | SP25=29 |
| Higher Education | | SP25=20 |
| Curriculum and Instruction (C&I) | | SP25=9 |
| MACI (Master of Arts in Curriculum and Instruction) – C&I is now a concentration within the M.Ed. in EDLD | SP24=15 | SP25=1 |
| DAIS (Data Analytics and Information Systems) – Degree was suspended due to low enrollments | SP24=0 | SP25=0 |
| CSDA (College Student Development and Administration)– Program is now a concentration within the M.Ed. in EDLD | SP24=11 | SP25=0 |
| MBA/CSDA – Program was suspended due to the combination C&I/CSDA in the M.Ed. in EDLD. To be reviewed at a later date. | SP24=1 | SP25=0 |
| CSDA/APST – Program was suspended due to the combination C&I/CSDA in the M.Ed. in EDLD. To be reviewed at a later date. | SP24=1 | SP25=0 |

New Degree in Development

The development of a new M.Ed. in Teaching was approved for Fall 2025. The two-course CERT First alternative certification pathway, part of the WVDE Alternative Certification Program, was approved for Fall 2025. The two courses contribute towards the M.Ed. in Teaching degree. Following certification, a student may expect to complete the remaining master's degree requirements within six years.

The development of a new M.A. in Mental Health Counseling is being reviewed by the Graduate Council for approval. The new program will provide a pathway for students to learn the skills and competencies necessary to become a mental health counselor.

Graduate Program Partnerships

Accelerated programs available at Shepherd and through partnerships with other universities: 4+1 Bachelor's/MBA, 4+1 Bachelor's/M.A. in APST, 4+1 Bachelor's in English, History, Spanish, Biology, Chemistry, Fine Arts, and RBA/M.A. in Teaching.

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.

Global Student Leadership Team (GSLT) Presents Celebrations from Around the World: On October 20, GSLT hosted the exploration of Fall and Winter Celebrations from around the world! Each student-staffed table allowed participants to discover various cultures and their unique festivities. Each table shared captivating stories about their traditions and celebrations, immersing you in a rich experience filled with delicious food, vibrant customs, and innovative ideas from across the globe. The GSLT is a leadership development program designed to empower student voices and facilitate meaningful dialogue among individuals from various backgrounds. GSLT members engage the campus community through intercultural awareness, advocacy, and action to promote cooperation, collaboration, and communication. Through their demonstrated commitment to community service, civility, global citizenship, and mutual respect, Global Student Leaders strive to create a campus community where all voices are heard, valued, and respected.

Software Implementation: The Division of Student Affairs has been planning for the introduction of an electronic health records system, the implementation of a new early alert/student success solution, and the potential replacement of the residence life management software. Each will bring new, efficient technology, automated processes, and convenient, student-facing features. Unfortunately, it has also brought to light some challenges. We are currently working with the WV Attorney General to finalize common data usage clauses within information technology contracts.

The Division recently partnered with BetterMynd, through a Higher Education Policy Commission (HEPC) grant, as a supplemental tool to support Shepherd's Counseling Services. BetterMynd enhances the mental health services available to our students, who can access free teletherapy sessions, which are private and confidential. As of October 21, 66 students were registered with BetterMynd, 14 of whom utilized their services during September and 11 in October.

Lastly, with the recent changes to Title II requirements, the Division is actively collaborating with IT Services and Academic Affairs to identify a software tool that will help faculty and staff achieve compliance. Title II of the ADA requires public colleges and universities to be accessible to all students, faculty, and staff, regardless of disability. This recent update focuses on the requirement that all colleges and universities must ensure that all websites, course materials, and online platforms must be accessible to all students. Additionally, services such as captioning must be in place.

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 Student Success, communicated that as of August 18, 2025, the Early Alert System *Beacon* will no longer be utilized due to the software company, Anthology, sunsetting the product. As a temporary solution, Julia Franks continues to collaborate with an identified team of responders who address student concerns and offer support. Faculty and staff can place an alert or notification for any student using this system. To review this process, click [Early Alert](#).

To date, 155 alerts have been submitted and addressed. Responses have taken multiple forms, including scheduling individual meetings, outlining concrete next steps, and requesting referrals or support from other departments at Shepherd.

The follow-up conversations have revealed key patterns and insights regarding student needs this semester:

- **Technical Barriers:** Several students reported difficulties accessing online learning platforms, submitting assignments, or navigating digital resources. These challenges indicate a continued need for early technology guidance and troubleshooting support.
- **Limited Awareness of Support Services:** A significant number of students with an alert expressed uncertainty about how to seek help from university departments such as the Registrar's Office, Academic Support Center, and Student Success Center (SSC). Many were unaware of the types of assistance available or the process of making appointments.

Through these early alert efforts, the SSC has not only supported individual students but also gathered valuable feedback to inform institutional improvement. The data collected is helping SSC identify recurring barriers to student success and strengthen interdepartmental collaboration to ensure students are effectively connected to academic and personal support resources.

These insights have directly informed SSC's ongoing programming for the semester, guiding the design of interactive student engagement initiatives, resource awareness campaigns, and classroom-based presentations that will be detailed in the Fall programming section.

Counseling Services

- **Data on Services from July 1 – October 15, 2025**
 - Counseling Services has provided 551 student appointments and participated in approximately 162 programs and activities across campus. These have included tabling events, trainings, meetings, presentations, and professional development initiatives.
- **Outreach Programming**
 - Highlights from this period include BetterMynd onboarding, Sources of Strength training and programming, TRIO and First Year Experience (FYEX) presentations, intern supervision, participation in Save a Life Day, and a workshop with the Cross-Country team to support student wellbeing. Counseling Services is also developing a requested training for education majors in collaboration with Kappa Delta Pi (KDP) and was recently invited to attend a college meeting to discuss faculty mental health resources.

- **Resource Development for Resident Assistants and Hall Directors**
 - Counseling Services created an online resource folder specifically designed for Residence Life staff, including Resident Assistants and Hall Directors.
 - This folder provides tools and materials to promote healthy coping skills and mindfulness practices for both student leaders and the students they serve.
 - This additional resource was developed in response to requests from Residence Life staff seeking guidance on calming techniques and effective communication strategies to support their work and well-being.

Dean of Students

- Student Life Council approved edits to the Student Handbook Attendance Policy, which include updates to legitimate reasons for absences as well as added exemptions for religious holidays or observances. The updated policy can be found in both the Undergraduate and Graduate Rights and Responsibilities sections of the Student Handbook.

Health Center

- Flu clinics were held on October 8 and 9 at the Ram's Den and in the Wellness Center. The Flu Clinics were coordinated through the Shepherdstown Pharmacy and utilized nursing students to help facilitate the clinics. The number of vaccines given on campus was 60.

Office of Student Activities, Leadership and Fraternity and Sorority Life

- **Homecoming:** More than 12 student teams participated in the Homecoming Spirit Week activities from October 20-25. Homecoming week activities included a banner competition, Trivia contest, field day, lip-sync battle, and parade. In addition, students participated in a Pack the Pantry event to raise much-needed food for Shepherd's Ram Pantry and took part in the Student Community Service Office's Homecoming Day of Service, helping to clean up Shepherdstown's parks.
- **Shep-or-Treat:** Shepherd sponsored the 25th annual Shep-or-Treat on October 29. Sponsored by Student Government Association, Program Board, and Student Affairs, Shepherd's campus groups came together to create a safe and wonderful night of fun for our local children, including games, crafts, live music, and, of course, candy and costumes.
- **The Principal Systems Analyst (PrSA)** worked with staff from the Office of Admissions and the SSC to identify a replacement software solution for Beacon, an early alert system that was sunset by Anthology in August 2025. The new software solution will streamline our retention efforts with a centralized data repository, an automated communication campaign, and a targeted support method for identifying at-risk students. It will provide staff and faculty with the ability to schedule appointments, manage tasks, and collect notes on their students and advisees.
- Our social media communication emphasized getting out "need to know" facts, processes, or timelines for our audience. In the last 90 days, we have had a 210% increase in views while increasing our interactions by 286%. In the last month, we have increased our non-followers reach by 20%. Content that has had the most reach was centered around how to deposit Rambler Dollars for use at local vendors, how to identify hazing, how to visit the Health Center's flu clinic, and how to engage in service.

Student Community Service (SCS)

- **Fall Into Service:** During the week of September 22-26, the Office of SCS partnered with local businesses and nonprofits to provide meaningful volunteer opportunities for Shepherd students. 43 students contributed a total of 64 hours at sites including Shepherdstown Shares, Shepherdstown Day Care, Four Seasons Books, Ram Pantry, and more. This initiative allowed students to engage directly with local needs while strengthening their sense of civic responsibility. Through service, students gained leadership skills and a deeper connection with the Shepherdstown community.
- **Pink Game – Relay For Life:** More than 15 students from the Jefferson County Relay For Life at Shepherd Event Leadership Team participated in the annual Pink Football Game to raise awareness for breast cancer. We hosted an informational table, shared educational materials, and engaged with over 300 people by handing out pink necklaces and bracelets. The social media coordinators created a photo opportunity that engaged over 100 people. This collaboration gave students hands-on experience and demonstrated the impact of student leadership in linking campus traditions with meaningful causes.
- **Upcoming Projects:**
 - The Office of SCS is launching Fall initiatives focused on campus and community engagement. The **Homecoming Day of Service**, in partnership with Shepherdstown Parks and Recreation Committee, united students, alumni, staff, faculty, and community members to enhance local parks in Shepherdstown. This event was hosted on October 24 and replaced the University's Founders Day activities.
 - Through the **Our Campus Cares** initiative, SCS is also partnering with Berkeley Senior Center to serve as a donation hub collecting Thanksgiving baskets for families in need. This initiative began on October 20 and will end on November 7.

Student Success Center (SSC)

- **Shepherd Success Academy (SSA):** The SSA is comprised of 43 first-year students who make up the Fall 2025 cohort. SSA students have received early access to Spring 2026 class registration to further support their academic commitment, retention, and persistence. SSA students have worked with their assigned Success Coaches on topics such as time management, organization, navigating Brightspace and RAIL, communicating with faculty, and effective study habits. As of Fall 2025 midterms, our 43 SSA students have an average GPA of 2.67 compared to Sample B's average GPA of 2.21.
- **SSC:**
 - **Peer Success Leaders:** Nine Peer Success Leaders (PSLs) are ready to support Shepherd students through academic encouragement and social connections. PSLs are upper-level Shepherd students who specialize in a wide variety of topics, including time and stress management, organization, getting involved on campus, and more. To date, PSLs have completed more than 115 office hours this semester. Each PSL has designated office hours every week in the SSC. To learn more about PSLs and how to schedule an appointment, visit the [PSL webpage](#).
 - **Walk-in Hours:** Walk-in Hours for the Fall 2025 semester occur Mondays from 2:00-4:00 p.m. and Thursdays from 9:00-11:00 a.m. in the SSC, Student Center Room 122. No appointment is required. Walk-in hours are a short-term success coaching resource that provides quick and effective support. Approximately 25 students have

utilized walk-in hours prior to midterms. Additional walk-in hours are posted on the [SSC website](#).

- **Social Media and Digital Engagement:** The SSC Instagram account has been reengaged to meet students within the digital landscape. At least one main feed post would be posted on the Instagram feed per week, including student highlights, resource highlights, coach information, events, and more. Additionally, there are daily reposts to both the “feed repost” section and to the Instagram story to showcase the intersectionality of student success and other campus avenues. The SSC webpage on the Shepherd website has been updated as well to reflect the Peer Success Leader additions, new and revamped resources, and a fresh graphic design showcase.
- **Student Engagement**
 - **Fall Programming and Interactive Learning Activities:** Building on insights gathered through Early Alert outreach, the SSC has implemented a variety of Fall programming initiatives designed to strengthen student engagement, promote academic confidence, and increase awareness of campus resources. These programs combine creative, interactive, and informational approaches to meet students where they are and foster a sense of belonging within the University community.
 - **Interactive Learning Materials and Engagement Tools:** The SSC has designed and implemented creative, hands-on learning materials that promote student success in accessible and engaging ways. Activities such as zine-making and crossword puzzle afternoons encouraged students to explore topics like academic planning, wellness, and resource utilization through reflective and play-based learning. These tools encouraged peer interaction and reinforced the importance of connecting with support offices early in the semester.
 - **Information Sessions and Classroom Presentations:** Success Coaches Danielle Stephenson, Juneau Daggs, and Hajra Malik have conducted classroom presentations for FYEX and info-fairs to introduce students to campus resources, peer support opportunities, and academic success strategies. These visits have served as effective touchpoints for encouraging early help-seeking behavior and normalizing academic support as part of the student experience.

Collectively, these initiatives have strengthened student engagement by merging creative educational design with targeted resource awareness. By embedding interactive learning within programming, the SSC continues to create an inclusive environment where students can explore, connect, and build the skills essential to academic persistence and holistic success.
- **Veterans and International Students Support**
 - **Veterans Support:** The Veteran's Center has continually been looked over throughout this semester and utilized by veteran-identified students. Additionally, we are preparing for the Veterans Day bowling event, which will be held in the Student Center Games Zone on November 7 at 6:00 p.m. This event is being conducted to celebrate all that our veteran populations bring to campus and create an environment for these students and guests to develop community on our campus. More events will be planned and executed with these goals in collaboration with the Shepherd's Student Veteran Organization in the future.

- **International Students Support:** In efforts to expand support and engage the international student population, Success Coaches Hajra Malik and Mary-Beth Myers represent the SSC in the International Student Committee. The committee consists of Anne Lewin (Director of Title IX), Hajra Malik, Mary-Beth Myers, and Seana Herald (Admissions Counselor).

The first meeting was convened on October 7, 2025, where members discussed strategies for enhancing cultural awareness and community integration across campus. The members agreed to organize monthly events open to all students, with programming centered on both domestic and international holidays.

The committee will work closely with the GSLT to co-host events and create opportunities for cross-cultural dialogue. The overarching goal of the committee is to build community and encourage collaboration and exchange between domestic and international students.

Title IX

- **New Faculty Title IX and Sexual Harassment Prevention Training on 9/12/25:** This training for new faculty provided an overview of sexual harassment prevention within a university setting, including legal obligations under Title IX and Title VII, reporting responsibilities, best practices for maintaining professional boundaries, and strategies for navigating power dynamics in academic relationships. Through discussion and bystander intervention activities, participants learned how to foster a safe and respectful campus environment rooted in prevention, support, accountability, and care.
- **Athletics National Collegiate Athletic Association (NCAA) Required Prevention Education/Title IX/Clery/Stop Hazing Training:** This 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 prevent hazing. Participants 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. Training took place from August 1 – October 1 for all staff and athletics teams.
- **Hazing Prevention Education:** The Stop Campus Hazing Act, signed into law in December 2024, requires colleges to improve reporting and prevention of hazing by amending the Clery Act. It mandates that universities include hazing incidents in their Annual Security Reports, develop hazing prevention education programs/policies, and establish a public campus hazing transparency report. The law aims to increase transparency and accountability to create a safer environment for students. Hazing prevention has been incorporated into Title IX/Prevention Education training curriculum for athletics, Fraternity and Sorority Life (FSL), and all new students/employees.

ATHLETICS DIVISION UPDATE

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

The 2025 Intercollegiate Sports Interest Survey received responses from 201 students, with 63.7% identifying as female, 31.3% as male, and 5% preferring not to provide their gender. Overall, 26% of respondents indicated interest in participating in a sport not currently offered at Shepherd, while 74% reported they were satisfied with existing athletic opportunities. Among those expressing interest, several sports emerged as areas of greatest demand. Volleyball, including both indoor (which we currently sponsor) and sand, ranked highest in interest, followed by E-sports, Swimming and Diving, and Indoor and Outdoor Track and Field. The findings suggest that while most students are content with current offerings, there is limited interest in expanded opportunities.

The Equity in Athletics Disclosure Act (EADA) report was completed and submitted in October as required by the U.S. Department of Education. This annual report provides a comprehensive overview of participation, staffing, and financial data for Shepherd Athletics. The report will then be used to review the Gender Equity Action Plan.

Shepherd Athletics hosted its first student-athlete stress management workshop, the first in a three-part series designed to help student-athletes train the mind like the body. It is our goal to offer targeted programming each semester, based on feedback and topics identified by student-athletes in the annual sports interest survey.

Chase Parr, a former men's basketball student-athlete, is playing professionally in Austria.

The Shepherd University Athletic Club (SUAC) Homecoming Party, held during Homecoming weekend, celebrated the academic and athletic accomplishments of our student-athletes and recognized the outstanding achievements of our coaches. The event also served as an opportunity to grow SUAC membership and to show appreciation for our athletic staff, SUAC members, corporate sponsors, alumni, and friends who continue to support Shepherd Athletics.

DEVELOPMENT DIVISION UPDATE

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

1. ***Overall Philanthropic Revenue:*** The Division is collaborating with a Blackbaud consultant to focus on wealth screening and predictive modeling, aiming to widen the pipeline of Shepherd donors.
2. ***Alumni Giving and Participation***
 - As of October 20, 2025, alumni giving is up 4.5% year-over-year compared to last year at this time.
 - The Division continues to partner with the Alumni Association Board of Directors. The Alumni Association Board President, Randy Friend, attended an Executive Leadership Team (ELT) meeting on Tuesday, October 7, to update the ELT on the Alumni Association Board's strategic plan progress:

Some of the Alumni Association's accomplishments include:

Hosting an Annual Legacy Gala - This event helps support the Alumni Association Legacy Scholarship, which is intended for students who have a family member or members who attended Shepherd. Since starting this event in 2023, they have raised over \$12,000 to support our students.

Annual Grant Programs - Every year, the Alumni Association provides over \$4,000 in supportive grants to the University for prospective students, current students, and university alumni programs. Specific examples include the Accounting Club's Annual Dinner, the Hagerstown Box Car's Mixer during orientation, the Butcher Center's water bottle refilling stations, and more.

Event Participation - The Alumni Association has seen a great increase in event participation. To entice more participation from the Shepherd alumni community, they have hosted the following events:

- Alumni tailgate at Frostburg State football game
- Hagerstown Box Cars game with a special alumni section
- Harpers Ferry Brewery season kickoff with special guest, Coach Ernie McCook
- Antietam Brewing tour and event
- Numerous events during homecoming

Membership Revamp - The Alumni Association Board is excited to share that they have revamped membership levels, making it easier for alumni to join and participate.

Holiday Ornament - The Alumni Association Board is introducing its new collector's holiday ornament. Beginning this year, the Alumni Association will offer an annual special edition holiday ornament for purchase. To purchase this year's ornament, please visit the [Holiday Ornament website](#).



University Giving - Upon my arrival in June, I learned that, over the past five years, more than 19,000 Shepherd alumni have not made a gift to the University. In response, collaborative efforts are now underway within the Division to re-engage these alumni and strengthen their connection to the University.

- As of August 2025, Shepherd had email addresses for 8,628 of these alumni.
- On October 14, Director Swayne emailed these alumni, inviting them to attend Shepherd's Homecoming events on October 23-25, and encouraged them to update their information so the Alumni Association can connect and engage with them. As of October 15, the open rate was 31%, slightly higher than the usual 20-28% range.
- The Division will continue to reach out to the remaining alumni, most likely via direct mail. The goal will be the same: to share updates and encourage these alumni to update their information and stay connected with Shepherd.

Homecoming

- Director Swayne and the Alumni Association Board launched a new initiative for Homecoming 2025 titled the *Homecoming Restaurant Passport*. The program encouraged Shepherd alumni, faculty, and staff to support local businesses by dining at participating restaurants during Homecoming. Seven local establishments offered discounts and incentives, and each provided a stamp on the customer's "passport" when they dined in. Participants who collected all seven stamps were entered into a drawing for tiered prizes.
- To help build excitement for Homecoming, Barbara Kandalis, Dual Enrollment Coordinator and member of Shepherd's Great College to Work For subcommittee, and I visited local Shepherdstown businesses. We delivered thank-you letters, Shepherd posters for display, and complimentary tickets to the October 25 football game against East Stroudsburg, generously provided by Athletic Director Carrie Bodkins. Shepherd is grateful for the strong relationships we share with community businesses.

Special Breakfast Event - On November 1, before the football game against Shippensburg University, Alumni Affairs and the Shepherd University Athletic Club (SUAC) hosted a special breakfast for Shepherd's 1955 Championship Football Team. The University was delighted to continue celebrating this historic season with the team, several of whom generously support the 1955 Football Team Endowed Scholarship.

3. Donor Pipeline and Retention

- In a collaborative effort between The Division, Dr. Mary Hancock (Director of the School of Nursing), and Director Swayne, nursing alumni from the past 10 years were invited to participate in this year's Homecoming Parade and attend a reception hosted by Dr. Hancock and the Division to learn about updates in the program. Participants were also invited to take part in the \$50 for 50 (years of nursing) campaign.

4. Leadership Giving – President's Club

- The Division has spearheaded the President's Club campaign, which will be ongoing throughout the year.
- The rescheduled President's Club Breakfast will take place on November 15, at 10-11:30 a.m., at Popodicon, before the home football game against East Stroudsburg.

5. Strategic Priorities through Philanthropy, focusing on:

- **Scholarships and Student Success**
 - The **Musical Showcase Scholarship Fundraiser** is scheduled for April 11, 2026, in the Frank Center. The goal for this fundraiser is \$40K.
 - Members of the committee are Dr. Kelly Hart, Sherri Janelle, Dr. Kurtis Adams, Dr. Scott Hippensteel, Dr. Marcia Brand, Susan Mills, Anthony Stoika, and Alan Gibson.
 - The committee has met and is currently identifying musicians for the program, is in the process of revising the invitation to donors and sponsors and is working collaboratively with University Communications to develop an updated and branded new design element.
 - Shepherd's Music Department has partnered with **Downtown Piano Works (Frederick, MD)**. As part of this collaboration, Downtown Piano Works will host a concert on November 13, 2025, for donors who have supported Shepherd's Music Program. This appreciation event will include a world-class performance with acclaimed artists Alon Goldstein (piano) and Alexander Fiterstein (clarinet) in an elegant, private setting, followed by a reception where guests will have the opportunity to meet and mingle with the artists.
 - Dr. Kelly Hart, Dr. Ben Martz (Dean College of Business, Recreation, and Education), and Holly Frye (Vice President for Student Affairs and Director of Community Relations) met with a representative from Clorox on September 30 to discuss a partnership with **Clorox**, which includes an academic aspect (internships, class visits to the Clorox facility), as well as a partnership for Shepherd's Alternative Spring Break.
 - On October 9, **Commissioner Logan Mantz (Hampshire County, WV) and his team visited Shepherd's Agricultural Innovation Center at Tabler Farm**. Dr. Ben Martz (Dean and Director of the Agricultural Innovation Center), Dr. Brooke Comer (Sustainable Agriculture Professor), Molly Sutter (Incubator Farm Coordinator), Matthew Ware (Farm Operations Manager), and Paul Wilmoth (volunteer) provided a tour of the farm. Great conversations took place, and both teams will circle back to continue these discussions and explore opportunities that will benefit Shepherd students, the University, and Hampshire County, WV.

- **Academic excellence and faculty development**
 - This year, funds from the **Shepherd Fund** were not assigned for faculty mini-grants. As a result, President Hendrix allocated \$4,000 for mini-grants from The President's Club.
 - This year's Giving Tuesday (December 2) campaign will focus on donating to the **Shepherd Fund**, which includes funding for these faculty mini-grants.
 - Dr. Hart is still in pursuit of a corporate sponsor for **Shepherd's Online Degree Program** (\$250K).
- **Athletics and Campus Life**
 - **Tyson Bagent Stadium Initiative**
 - The goal of this initiative is \$500K.
 - October 9 - Met with Martinsburg's head football coach to share information about the campaign and request support. As a result of the meeting, the Division will approach another potential sponsor suggested by the coach.
 - October 10 - With the support of President Hendrix, the Division submitted a proposal to a foundation for consideration of a significant donation to this initiative.
 - The Division continues to pursue donors and a corporate sponsor for this initiative.
 - **Women's Scholarship Fundraiser Dinner, February 5, 2026**
 - During Homecoming (October 23-25), **Follett** asked patrons if they would like to round up to donate (on their purchase) to support women's athletic scholarships at Shepherd. These proceeds will go directly to fund women's athletic scholarships at Shepherd.
 - A subcommittee of Dr. Hart, Carrie Bodkins, and Kelly Colbert (President of the SUAC) is seeking corporate sponsors to offset the costs of this dinner.
 - The Division has extended an invitation to **Vicky Bullett**, Olympic gold medalist and former WNBA player (Charlotte Sting, Washington Mystics), and Girl Scouts Woman of Distinction honoree, to attend the dinner as a guest.
 - **Racquet Club Complex**
 - The Division, with the help of Dr. Jennifer Flora (Executive Director Wellness Center and Entrepreneurial Initiatives) submitted two applications to **Selkirk**, a modern company that specializes in equipment for the sport of pickleball. The first proposal focused on allowing Shepherd to be an authorized Selkirk retailer, while the second focused on a facility sponsorship proposal.
 - As a result, **Selkirk** has submitted two proposals to Shepherd for consideration.
 - a) **Authorized Retailer Contract** – Shepherd will be authorized to sell Selkirk pickleball equipment in the Wellness Center.

- b) **A Facility Sponsorship Agreement** – By partnering with Selkirk, Shepherd would benefit from:
- ✓ Selkirk's Sponsored Paddle Demo Program – participants can try paddles before purchasing them.
 - ✓ Selkirk Paddle Loaner Program – Selkirk will provide paddles that Shepherd can loan to players without having an initial equipment investment.
 - ✓ Selkirk Sponsored Youth Paddle Program – Selkirk will provide a set of paddle products so that Shepherd can host youth pickleball programming.
 - ✓ Selkirk Facility Advocate Teaching Professionals – will enable Shepherd pickleball teaching professionals the ability to become a Selkirk Advocate Team member.
 - ✓ Selkirk Sponsored League Program and Equipment – this program provides a set of Selkirk pickleballs that Shepherd can use to operate competitive league programs.
 - ✓ Selkirk Sponsored Pro S1 Facility Event Program – a promotional package will be provided to operate events such as tournaments and league championship events.
 - ✓ New Product Launches – within 2-3 weeks of a new product launch, Selkirk will provide free sample(s) of new product(s) to Shepherd to be used for the Facility Demo Program.
 - ✓ As an authorized retailer, Shepherd will be invited to participate in Selkirk's Growth Incentive Program – Shepherd may return gently used paddles, and Selkirk will provide a matching donation of paddles. All purchased and donated paddles must be provided to a local high school. Participation in this program is optional and offers Shepherd a public relations opportunity while supporting community engagement and pickleball growth.

This is a proposed two-year contract:

- Year #1 Total Potential Retail Value of Sponsorship: \$24,290
- Year #2 Total Potential Retail Value of Sponsorship: \$23,930

Note: Shepherd representatives met virtually with Selkirk on October 22, 2025, to review the proposed facility sponsorship contract.

- Dr. Flora also shared that we have launched a campaign to resurface and repaint the **Racquet Club Complex** in her wellness newsletter.
- The Division continues to seek donations and a corporate sponsor to resurface, repaint, and secure the outdoor facility (\$100K).

6. **Giving Tuesday (December 2, 2025) and Day of Giving (March 4, 2026)** campaign planning is underway! In addition to Development and Annual Giving, the Foundation, Alumni Affairs, and student volunteers, the Shepherd Radio Station will be involved in this year's campaigns.
7. The **Caperton Piano Restoration initiative continues to make steady progress**, with 42.5% of the funding goal pledged to date.
8. **Anousheh Riley**, Administrative Assistant for Dr. Hart and Dr. Stacey Kendig (Chair, Department of Recreation, Sport, and Exercise), has started her new position. Anousheh's previous employment included work at the Department of Defense and operating the Little Prince Childcare and Learning Centers business. We are thrilled to have our new team member on board!

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 – 10/30/2025

| Gift Category | 7/1/2025 - 10/30/2025 | | 7/1/2024 - 10/31/2024 | | 7/1/2023 - 10/31/2023 | |
|--------------------------|------------------------------------|-----------------------------------|------------------------------------|-----------------------------------|------------------------------------|-----------------------------------|
| Annual Giving | \$397,373 | | \$459,401 | | \$580,201 | |
| Endowments | \$1,029,301 | | \$687,163 | | \$722,327 | |
| Capital | \$5,100 | | \$22,450 | | \$12,975 | |
| Total: | \$1,431,774 | | \$1,169,014 | | \$1,315,503 | |
| | | | | | | |
| Donor Category | #Donors 7/1/2025- 10/30/2025 | Donors 7/1/2025- 10/30/2025 | #Donors 7/1/2024- 10/31/2024 | Donors 7/1/2024- 10/31/2024 | #Donors 7/1/2023- 10/31/2023 | Donors 7/1/2023- 10/31/2023 |
| Alumni | 411 | \$172,369 | 427 | \$189,596 | 403 | \$207,139 |
| Friends | 278 | \$164,775 | 355 | \$315,163 | 324 | \$325,064 |
| Corporations/Foundations | 78 | \$140,663 | 79 | \$146,040 | 67 | \$252,591 |
| Others/Estates | 25 | \$953,967 | 45 | \$518,215 | 28 | \$530,709 |
| Total: | 792 | \$1,431,774 | 906 | \$1,169,014 | 822 | \$1,315,503 |

Comprehensive Fundraising Report: 7/1/25 through 10/30/25 – 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.

Please note that this report does **not** reflect data through October 31, 2025. Due to the timing of the November Board of Governors meeting and the distribution of the agenda packet to members, figures are current through October 30, 2025.

- Total gifts and pledges for the current fiscal year yielded \$1,431,774. This is a 22.48% increase over the same period in 2024.
- Total Endowments for the current fiscal year yielded \$1,029,301. This is a 49.79% increase over the same period in 2024.
- Total donors for the current fiscal year are 792, which is a 13.43% decrease over the same period in 2024. Total alumni donors for the current fiscal year are 411, which is a decrease of 3.9%.

Foundation Updates and Events

WISH Grant Award Ceremony – September 21, 2025: The 2025 WISH (Women Investing in Shepherd) Grant Award Ceremony was held in Erma Ora Byrd Hall, with more than 100 attendees celebrating another impactful year of giving. WISH awarded a total of \$145,000 to two Shepherd learning projects and two community nonprofit organizations. With these grants, WISH has now distributed \$1,317,000 in funding—benefiting both Shepherd and the tri-state community, with \$658,500 impacting each.

Scholar Photo Day – October 1, 2025: The Foundation hosted 20 student scholars who received Foundation scholarships for the 2025–2026 academic year. Held at McMurran Hall, the event provided an opportunity for students to meet photographer Sam Levitan, express gratitude to their donors, and share stories of impact. The resulting photos and testimonials will be featured throughout the year in the Foundation’s Scholar Spotlight series.

Farm to Table Dinner – October 3, 2025: This year’s Farm to Table was a great success, raising just over \$25,000. The dinner was held once again at McMurran Farm. Guests were treated to a delicious meal prepared by Chef Mike Costello from Lost Creek Farm. The annual event supports the Last Dollar Fund, a fund that helps bridge the vital gap for students in good academic standing who need assistance with tuition-related expenses.

Fall Art and Lecture Series – October 14, 2025: This Fall’s Art and Lecture event featured 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 was free and open to the public and sponsored by the Scarborough Society and the Shepherd University Foundation.

Thank a Donor Campaign – October 21–22, 2025: In conjunction with Homecoming festivities, the Foundation hosted two successful Thank a Donor days. Students, faculty, and staff wrote postcards expressing their appreciation to top donors and posed for photos with “Thank You” signs for an upcoming video for distribution later in the Fall. Participants also shared personal stories highlighting the positive impact of donor generosity on the Shepherd community.

National Estate Planning Awareness Week – October 20–26, 2025: To mark National Estate Planning Awareness Week (NEPAW), the Foundation promoted FreeWill, a secure online tool that helps individuals create or update their wills while considering legacy gifts to Shepherd. Donors who include Shepherd in their estate plans are welcomed into the Joseph P. McMurran Society, which honors visionary supporters shaping the University’s future.

New Scholarships Established: Two new scholarships were created this month. Both awards will support students pursuing degrees in education, with selection criteria established by the donors.

- The Education Scholarship in Memory of G. Wayne Arnold
- The Education Scholarship in Memory of Professor Hazel Hendricks

New Benches on Campus: The Foundation has embarked on a new initiative working with donors interested in purchasing memorial or honorary benches for the campus. Proceeds will benefit the Shepherd Fund. Two new benches have been placed in front of Knutti Hall and were installed in time for Homecoming festivities. Those interested in learning more about this initiative are encouraged to contact the Foundation Office.

Investment Management Transition: At the Foundation's Annual Meeting on September 18, 2025, the Board approved Wilmington Trust as the new Investment Management Services partner under a five-year agreement. Transition activities began in October, and Wilmington Trust representatives met with the Executive and Investment Committees on October 30 to continue the onboarding process and begin drafting a new Investment Policy Statement.

Looking Ahead: The Shepherd University Foundation continues to make meaningful progress in advancing its mission of supporting Shepherd through private philanthropy. With strong donor engagement, thriving community partnerships, and responsible stewardship, the Foundation remains steadfast in its commitment to building a sustainable future for Shepherd's students, faculty, and programs.

QUARTERLY FINANCIAL REPORT: 1ST QUARTER FY2026

Dr. Scott Barton, Vice President for Finance and Administration, will provide the Committee with the Quarterly Financial Report: 1st Quarter FY2026.

The 1st Quarter FY2026 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:

\$48.32M – Increased by \$28.90M

The increase is mainly due to the special funding given to Shepherd by the State (\$30M). The adjusted cash balance is \$21.3M which is an increase of \$1.9M from 1st Quarter 2025. The difference in unrestricted cash is primarily made up of the increase in approximately \$350K in tuition revenue, an increase of \$403K in auxiliary revenue, and a \$560K decrease (cash) in operating expenses between 1st Quarter FY2025 and FY2026. Days Cash on Hand is up 27 days from last year at this time. This is due to an increase in unrestricted cash and a decrease in operating expenses year-over-year.

Unrestricted Days Cash on Hand = 106

TOTAL ASSETS:

\$171.11M – Increased by \$41.03M

The additional appropriation from the state (\$30M) accounts for most of the variance; however, capital assets have also increased by \$11.5M. The new construction and the deferred maintenance grants have helped Shepherd to invest in much-needed infrastructure projects.

TOTAL LIABILITIES:

\$41.06M – Decreased by \$4.54M

This is mostly due to a decrease in deferred revenue and long-term payables. Compensated absences are up a small amount due to the implementation of GASB 101 for FY2025 and FY2026.

TOTAL OPERATING REVENUES:**\$17.35M – Increased by \$1.63M**

Comparing year-over-year, there is a small increase attributed to tuition and auxiliary revenue. The increase in tuition and fees, along with the continued strength in enrollment, has contributed to this positive change. The scholarship allowance is also down from last year, mainly from the smaller amount of state aid (WV grant).

TOTAL OPERATING EXPENSES:**\$12.04M – Decreased by \$464K**

Compared to FY2025, Personnel is down year-over-year in the first quarter. The Scholarship line is returning back to FY2023 numbers due to the decrease in WV grant this year. Depreciation is up from the large amount of capital improvements, and supplies and utilities rise with usage and cost increases.

NONOPERATING REVENUES AND EXPENSES:**\$6.32M – Increased by \$105K**

Contributing to this variance are small decreases in appropriations, PELL grants, and investment income.

INCREASE (DECREASE) IN NET POSITION:**\$11.63M – Increased by \$2.19M**

The vast majority of this can be attributed to grant activity, increasing student revenue, and decreased operating expenses. The Educational and General (E&G) variance (non-grant related) is up by \$829K from this time last year.

SUMMARY:



The University has made significant progress on reducing the structural deficit and is finding equilibrium between revenue and expenses. The University's focus in FY2026 is on increasing revenue through diversification of sources, as well as analyzing funding and fee structures to ensure that the student and the Institution are supported now and into the future.

Balance Sheet

All Orgs, All Funds, All Programs

Last Closed Month: September, 2025

in Local currency

| | Q12024 EndingBal | Q12025 EndingBal | YoY Change | Q12026 EndingBal | YoY Change |
|--|---------------------|---------------------|----------------|---|----------------|
| Current Assets | | | | | |
| [+] Cash and Cash Equivalents | 20,201,705 | 19,414,336 | -3.90% | 48,315,615 | 148.87% |
| [+] Accounts Receivable Net | 4,687,542 | 4,998,895 | 6.64% | 6,100,806 | 22.04% |
| [+] Due from Commission | - | - | 0.00% | - | 0.00% |
| [+] Prepays | 13,383 | 331,199 | 2374.79% | 352,037 | 6.29% |
| [+] Loans to Student - Current Portion | 35,100 | 35,100 | 0.00% | 35,100 | 0.00% |
| [+] Inventories | 601 | 436 | -27.51% | 1,019 | 133.86% |
| Total Current Assets | 24,938,331 | 24,779,966 | -0.64% | 54,804,576 | 121.16% |
| Noncurrent Assets | | | | | |
| [+] Other Receivables NCA | 97,481 | 79,065 | -18.89% | 49,062 | -37.95% |
| [+] Loans to Students, Net | 62,534 | 33,446 | -46.51% | 23,738 | -29.03% |
| [+] Capital Assets Net | 102,532,177 | 101,531,413 | -0.98% | 113,105,599 | 11.40% |
| [+] Right to Use Leased Assets | 972,714 | 2,122,076 | 118.16% | 1,108,845 | -47.75% |
| [+] Subscription based information tech. | 1,601,001 | 1,355,019 | -15.36% | 1,359,708 | 0.35% |
| [+] Deferred Outflows of Resources Gasb 68 | 580,282 | 186,870 | -67.80% | 662,136 | 254.33% |
| Total Noncurrent Assets | 105,846,189 | 105,307,890 | -0.51% | 116,309,089 | 10.45% |
| Current Liabilities | | | | | |
| [+] Accounts Payable | 818,341 | 886,440 | 8.32% | 1,009,041 | 13.83% |
| [+] Accrued Liabilities | 2,167,541 | 1,514,785 | -30.12% | 2,321,080 | 53.23% |
| [+] Due to Other State Agencies | 711 | 711 | 0.00% | 889 | 24.99% |
| [+] Compensated Absences - Current Portion | 734,076 | 629,656 | -14.22% | 867,532 | 37.78% |
| [+] Deferred Revenue | 2,461,554 | 4,628,795 | 88.04% | 2,568,713 | -44.51% |
| [+] Deposits held in custody for others | 192,445 | 195,509 | 1.59% | 173,605 | -11.20% |
| [+] Payables - Current Portion | 3,059,707 | 4,060,914 | 32.72% | 3,357,213 | -17.33% |
| Total Current Liabilities | 9,434,374 | 11,916,810 | 26.31% | 10,298,073 | -13.58% |
| Noncurrent Liabilities | | | | | |
| [+] Advances from Federal Sponsors | 144,681 | 106,683 | -26.26% | 74,165 | -30.48% |
| [+] Compensated Absences | 509,842 | 433,844 | -14.91% | 469,726 | 8.27% |
| [+] OPEB | 353,099 | (446,801) | -226.54% | (60,732) | -86.41% |
| [+] Net Pension Liability | 52,959 | 8,104 | -84.70% | - | -100.00% |
| [+] Bonds Payable net of Current Portion | 27,204,109 | 25,371,048 | -6.74% | 23,474,391 | -7.48% |
| [+] Notes Payable, net of Current Portion | 1,039,000 | 721,000 | -30.61% | 403,000 | -44.11% |
| [+] Leases Payable, net of Current Portion | 6,046,100 | 6,115,264 | 1.14% | 5,539,554 | -9.41% |
| [+] SBITA - net of Current Portion | 276,261 | 429,222 | 55.37% | 461,597 | 7.54% |
| [+] Deferred Inflows of Resources Gasb 68 | 1,911,150 | 949,466 | -50.32% | 401,151 | -57.75% |
| Total Noncurrent Liabilities | 37,537,202 | 33,687,831 | -10.25% | 30,762,852 | -8.68% |
| Net Assets | | | | | |
| Total Net Assets | 83,812,943 | 84,483,215 | 0.80% | 130,052,740 | 53.94% |
| KPIs | | | | | |
| Days Cash on Hand (Total) | 128 | 167 | 30.47% | 435  | 268 |
| Days Cash on Hand (Unrestricted) | 75 | 79 | 5.33% | 106  | 27 |

Income Statement

All Orgs, All Funds, All Programs

Last Closed Month: September, 2025

in Local currency

| | 2024 | 2025 | YoY | FY2026 | YoY |
|--|-------------------|-------------------|----------------|-------------------|---------------|
| | Total to Date | Total to Date | Change | Total | Change |
| Operating Revenues | | | | | |
| [+] Tuition and Fees | 13,615,286 | 13,649,625 | 0.25% | 14,002,273 | 2.58% |
| [+] Contracts and Grants | 2,777,216 | 2,799,380 | 0.80% | 3,596,949 | 28.49% |
| [+] Interest on Student Loan Receivable | 676 | 584 | -13.62% | 688 | 17.77% |
| [+] Sales and Services of Educational Departments | 75 | 15 | -80.00% | 1,830 | 0.00% |
| [+] Auxiliary Enterprise Revenue | 6,269,596 | 6,242,582 | -0.43% | 6,645,579 | 6.46% |
| [+] Scholarship Allowances | (5,873,622) | (7,636,401) | 30.01% | (7,058,224) | -7.57% |
| [+] Other Operating Revenues | 185,084 | 667,140 | 260.45% | 161,857 | -75.74% |
| Total Operating Revenues | 16,974,312 | 15,722,924 | -7.37% | 17,350,953 | 10.35% |
| Operating Expenses | | | | | |
| [+] Salaries and Wages | 6,095,305 | 5,880,449 | -3.52% | 5,654,024 | -3.85% |
| [+] Benefits | 1,432,942 | 1,261,247 | -11.98% | 1,539,619 | 22.07% |
| [+] Supplies and Other Services | 2,709,719 | 2,584,679 | -4.61% | 2,677,763 | 3.60% |
| [+] Utilities | 375,375 | 386,897 | 3.07% | 426,541 | 10.25% |
| [+] Scholarships and Fellowships | (2,193,756) | 668,934 | -130.49% | (79,353) | -111.86% |
| [+] Depreciation | 1,459,603 | 1,724,109 | 18.12% | 1,823,538 | 5.77% |
| Total Operating Expenses | 9,879,188 | 12,506,315 | 26.59% | 12,042,133 | -3.71% |
| Total Operating Income (Loss) | 7,095,123 | 3,216,610 | -54.66% | 5,308,820 | 65.04% |
| Nonoperating Revenues (Expenses) | | | | | |
| [+] State Appropriations | 3,604,706 | 3,433,744 | -4.74% | 3,426,084 | -0.22% |
| [+] Special Funding (Special Funding) | - | - | 0.00% | - | 0.00% |
| [+] Federal Nonoperating Revenues | 2,282,770 | 2,626,443 | 15.06% | 2,639,789 | 0.51% |
| [+] Investment Income | 69,421 | 85,026 | 22.48% | 215,320 | 153.24% |
| [+] Interest On Capital Asset Related Debt | (242,884) | (238,692) | -1.73% | (230,525) | -3.42% |
| [+] Fees Assessed by the Commission For Debt Service | (8,311) | (7,964) | -4.18% | - | -100.00% |
| [+] Gifts | 621,359 | 383,699 | -38.25% | 267,347 | -30.32% |
| [+] Other Nonoperating Revenues | - | (69,365) | 0.00% | - | -100.00% |
| Total Nonoperating Revenues (Expenses) | 6,327,062 | 6,212,891 | -1.80% | 6,318,014 | 1.69% |
| Increase (Decrease) in Net Position | 13,422,185 | 9,429,501 | | 11,626,834 | 23.30% |

Budget Variance, Statement of Activities

All Orgs, All Funds, All Programs

Last Closed Month: September, 2025

in Local currency

| | Actual Sep '25 | Forecast Jun '25 | Total Budget 2026 | Variance |
|--|-------------------|---------------------|----------------------|--------------------|
| Operating Revenues | | | | |
| [+] Tuition and Fees | 14,002,273 | 30,104,888 | 29,970,451 | 134,437 |
| [+] Contracts and Grants | 3,596,949 | 15,968,000 | 15,968,000 | - |
| [+] Interest on Student Loan Receivable | 688 | 5,100 | 5,100 | - |
| [+] Sales and Services of Educational Departments | 1,830 | 35,100 | 35,100 | - |
| [+] Auxiliary Enterprise Revenue | 6,645,579 | 14,287,996 | 13,992,150 | 295,846 |
| [+] Scholarship Allowances | (7,058,224) | (13,000,000) | (13,000,000) | - |
| [+] Other Operating Revenues | 161,857 | 455,605 | 455,605 | - |
| Total Operating Revenues | 17,350,953 | 47,856,688 | 47,426,406 | 430,282 |
| Operating Expenses | | | | |
| [+] Salaries and Wages | 5,654,024 | 23,935,370 | 24,825,538 | (890,168) |
| [+] Benefits | 1,539,619 | 6,415,081 | 6,585,712 | (170,631) |
| [+] Supplies and Other Services | 2,677,763 | 13,210,297 | 13,380,460 | (170,163) |
| [+] Utilities | 426,541 | 2,559,248 | 3,252,511 | (693,263) |
| [+] Scholarships and Fellowships | (79,353) | 3,429,825 | 3,429,825 | - |
| [+] Depreciation | 1,823,538 | 7,844,815 | 7,844,815 | - |
| Total Operating Expenses | 12,042,133 | 57,394,635 | 59,318,861 | (1,924,226) |
| Total Operating Income (Loss) | 5,308,820 | (9,537,947) | (11,892,455) | 2,354,508 |
| Nonoperating Revenues (Expenses) | | | | |
| [+] State Appropriations | 3,426,084 | 13,704,338 | 13,704,338 | - |
| [+] Federal Nonoperating Revenues | 2,639,789 | 4,600,000 | 4,600,000 | - |
| [+] Investment Income | 215,320 | 861,280 | 792,190 | 69,090 |
| [+] Interest On Capital Asset Related Debt | (230,525) | 1,304,510 | (1,304,510) | 2,609,020 |
| [+] Fees Assessed by the Commission For Debt Service | - | (16,500) | (16,500) | - |
| [+] Gifts | 267,347 | 1,069,386 | 1,710,870 | (641,484) |
| [+] Other Nonoperating Revenues | - | 145,000 | 145,000 | - |
| Total Nonoperating Revenues (Expenses) | 6,318,014 | 21,668,014 | 19,631,388 | 2,036,626 |
| Total Net Income | 11,626,834 | 12,130,068 | 7,738,933 | 4,391,135 |

Grant Funded to E&G Comparison

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

| | September 2026 | | | September 2025 | | | YoY Variance |
|--|---------------------|------------------|-------------------|---------------------|----------------|-------------------|------------------|
| | Income Statement | Grant Funded | E&G | Income Statement | Grant Funded | E&G | |
| Operating Revenues | | | | | | | |
| [+] Tuition and Fees | 14,002,273 | - | 14,002,273 | 13,649,625 | - | 13,649,625 | 352,648 |
| [+] Contracts and Grants | 3,596,949 | 2,246,146 | 1,350,803 | 2,799,380 | 928,897 | 1,870,483 | (519,680) |
| [+] Interest on Student Loan Receivable | 688 | | 688 | 584 | - | 584 | 104 |
| [+] Sales and Services of Educational Departments | 1,830 | | 1,830 | 15 | - | 15 | 1,815 |
| [+] Auxiliary Enterprise Revenue | 6,645,579 | | 6,645,579 | 6,242,582 | - | 6,242,582 | 402,998 |
| [+] Scholarship Allowances | (7,058,224) | | (7,058,224) | (7,636,401) | - | (7,636,401) | 578,177 |
| [+] Other Operating Revenues | 161,857 | 24,806 | 137,051 | 667,140 | 14,395 | 652,746 | (515,694) |
| Total Operating Revenues | 17,350,953 | 2,270,952 | 15,080,001 | 15,722,924 | 943,291 | 14,779,633 | 300,368 |
| Operating Expenses | | | | | | | |
| [+] Salaries and Wages | 5,654,024 | 269,135 | 5,384,889 | 5,880,449 | 259,465 | 5,620,984 | (236,095) |
| [+] Benefits | 1,539,619 | 50,563 | 1,489,056 | 1,261,247 | 53,248 | 1,207,999 | 281,057 |
| [+] Supplies and Other Services | 2,677,763 | 284,304 | 2,393,459 | 2,584,679 | 277,961 | 2,306,718 | 86,741 |
| [+] Utilities | 426,541 | | 426,541 | 386,897 | - | 386,897 | 39,644 |
| [+] Scholarships and Fellowships | (79,353) | 208,082 | (287,435) | 668,934 | 224,243 | 444,690 | (732,126) |
| [+] Depreciation | 1,823,538 | - | 1,823,538 | 1,724,109 | - | 1,724,109 | 99,429 |
| Total Operating Expenses | 12,042,133 | 812,084 | 11,230,048 | 12,506,315 | 814,917 | 11,691,397 | (461,349) |
| Total Operating Income (Loss) | 5,308,820 | 1,458,867 | 3,849,953 | 3,216,610 | 128,374 | 3,088,236 | 761,716 |
| Nonoperating Revenues (Expenses) | | | | | | | |
| [+] State Appropriations | 3,426,084 | - | 3,426,084 | 3,433,744 | - | 3,433,744 | (7,660) |
| [+] Federal Nonoperating Revenues | 2,639,789 | | 2,639,789 | 2,626,443 | - | 2,626,443 | 13,346 |
| [+] Investment Income | 215,320 | 9,170 | 206,150 | 85,026 | 19,623 | 65,404 | 140,746 |
| [+] Interest On Capital Asset Related Debt | (230,525) | | (230,525) | (238,692) | - | (238,692) | 8,167 |
| [+] Fees Assessed by the Commission For Debt Service | - | | - | (7,964) | - | (7,964) | 7,964 |
| [+] Gifts | 267,347 | 53,624 | 213,723 | 383,699 | 6,127 | 377,571 | (163,849) |
| [+] Other Nonoperating Revenues | - | - | - | (69,365) | - | (69,365) | 69,365 |
| Total Nonoperating Revenues (Expenses) | 6,318,014 | 62,794 | 6,255,220 | 6,212,891 | 25,750 | 6,187,141 | 68,079 |
| Total Net Income | 11,626,834 | 1,521,661 | 10,105,173 | 9,429,501 | 154,124 | 9,275,377 | 829,795 |

UPDATE ON THE NEW WEST CAMPUS CONSTRUCTION AND AMENDMENT OF PROJECT BUDGET

Introduction: In the pages that follow, we are excited to share an update on our transformational project for the design-build project on Shepherd's West Campus. This project will enhance our campus infrastructure and provide top-notch facilities for both dining and athletic activities for our students and our entire campus community. This building project was initially 50,000 sq/ft. which included a new 300+ person, 13,000 sq/ft dining hall that includes a new kitchen and server, complemented by an adjoining 37,000 sq/ft athletic complex. This athletic facility will house new offices, conference rooms, a weight room, a hydrotherapy room, a training room, and locker rooms. It will offer a range of amenities to serve the various needs of our students, faculty, staff, and community.

Project Development Update: On October 31, 2024, Shepherd issued a request for proposals for the Dining Hall/Multipurpose Building Project. A mandatory pre-proposal meeting for the Design/Build teams took place on November 12, 2024, to discuss the requirements, the deadlines, and the location of the project. We received seven various proposals. The committee met on December 12, 2024, to discuss the process of selection and the various requirements of the committee. On January 2, 2025, the committee selected the design-build team of Waynesboro Construction/Bushey Feight Morin (BFM) Architects. The Board approved the Project Prospectus in February 2025. As the project continued, our structural steel was impacted by various economic factors. Design development continued effectively, and we now have an updated project completion date of September 2026; thus, the team has continued progressing quickly around the initial delay. The final design has more detailed information and includes indoor and outdoor dining. The completed design calls for 11,190 sq/ft of indoor dining space and 1,690 sq/ft of outdoor dining space for a total of 12,880 sq/ft of dining with 40,808 sq/ft for the athletic facility, bringing the building total to 51,898 sq/ft (not including the outdoor dining space).

Work Plan Update: The team continues to meet on a bi-weekly basis, and we have moved through Phase 1: Planning and Design of the initial work plan we shared with the Board on February 13, 2025, recently bringing the project to 100% design. The final interior floor plans can be seen in Exhibits A and B. We are well underway on Phase 2: Site Preparation, Procurement, and Construction, with the building now visibly coming out of the ground; the site preparation and construction are commencing quickly.

Project Budget Update: The initial project budget, as proposed to the Board in February 2025, for the Dining Hall/Multipurpose Building was \$23 million. The original proposal from Waynesboro Construction/BFM initially came in at \$18,782,664 for a 50,000 sq/ft building, with \$4.2 million additionally budgeted by Shepherd for furniture, fixtures, and equipment (FF&E) and our own contingency. Due to size and scope changes in the design, with changes in the scope of the kitchen

being the largest conceptual change, the new building and site construction budget increased to \$21,980,592. It is important to note that the initial Waynesboro estimate and initial budget had a contingency of \$784,976 in anticipation of size and scope changes.

At the time of our initial \$23 million project budget, this amount included \$4.2 million for kitchen equipment, dining furniture and fixtures, and facility furniture and fixtures. As this project continues to move quickly, we have now sent and received bids for additional items that will exceed the original \$23 million that was approved by the Board in February 2025. With additional information now available, we are requesting Board approval to move forward with a new project budget of \$26,175,000.

The total amount of special funding from the Governor's grant is \$30 million, as seen in the budget in Exhibit C. As described above, the project request is now \$26,175,000. This leaves \$3,825,000 in additional financial resources. \$675,000 was approved for the new Morton building (which has now been constructed and is in the final stages of being completed), leaving us with more financial resources than we had originally anticipated. The remaining \$3 million will go directly to refresh our residence halls across campus, which will help to enhance the students' sense of belonging.

This transformational project continues to represent a strategic investment in the Institution's future. By providing new facilities, we aim to foster a vibrant community and a dynamic environment that meets the evolving needs of our students and community. The facility will serve as a hub for social, professional, and recreational activities.

The following resolution is recommended for adoption by the board:

RESOLVED, That the Shepherd University Board of Governors approves the new West Campus design-build project, the Dining Hall/Athletic Facility, updated project budget, and authorizes the University President to proceed with the project, as described in this November 6, 2025 Agenda Item.

Exhibit A – Building Design 1st Floor

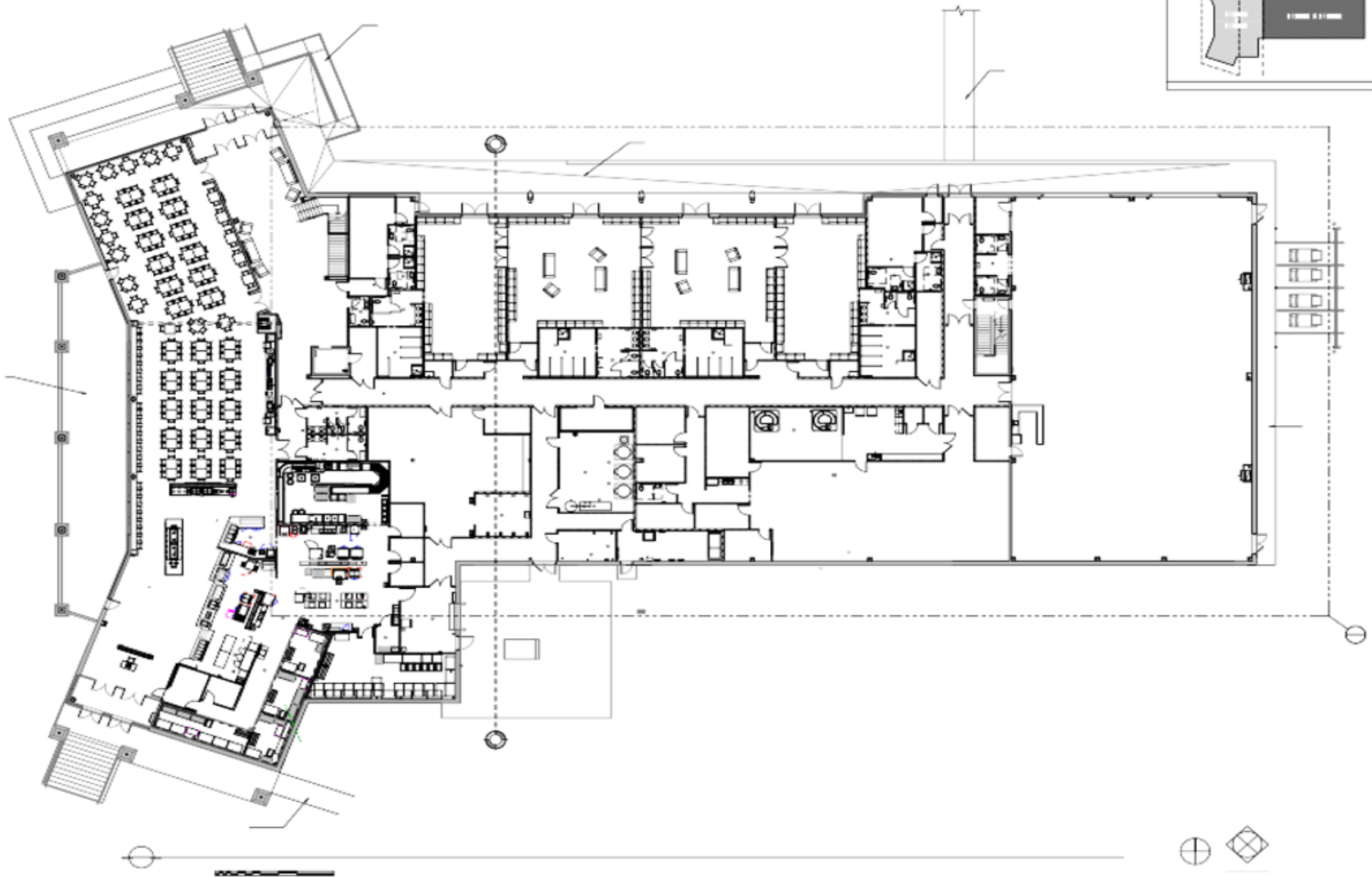


Exhibit B – Building Design 2nd Floor

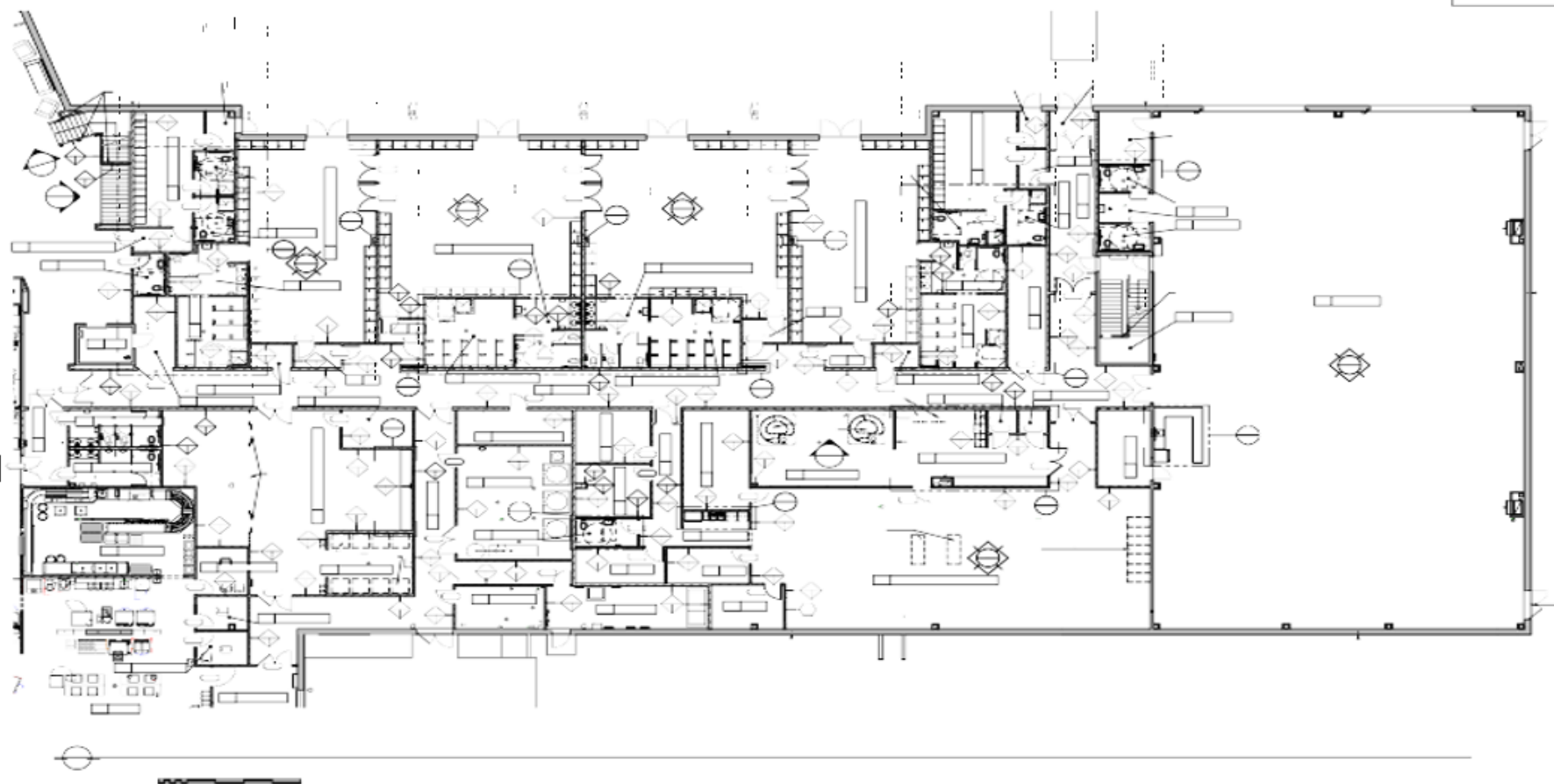
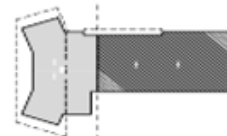


Exhibit C: Updated Project Budget

Shepherd University
West Campus Enhancement Project
as of 10/27/25

| Item | SubItem | Adj Gross Sq Ft | Avg \$ Per Sq Ft | 2/15/2025 Budget | Budget Adjustments | Revised Budget | Details |
|--|---|--------------------|---------------------|---------------------|-----------------------|-------------------|---|
| Multi-Purpose Building (50,000 square feet) | | | | | | | |
| 1 | Waynesboro Const + BFM Architects | | | Original bid | | | |
| 1A | Building and Site Construction | | | \$ 15,436,748 | \$ 3,786,863 | \$ 19,223,611 | building size increase |
| 1B | Construction Bond | | | \$ - | \$ 132,283 | \$ 132,283 | |
| 1C | Builder's Risk Insurance | | | \$ 44,125 | \$ 3,935 | \$ 48,060 | |
| 1D | Liability Insurance | | | \$ 74,215 | \$ 2,682 | \$ 76,897 | |
| 1E | Permits | | | \$ - | | \$ - | |
| 1F | Inspection & Testing | | | \$ 65,000 | | \$ 65,000 | |
| 1G | Construction Contingency | | | \$ 494,535 | \$ (13,931) | \$ 480,604 | |
| 1H | Architecture & Engineering Fees & Expenses | | | \$ 1,275,700 | \$ 70,780 | \$ 1,346,480 | |
| 1I | Geotechnical Exploration Fee | | | \$ 10,500 | | \$ 10,500 | |
| 1J | Project Management Fee | | | \$ 596,864 | \$ 292 | \$ 597,156 | |
| 1K | Contingency (Estimating & Design) | | | \$ 784,976 | \$ (784,976) | \$ 0 | |
| 1J | Additional Contingency | | | \$ 1,217,336 | \$ (1,217,336) | \$ - | |
| | Total Waynesboro Const + BFM Costs | 52,000 | \$ 384.62 | \$ 20,000,000 | \$ 1,980,592 | \$ 21,980,592 | |
| 2 | Building Demo - Old Maintenance Facilities | | | \$ 150,000 | \$ (150,000) | \$ - | included in General Conditions of Line 1A above |
| | Total New Building & Site Work Costs | | | \$ 20,150,000 | | \$ 21,980,592 | Fairchance/BFM Contract Amount |
| 3 | Furniture, Fixtures Equipment - Kitchen | | | \$ 750,000 | \$ 355,614 | \$ 1,105,614 | Low bidder |
| 3a | FFE - Kitchen - Add Alternate | | | | \$ 235,400 | \$ 235,400 | Low bidder - add alternate for new equipment so that old equipment won't need to be moved from other campus locations |
| 4 | Furniture, Fixtures Equipment - Servery | | | \$ 250,000 | \$ (150,000) | \$ 100,000 | |
| 5 | Millwork/Countertops - Kitchen + Servery + Dining | | | | \$ 200,000 | \$ 200,000 | |
| 6 | Tables, Chairs, Stools - Dining | | | | \$ 200,000 | \$ 200,000 | TBD Pending responses to RFP |
| 7 | Trash Compactor | | | | \$ 46,905 | \$ 46,905 | confirmed |
| 8 | Building Security - Cameras and Door locks | | | | \$ 335,446 | \$ 335,446 | confirmed |
| 9 | Building IT infrastructure (switches, racks, wifi etc) | | | | \$ 100,000 | \$ 100,000 | TBD |
| 10 | Furniture, Fixtures Equipment - Locker Rooms | | | \$ 50,000 | \$ (38,000) | \$ 12,000 | TBD - esimated at \$3,000 per locker room |
| 11 | Furniture, Fixtures Equipment - 1st Floor Offices & Meeting Rooms | | | | \$ 20,000 | \$ 20,000 | TBD Pending responses to RFP |
| 12 | Furniture, Fixtures Equipment - 2nd Floor Offices & Meeting Rooms | 13 | | \$ 50,000 | \$ 150,000 | \$ 200,000 | TBD Pending responses to RFP |
| 13 | Furniture, Fixtures Equipment - 1st Floor Athletics Foyer | | | | \$ 20,000 | \$ 20,000 | TBD Pending responses to RFP |
| 14 | Furniture, Fixtures Equipment - Workout Facility (Weight Room) | | | \$ 350,000 | \$ (50,000) | \$ 300,000 | confirmed - Per Sorinex proposal |
| 15 | Furniture, Fixtures Equipment - Athletic Training/Hydrotherapy | | | \$ 300,000 | \$ 60,000 | \$ 360,000 | TBD Pending responses to RFP |
| | Additional Project Contingency | | | \$ 950,000 | \$ 9,043 | \$ 959,043 | |
| | Total Project Cost | | | \$ 22,850,000 | \$ 3,325,000 | \$ 26,175,000 | |

APPROVAL OF STRATEGIC NET REINVESTMENT: SALARY EQUITY ENHANCEMENTS

Drs. Jack DeRochi and Scott Barton will provide the Committee with an update on the Strategic Net Reinvestment: Salary Equity Enhancements for approval.

As per the procedures developed by the University's administration and reviewed with the Board of Governors at the meeting on September 11, 2025, the following proposal is brought forward as a strategic investment to address salary compression and market equity challenges impacting faculty and staff across the Institution. Based on the FY2025 and 2026 Operating Scenario and Cash Flow Projections, fully presented to the Finance Committee, it is recommended that the University implement a salary increase initiative in the aggregate amount of \$500,000 for all designated employees, distributed based on factors outlined below. This distribution would not include any employees who are not eligible for the benefit plan.

The proposed salary increases are part of an overall strategic goal to bring employees up to appropriate, CUPA-informed ranges. This will benefit not only our current employee retention, but will also help in replacing positions, should it become necessary. Without these adjustments, there is a potential for losing qualified faculty and staff members who support our students.

With the last two years being a good start, and our continued efforts to assess and improve, Shepherd has materially improved its cash flow year after year. With deferred maintenance funds and special appropriations aiding in the investment of critical infrastructure, Shepherd has an opportunity to direct Net Revenue to other long-term investments, such as compensation. One area that Shepherd has been successful in managing well is Days of Cash. We recommend setting a floor to the days of cash at 38 days of unrestricted cash, to ensure that these salary increases do not impact the overall reserve that Shepherd has managed to build over the last couple of years. It is recommended that these salary increases be implemented at such date as is reasonably achievable in January 2026.

It is recommended that the University implement this salary increase as a change in the annualized pay rate, consistent with all the parameters provided here and with further objective parameters defining the distribution among employees established by University administration based on several factors including, but not limited to, meritorious performance, time at Shepherd, market equity as defined by CUPA, and time in rank (faculty specific). The proposed increases will be restricted to:

- Full-time faculty and staff earning less than \$100,000 hired on or before December 31, 2022; and
- Those who did not receive any evaluations during the last three years, with a performance improvement plan due to poor work performance.

In addition, employees whose base salaries are funded by grants would be excluded from this initiative, but eligible to receive grant-funded increases as per the criteria established by the University.

The following resolution is recommended for adoption by the Board:

RESOLVED, That the Shepherd University Board of Governors approves the adoption of the institutional salary increases initiative as described in the agenda book of November 6, 2026, to be effective in January 2026, or as soon thereafter as may be effectively administered in the State payroll systems.

HIGHER LEARNING COMMISSION MID-CYCLE COMPREHENSIVE EVALUATION UPDATE

Dr. Jason Best, Associate Vice President for Institutional Effectiveness, Higher Learning Commission (HLC) Accreditation Liaison Officer, and HLC Peer Corps Member, will present an update to the Board on Shepherd's HLC Mid-cycle Comprehensive Evaluation. He will discuss the need for university accreditation, the criteria upon which the Institution is evaluated, new areas of emphasis for the HLC, current institutional preparations for Shepherd's evaluation, and the training session to be provided to the Board in advance of the required HLC site visit. Dr. Best will then be available for any questions from members of the Board.