



Board of Governors Meeting Agenda

September 24, 2026

Board Members

Austin J. Slater, Jr., Chair

Susan Mentzer-Blair, Vice Chair

Lara Omps-Botteicher, Secretary

Gat Caperton

Bernard Lee Snyder

Dr. James M. Cherry

Dr. Heidi Hanrahan, Faculty

Henry Kayes, Jr.

Danielle Stephenson,
Classified Staff

Jonanthon Mason

Tyler Furbee, Student

Guillermina Garcia Moore

Dr. Cameron B. Wesson, President



Board of Governors
September 24, 2016 3:15pm
Storer Ballroom, Student Center

Virtual Access:

<https://us02web.zoom.us/j/83354190363?pwd=6tgSaTZknLHtR3oeKOHmQ6dNTEKWAr.1>

AGENDA

Call to Order	Chair, Mr. Austin J. Slater, Jr.
Public Comments	
Chair's Remarks	The Chair

Consent Agenda

Consent Agenda Items	The Chair
Approval of the Minutes of August 13, 2026 meeting	

Presentation Agenda

1. President's Report	Dr. Cameron B. Wesson
2. Report of the Academic Programs and Enrollment Committee	Mr. Gat Caperton
a. Academic Affairs Update	
b. Institutional Accreditations Update	
c. Intent to Plan: Minor in Artificial Intelligence	
d. Intent to Plan: Bachelor Applied Science in Leadership and Artificial Intelligence	
e. Intent to Plan: Masters of Science in Nursing	

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| 3. Report of the Student Affairs, Athletics,
and University Relations Committee | Ms. Sue Mentzer Blair |
| a. Student Affairs Division Update | |
| b. Athletics Update | |
| c. Development Division Update | |
| d. University Foundation Update | |
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4. Report of the Finance and Facilities
Committee |
Mr. Lee Snyder |
| a. Fourth Quarter Financials | |
| b. Financial Update | |
|
5. Strategic Planning |
Dr. Jack DeRochi
Dr. Wesson |

Regular Session

New Business

Executive Session: Personnel Matters

Adjournment

Additional Meetings:
October 24, Board Retreat (No Public Session)
November 5
February 4
April 8
June 17

Shepherd University Board of Governors
September 24, 2026
Consent Agenda

CONSENT AGENDA

Per the Board's Consent Agenda protocols:

- 1) Any member may email the Board Chair and the President to request extraction of one or more items from the Consent Agenda and inclusion in the Discussion Agenda. Any such request should be emailed before end of day Sunday, September 20, 2026. The Agenda Book would not be re-formatted, but the formal Agenda for the meeting would be adjusted to accommodate such requests, and modified draft resolutions would be completed and distributed prior to the September 24 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 the Minutes of the Meeting of August 13, 2026, as presented in the Agenda materials of September 24, 2026.

SHEPHERD UNIVERSITY BOARD OF GOVERNORS

MINUTES OF THE MEETING OF AUGUST 13, 2026

The Shepherd University Board of Governors met on August 13, 2026, in a regularly called meeting at the Storer Ballroom, Student Center, on the Shepherd University campus. Members participating were: Mr. Austin J. Slater, Jr. (Chair), Mr. Gat Caperton, Mr. Jim Cherry (absent from the Consent Agenda), Dr. Heidi Hanrahan, Mr. Henry Kayes, Jr., Ms. Susan Mentzer-Blair, Ms. Lara Omps-Botteicher, Mr. Lee Snyder, Jr., Mr. Tyler Furbee, and Ms. Danielle Stephenson. Mr. Mason and Ms. Moore were unable to attend. Also present were Shepherd University President, Cameron B. Wesson, members of the Cabinet, and others.

1. PUBLIC COMMENTS

There were no public comments at the August 13, 2026 Board of Governors meeting.

2. CONSENT AGENDA

After noting that the meeting would move to the Consent Agenda, Mr. Slater, the Chair, noted that he would recuse himself from voting or consideration because the second item in the Consent Agenda directly relates to and impacts his residence which uses the Tabler Farm driveway for its access, by virtue of a long-standing easement.

Ms. Mentzer-Blair then presiding, the matter was taken up for consideration.

M (Caperton), S (Snyder), PASSED, 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 11, 2026, as presented in the Agenda materials of August 13, 2026;
- 2) The naming of the Farm driveway as Tabler Farm Lane; and
- 3) The Supplemental Authorization of Campus Projects for Deferred Maintenance Grants to include Stutzman-

Slonaker and Miller Hall roofs, Frank Center roof, and Butcher Center roof;
all as described in the Agenda materials of the August 13, 2026, Meeting of the Board.

Mr. Slater then returned to the meeting and resumed the role of Chair.

3. PRESIDENT'S REPORT

President Wesson provided an overview of his first 42 days in office, with an initial focus on engaging internal and external stakeholders, assessing the University's current position across divisions, and building relationships throughout the campus community.

Dr. Wesson expressed great confidence in the value and contributions of Shepherd's faculty, staff, alumni, and community supporters. We will work to better use data to guide our decisions as we strive for impact to improve the student experience.

For Year One, President Wesson identified several key priorities: developing a new strategic plan by May 2027; strengthening enrollment and student success; addressing Higher Learning Commission concerns related to educational assessment; and enhancing the University's external visibility, partnerships, and influence.

4. ANNUAL INFORMATION SYSTEMS GLBA REPORT

Mr. Dan Bogart, Chief Technology Officer, reported that Shepherd University's GLBA compliance program continued to mature in FY2026, with no reported security incidents and no GLBA-related findings in the 2025 financial audit conducted by CliftonLarsonAllen LLP. The University also made significant progress in cybersecurity maturity through enhancements to identity security, infrastructure, governance, and cybersecurity operations.

FY2027 priorities include completing risk-assessment remediation activities, implementing updated change-management and governance processes, expanding centralized security monitoring and logging, and strengthening cybersecurity awareness and engagement among employees and students.

Mr. Caperton and Mr. Slater expressed appreciation for the quality and thoroughness of the report presented. Mr. Slater inquired about the ongoing vigilance practices and preparedness related to ransomware threats. Mr. Bogart indicated that the department is evaluating various systems and that education for students, faculty and staff was needed, and there was consensus among board members of the importance of this.

Concerns regarding the impact of recent power outages on our technology systems were discussed. Mr. Bogart noted that aging infrastructure, limited maintenance contracts, and gaps in maintenance documentation contribute to the ongoing challenges. Mr. Slater offered to assist with coordination with the local power company to support continued resolution efforts.

5. REPORT OF THE ACADEMIC PROGRAMS AND ENROLLMENT COMMITTEE

On behalf of the Academic Programs and Enrollment Committee, Dr. Jack DeRochi reported on several initiatives to strengthen academic operations and the student experience. The newly established Office of Online Learning will provide oversight of Shepherd Online, support HLC-related priorities, and promote compliance and best practices in online education. New administrative policies addressing course scheduling, overloads, and reassigned time have also been developed to support student academic progress.

Additionally, Academic Affairs is supporting the implementation of new technologies, including Curriculum, 25Live, and Slate Student Support. These will streamline academic processes, improve campus coordination, and enhance student communications and support.

Mr. William Bell provided an update on current enrollment. As of July 27, First- Time- In- College applications and admits increased moderately, while deposits declined a bit sharply. Transfer applications declined 2%, admits remained flat, and deposits declined 5%. Dual Enrollment had reached to 313 students, reflecting continued strong recruitment.

Graduate enrollment remains strong, with applications up 171%, and admits were up 126%, with new student enrollment increasing from the same time last year. Additional enrollment initiatives include expanded regional outreach, tuition discount agreements with Jefferson and

Berkeley counties, and the launch of the “Real World. Real Credit. Real Degree.” campaign.

The Board discussed the number of admissions counselors for FY2027 and Mr. Bell responded there are five total, working our broad field of recruitment in VA, DC, MD, DE, WV. Questions also arose as to the modern trends of so many high school seniors who are unsure whether they want to enroll in higher education. Mr. Bell stated that emerging trends show the population questioning the value of higher education. Additionally, Mr. Bell noted that 40% of Shepherd University students graduate with no incurred debt.

6. REPORT OF THE STUDENT AFFAIRS, ATHLETICS, AND UNIVERSITY RELATIONS COMMITTEE

On behalf of the Student Affairs, Athletics, and University Relations Committee, Ms. Mentzer-Blair provided a brief update of the Committee’s discussions, which reviewed the updates in the Board Agenda Book.

Ms. Mentzer-Blair inquired about current housing contracts. Mr. Jack Shaw reported 734 contracts, below the prior year’s level. He also highlighted summer improvements, including the replacement of mattresses, with additional furniture, fixtures, and tile improvements planned for the coming year.

Ms. Mentzer Blair noted that as Athletics was preparing for a new fall season, many changes in eligibility, especially relating to age.

7. REPORT OF THE FINANCE AND FACILITIES COMMITTEE

On behalf of the Finance and Facilities Committee, Mr. Lee Snyder provided a brief update of the Committee’s discussions, which reviewed the updates in the Board Agenda Book.

Mr. Collin Alexander provided an update on the ongoing audit, noting that auditors are scheduled to be on campus around September 1, with the final report expected to be filed October 31. Audit findings will be presented to the Board at its November meeting. Mr. Slater noted that cash balances are above projections while expenditures are below budget, which Mr. Alexander confirmed.

Dr. Cherry inquired about the completion timeline for the dining and athletic facility and whether a soft rollout is planned. Mr. Shaw confirmed a soft rollout and noted that a third party will conduct the final inspections and commissioning.

8. NEW BUSINESS

No new business was presented for consideration by the Board.

9. EXECUTIVE SESSION

M (Stephenson), S (Snyder), PASSED, that the following resolution be adopted by the Board:

RESOLVED, That the Shepherd University Board of Governors, pursuant to WV Code 6-9A-4, enter into executive session for the purpose of discussion of matters relating to appointment, employment or employment status, or other personnel matters, as to one or more specific employees of the University that would be an invasion of privacy if publicly discussed, and to discuss confidential legal advice.

The Board subsequently returned to open session, and then adjourned.

Austin J. Slater, Jr.
Chair

Lara Ompps-Botteicher
Secretary

ACADEMIC AFFAIRS DIVISION UPDATE

Dr. Jack DeRochi, Provost and Executive Vice President for Academic Affairs, will provide the Committee with an Academic Affairs Division Update.

In addition to the area reports below, Academic Affairs is pleased to bring forward the annual "Institutional Annual Accreditation Report" as well as three Intent to Plan proposals for the Board's Consideration:

COLLEGE OF ARTS, HUMANITIES, AND SOCIAL SCIENCES

- The Civil War Center hosted a panel discussion with three history majors, Betsy Cushwa, William Faith, and Kelly Ramos, who recently completed prestigious internships at the National Museum of Civil War Medicine, Monocacy National Battlefield, and Antietam National Battlefield.
- Dr. Heidi Hanrahan, Professor of English, served as an associate editor for two volumes of McFarland Press' "Companions to 19th-Century Literature Series."
- Professor Evan Boggess, Lecturer in Art, was a featured artist in YNST Magazine article centering around his painting *Mason Dixon Sunburn*. He also had his work featured in two regional exhibitions over the summer.
- Professor David Modler, Professor of Art, participated in a weeklong printmaking project on Galiano Island off the coast of Vancouver in British Columbia. Linoleum blocks cut by Shepherd art students were incorporated into over 100 prints.
- Tyler Koerner, senior BFA student in Graphic Design, won a competition to design the label for S'Mores Stout, a new beer introduced by Amani Brewing in Martinsburg.
- The Shepherd University Ram Band premiered their *USA Tour 2026* show at the Saturday, September 5th home football game following an exciting week of band camp and other academic year opening activities.

COLLEGE OF BUSINESS AND TECHNOLOGY

- Dr. Robert Szarka, Assistant Professor of Economics, successfully completed a \$25,000 West Virginia Higher Education Policy Commission (HEPC) WV Challenge Grant, creating extensive Open Educational Resources (OER) that saved Shepherd students an estimated \$26,000 in the first two semesters. Project collaborators included Zahara Pourabedin, Assistant Professor of Business, Joshua Beck, Assistant Professor of Business, Amanda Mandzik, Associate Professor of Economics, Jimmie West, adjunct professor, Yildiz Nuredinoski, Director of Online Learning, and Rich Lanham, Instructional Technologist.
- Dr. George Ray earned a Master's Certificate in Data Marketing Communications from West Virginia University. This advanced credential strengthens the department's expertise in the growing fields of artificial intelligence, marketing, and data analytics and supports continued innovation in curriculum and applied learning opportunities.
- Faculty members in the Department of Business and Sport Administration received the 2025-2026 Mike Smith Faculty Excellence Awards:
 - Service: Dr. George Ray, Associate Professor of Business Administration
 - Research: Dr. Zahra Pourabedin, Assistant Professor of Business Administration
 - Teaching: Dr. Cindy Vance, Associate Professor of Accounting
 - Adjunct Teaching: Tim Droddy
 - Overall Excellence: Dr. Joshua Beck, Assistant Professor of Business Administration
- Dr. Qing Wang, Professor of Mathematics, together with computer science, mathematics, and engineering students, partnered with the Town of Shepherdstown to evaluate their data collection tools and methodologies supporting community projects.

COLLEGE OF SCIENCE, HEALTH, AND WELLNESS

- Dr. Mary Hancock, Professor and Chair of School of Nursing, has been accepted into the 2027 American Association of Colleges of Nursing (AACN) Access, Connection, and Engagement Leadership Institute (ACELI).
- Seventy-seven students from the College of Science, Health and Wellness attended the first CaPS (Career Pathway Series) event on September 2. CaPS is designed to assist students prepare for internships, employment, and further education such as graduate or professional school.
- The following students participated in internships this summer, with placement information given where known:
 - Alyssa Rugh – USDA
 - Kailey Shropshire – USDA
 - Samantha Keith – INBRE
 - Shayna Tyson – Puerto Rico
 - Aishlynn Egan – Fruit Research Station
 - GG Marte-Diaz – INBRE
 - Hanna Wheaton – INBRE
 - Emerson Tracy – INBRE
 - Mickey Gurson – WVU
 - Reagan Ackermann
- The following students completed research on campus this summer:
 - Angie Fisher, Emily Combs, and Vanessa Schilling, working under Dr. Conor Sipe
 - Alan Ennis, working under Dr. Sytil Murphy.
- Drs. Jacqueline Cole, Associate Professor of Chemistry, Osman Guzide, Professor and Chair of the Department of Computer Science, Mathematics, and Engineering, Weidong Liao, Professor of Computer and Information Sciences, Sytil Murphy, Associate Professor and Chair of the Department of Natural and Physical Sciences, Conor Sipe, Associate Professor of Biology, and Qing Wang mentored eight chemistry, biology and computer science students in research, applying for internships, and preparing scientific posters. One student presented at WVU's Summer Undergraduate Research Conference.

STUDENT ACADEMIC ENRICHMENT

Shepherd University's TRIO Student Support Services (SSS) and Upward Bound programs received continued federal funding for the 2026-2027 program year. These programs provide academic support, college access services, and persistence-focused interventions that assist students in achieving their educational goals.

Two Shepherd University students received nationally competitive scholarships to support international study during Fall 2026. Gabriela Di Pomazio, a senior English major, was awarded a Benjamin A. Gilman International Scholarship to support study at Shepherd's partner institution, Unicollege, in Florence, Italy. Hannah Seelinger, a sophomore Global Studies major, received both a Freeman-ASIA Scholarship and a Huayu Scholarship to support intensive Mandarin language study at National Taiwan Normal University in Taiwan.

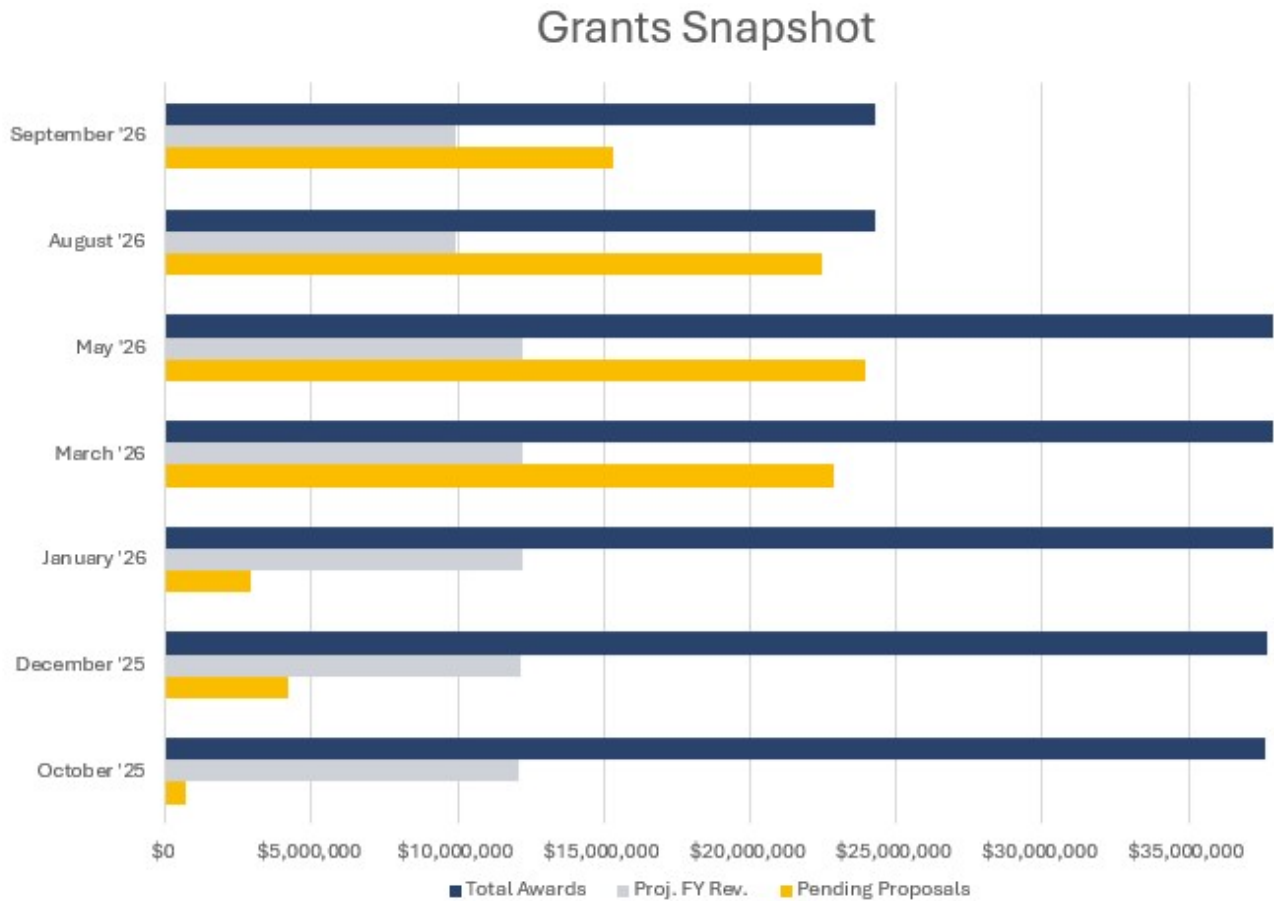
Launch of the OnRamp Initiative

- Student Academic Enrichment staff partnered with the Scarborough Library staff and other campus offices to launch OnRamp, a new collaborative initiative designed to assist students encountering barriers to enrollment and a successful start to the semester. Approximately 30 students participated and received individualized support related to financial aid, academic advising, identification cards, parking permits, and other enrollment requirements.
- Through the National Endowment for the Arts Big Read initiative in partnership with Arts Midwest, Student Academic Enrichment launched the 2026-2027 campus and community reading program centered on *Narrative of the Life of Frederick Douglass*. As part of the initiative, first-year students received complimentary copies of the text through First-Year Experience and English 101 courses.

OFFICE OF SPONSORED PROGRAMS

FY2027 Active Grant Awards to Date: September 2, 2026

- Projected FY2027 revenue from active and closed grants: **\$9,922,728**
- Total current value of all FY2026 grants (active, awarded and/or closed): **\$24,263,169**



Newly Awarded Grants to Date: September 2, 2026

- West Virginia Humanities Council's Mini Grants: Telling Our Story: An Interpretive History Installation at the Shepherdstown Opera House, Dr. Benjamin Bankhurst. **\$1,500**

ENROLLMENT MANAGEMENT

Fall 2026 Total Degree-Seeking Enrollment Report YTD Comparison, Friday After Drop for Non-Payment September 11, 2026					
Student Type	Fall 2024	Fall 2025	Fall 2025 (Census)	Fall 2026	YTD Num. Diff.
Continuing	1524	1515	1554	1465	-50
New Freshman	491	561	572	507	-54
Re-admit	21	17	19	26	9
Transfer	249	207	217	223	16
Total Undergraduate	2285	2300	2362	2221	-79
Graduate - Continuing	86	93	93	65	-28
Graduate - New	68	62	65	97	35
Total Graduate	154	155	158	162	7
Degree-Seeking	2439	2455	2520	2383	-72

Fall 2026 Enrollment Funnel Data					
Applications	Fall 23	Fall 24	Fall 25	Fall 26	1 yr Chg.
Freshman	2568	2076	2108	2165	3%
Transfer	577	565	567	550	-3%
Readmits	57	52	48	51	6%
Total Applicants	3202	2693	2723	2766	2%
Admits	Fall 23	Fall 24	Fall 25	Fall 26	1 yr Chg.
Freshman	1762	1629	1633	1689	3%
Transfer	381	383	388	380	-2%
Readmits	42	37	38	47	24%
Total Admits	2185	2049	2059	2116	3%
Deposits	Fall 23	Fall 24	Fall 25	Fall 26	1 yr Chg.
Freshman	660	594	697	640	-8%
Transfer	288	316	308	290	-6%
Readmits	36	35	37	47	27%
Total Deposits	984	945	1042	977	-6%

Net Deposits	Fall 23	Fall 24	Fall 25	Fall 26	1 yr Chg.
Freshman	618	562	656	591	-10%
Transfer	269	297	282	275	-2%
Readmits	36	32	36	45	25%
Total Deposits	923	891	974	911	-6%

Spring 2027 Enrollment Funnel Data					
Applications	Spring 24	Spring 25	Spring 26	Spring 27	1 yr Chg.
Freshman	55	25	25	18	-28%
Transfer	45	63	31	41	32%
Readmits	9	5	4	3	-25%
Total Applicants	109	93	60	62	3%
Admits	Spring 24	Spring 25	Spring 26	Spring 27	1 yr Chg.
Freshman	16	8	10	3	-70%
Transfer	16	26	10	20	100%
Readmits	0	2	2	1	-50%
Total Admits	32	36	22	24	9%
Deposits	Spring 24	Spring 25	Spring 26	Spring 27	1 yr Chg.
Freshman	3	6	3	1	-67%
Transfer	12	5	6	13	117%
Readmits	0	2	2	1	-50%
Total Deposits	15	13	11	15	36%
Net Deposits	Spring 24	Spring 25	Spring 26	Spring 27	1 yr Chg.
Freshman	3	6	3	1	-67%
Transfer	12	5	6	13	117%
Readmits	0	2	1	1	0%
Total Deposits	15	13	10	15	50%

- For the fall 2026 admissions cycle the Undergraduate Office of Admissions received 2,766 applications; admitted 2,116 students; and received 977 deposits. Now that the fall 2026 cycle has concluded, the staff is focused on the spring and fall 2027 classes.

- Fall travel season for the admissions staff began on August 31, beginning with college fairs in the Parkersburg, WV area. This year staff members will be recruiting in West Virginia, Maryland, Northern Virginia, Pennsylvania, New Jersey, and Delaware.
- Admissions will host two open houses this fall. The dates are September 19 and November 7. Students will be able to customize their day, and options include academic breakout sessions, campus and residence hall tours, and meeting with student support offices. In addition to the customizable portion of the day, students and families will learn about the admissions and financial aid processes and Shepherd campus services.
- Undergraduate Admissions in partnership with the Office of the Registrar have begun implementation of Smart Panda Transcript Tools. The software system eliminates manual processing of transfer transcripts, pulling them from Slate automatically, evaluating the transcript's transfer credits and GPA, and sending the data to Banner. Smart Panda can reduce the amount of time to evaluate a transfer applicant for admission and receiving their official degree evaluation from a three to four-week timeframe (or longer in some instances) to a 48 hour turn around for a student to receive their admissions decision and their official degree evaluation.

Dual Enrollment

- This year Shepherd received 445 applications for the dual enrollment program, the most in the history of the program. Of the 445 applications, 404 students met the admissions requirements. As of September 8, 354 dual enrollment students were registered for classes, accounting for 2,139 total credit hours.
- The Regents Bachelor of Arts (RBA) program continues to show positive momentum, with enrollment up 39% compared with Fall 2025. This growth reflects continued efforts to increase awareness of the program, strengthen community partnerships, and better serve adult and returning students.
- Military outreach is expanding as well. An RBA information session for members of the 167th Airlift Wing in Martinsburg is scheduled for September 12, providing an opportunity to highlight how military training, prior college coursework, and other eligible prior learning may contribute toward degree completion. Discussions are also underway with Jefferson County Schools regarding a partnership for their employees for degree-seeking programs.

- In addition to recruitment, increased attention is being placed on student retention and engagement. This semester, the program held its first evening virtual session specifically for current RBA students, providing an informal opportunity for students to receive program updates, ask questions, and connect with the program outside of individual advising appointments.
- Work has begun to modernize and streamline the RBA emphases. This includes eliminating emphases with little or no enrollment, updating existing emphases by removing courses that are no longer offered, and exploring new options in high-interest areas such as artificial intelligence and cybersecurity. The goal is to ensure that RBA academic options remain relevant, accessible, and responsive to both student interests and workforce needs.

Provost Office

Faculty Affairs sponsored another successful Faculty Professional Development Day as part of the new faculty welcome back week that included an address by President Wesson, chair training, college and departments meetings, and the Student Convocation.

Academic Affairs continues to assess technology needs to complement the work of various departments. The University has invested in the following tools to reduce manual processes and refocus staffing positions:

- Curriculum tool to assist with curriculum changes and updates to the Catalog;
- SmartPanda to automate aspects of transfer transcript reviews;
- Yuja Panorama to assist with Title II compliance around ADA; and Respondus + Lockdown to improve proctoring for quizzes and other online classroom assessments.

These new tools as well as expanding Banner resources, in partnership with IT Services, provides stronger customer service to students, faculty, and staff.

The Office of Online Learning has expanded with the addition of a new Instructional Designer to improve online course design and impact success of our full online graduate degrees and undergraduate blueprint courses.

INSTITUTIONAL ACCREDITATION ANNUAL REPORT

NATIONAL HIGHER EDUCATION ACCREDITATION LANDSCAPE

On August 19, 2026, the U.S. Department of Education issued a Notice of Proposed Rulemaking in the *Federal Register* focused on the national postsecondary accreditation system. The proposed rules cover numerous academic, financial, and legal requirements to be met by accrediting agencies and by higher education institutions. The public comment period lasted from August 20-September 21, 2026. The final regulations would become effective no earlier than July 1, 2027.

INSTITUTION-LEVEL

Higher Learning Commission (HLC)

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

Per President Wesson's August 2026 communication to campus: "The Higher Learning Commission review was very positive overall. Shepherd University met all four accreditation criteria and retained accreditation without sanctions. The team praised Shepherd's mission, shared governance, student-centered culture, identity grounded in the liberal arts and sciences, community engagement, and strategic planning. There were concerns expressed regarding Criterion 3: developing a more consistent, evidence-based culture of assessment, improving online education, ensuring consistency across instructional modalities, and documenting how assessment results. The report is fundamentally affirming. The University's principal task going forward is to demonstrate a mature, sustainable culture of continuous improvement built upon assessment. Meeting the Commission's recommendations will require additional institutional investments. I have directed the provost to identify the specific resources

needed to ensure Shepherd meets all HLC expectations before our required 2028 monitoring report is submitted."

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

PROGRAM-LEVEL

American Society for Biochemistry and Molecular Biology (ASBMB)

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

Commission on Accreditation of Allied Health Education Programs (CAAHEP)

The program is in compliance with accreditation standards through the first application and reporting process in 2022. Their self-study report and evidence files are also available through their program's web pages. The next evaluation period will take place in 2027; this fall, the program will receive its notification to schedule a 2027 virtual visit.

Commission on Collegiate Nursing Education (CCNE)

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

Council for the Accreditation of Educator Preparation (CAEP)

During the 2025-2026 academic year, Shepherd University's School of Education (SOE) / Educator Preparation Program (EPP) established a Data Sharing Initiative with both Berkeley County and Jefferson County Schools (BCS / JCS) in efforts to improve their ability to evaluate their Completers' Ability to Effectively Impact P-12 Student Learning (Standard R4.1) as required by their outside national accreditors, the Council for the Accreditation of Educator Preparation (CAEP). Both districts have begun providing the SOE/EPP assessment data for use in its evidence gathering efforts in advance of the CAEP Accreditation Review for the stipulation of R4.1 scheduled for December 2026. The SOE/EPP also realized success with its first round of R4 Case Study participants, in which recent alumni working as P-12 teachers within local schools completed a "mini-Teacher Performance Assessment (TPA)" that included data collection and analysis as well as guided reflection and feedback focused on the impact of their experiences within the SOE/EPP at Shepherd on their current teaching practices. The findings from both data collection efforts are being reported to the two-person CAEP review team in advance of their virtual visit for which the SOE/EPP anticipates continued success. In addition to these efforts, the SOE/EPP reported on its efforts to CAEP as required via its Annual Report in March 2026 regarding its progress on both the stipulation (above) and the identified Areas for Improvement; the CAEP Accreditation Team identified no gaps in the Report and found no further action needed. Based on these efforts and initiatives, the School of Education / Educator Preparation Program at Shepherd University report ongoing and continued success toward improvement and ensure compliance with all internal and external requirements for the Fall 2026 semester. Annual reporting measures are available to the general public each April via the School of Education's CAEP website.

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

The program is in compliance with accreditation standards through the annual reporting process. The COAPRT self-study was completed in February 2021, and the campus visit occurred March 3-5, 2021. On October 22, 2021, the Council agreed to extend the Recreation and Sport Studies program's current accreditation and defer action on re-accreditation with the condition that the program provide evidence of programmatic decision-making (7.01.04, 7.02.04, 7.03.04 and 7.04.04) by March 1, 2022. On February 24, 2022, evidence of programmatic decision response was sent to the Council, and in March, 2022, the Recreation and Sport Studies program was re-accredited. This re-accreditation is valid through 2028 when the next review hearing will take place. The annual report was completed and submitted on February 26, 2026. On June 30, 2026, the Council reported that all requirements were met by the program. The next annual report is due by March 1, 2027.

Council on Social Work Education (CSWE)

The Social Work program submitted a thorough and well-developed self-study in April 2019. A successful site visit in the Fall of 2019 resulted in continued accreditation for eight years and no areas for follow-up. In July 2022, the Council on Social Work Education (CSWE) released new Educational Policy and Accreditation Standards (EPAS) for Baccalaureate and Master's Social Work Programs. All social work programs, regardless of their reaffirmation timetable, were required to be in compliance with the 2022 EPAS by July 1, 2025. In Fall 2023, the Social Work program implemented the updated competencies for social work education established by the 2022 EPAS. The program has also developed additional program assessment measures as required by the 2022 EPAS. These measures were piloted in spring 2024 and were fully implemented in the 2024-2025 academic year. The Social Work Program is scheduled for CSWE reaffirmation in February 2028. As part of this process, the program will submit its self-study to CSWE in April 2027, followed by a site visit in fall 2027.

International Assembly for Collegiate Business Education (IACBE)

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

National Association of Schools of Music (NASM)

Through the annual reporting process and progress report, the program is currently in compliance. The NASM self-study was completed in December 2024 and submitted to the National Office in January 2025. The NASM site visit occurred in March 24-25, 2025. We received the NASM Visitor's Report in June 2025. The School of Music faculty submitted an optional response on October 1, 2025, which addressed areas of concern noted in the Visitor's Report pertaining to NASM accreditation standards and guidelines. In December 2026 we received a Commission Action Report from the NASM Commission on Accreditation confirming a continuation of our current membership status as an institution while deferring final review pending additional information. We did receive plan approval for our Bachelor of Arts in Music Performance concentration. Shepherd University Music faculty will be working on response to the Action Report which is due October 1, 2026.

SHEPHERD UNIVERSITY
NOTICE OF INTENT TO PLAN
MINOR in ARTIFICIAL INTELLIGENCE
COLLEGE OF BUSINESS and TECHNOLOGY

Section I: Overall Concept of Program

Introduction

Shepherd University' College of Business and Technology seeks approval to develop a 15-18 credit minor in Artificial Intelligence. In recent years, artificial intelligence competency has moved from a specialist skill to a professional expectation in many positions. Regional employers in health care, financial services, government, education, business, and a host of other careers now seek practitioners who can build and train models, the proposed Artificial Intelligence Systems track, as well as a larger population of professionals who can apply, evaluate, and govern AI tools responsibly, the proposed Applied Artificial Intelligence track.

The minor builds primarily on the computer science curriculum and culminates in a required capstone experience that ideally applies AI directly to the students' major's capstone course, or, when that option is not possible, students would complete a stand-alone project.

The minor is a university-wide collaboration. While the College of Business and Technology serves as the administrative home, the required introductory course that covers ethical reasoning and other complex social issues related to AI is housed in the College of Arts, Humanities, and Social Sciences. All colleges may develop or provide additional courses within the minor, extending applied AI coursework into their own disciplines.

Program Objectives

1. **Foundational Understanding of Artificial Intelligence** — Students will develop an accurate understanding of what AI systems are, how they work, and what they can and cannot do, through a required introductory course shared by both tracks.
2. **Ethical and Responsible AI Practice** — Students will examine the ethical dimensions of artificial intelligence, including bias, privacy, accountability, and academic and professional integrity as a required component of the introductory course and a theme sustained across the curriculum.
3. **Cross-Disciplinary Reach** — Both tracks will be open to students in every major, carrying students across disciplinary lines: non-technical majors gain genuine access to AI capability, including model building through the Systems track, while technical majors gain the applied, ethical, and communication dimensions of AI practice.
4. **Integration with the Major** — Through a required capstone experience, students will apply AI methods to an authentic problem in their major field, connecting the minor's competencies directly to the discipline in which they will build their careers.
5. **Rapid Iteration and Currency** — Because the underlying technology is changing rapidly, continuous improvement of the curriculum will be both encouraged and required. New course offerings and ongoing course improvements are foundational to the Minor.
6. **Technical Model Development (Systems Track)** — Students will build the programming and computational foundations needed to implement, train, and evaluate AI and machine learning models through a sequenced computer science progression.
7. **Applied AI Competency (Applied Track)** — Students will learn to use, evaluate, and configure AI tools, including prompting, generative AI practice, and no-code model creation in professional, creative, and civic contexts, without a programming prerequisite.

Student Learning Outcomes

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

1. **Explain AI Systems** — Describe how modern artificial intelligence systems function, including their capabilities and limitations.
2. **Reason About AI Ethics** — Analyze ethical and societal implications of AI, including bias, privacy, accountability, and integrity in academic and professional use.
3. **Produce a Working AI Artifact** — Create a functioning AI product — a trained model on the Systems track, or an applied AI solution, assistant, or workflow on the Applied track — which, in the required capstone, addresses a problem drawn from the student's major.
4. **Apply AI in Context** — Select and apply appropriate AI tools and methods to problems in the student's own field of study or professional interest.
5. **Evaluate AI Outputs** — Critically assess the quality, reliability, and appropriateness of AI-generated results.
6. **Communicate About AI** — Explain AI concepts, decisions, and limitations clearly to technical and non-technical audiences.

Section II: Market Analysis & Financial Pro Forma

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

Financial Pro Forma

This will be a revenue- and cost-neutral minor. Most of the coursework supporting both tracks already exists in the current catalog and is offered on a regular rotation. Reductions in other offerings will offset any new classes created for the minor, so the minor adds no net instructional cost. No new faculty positions, facilities, laboratories, or library collections are required. Because the minor draws students into existing courses and packages current capacity into a credential that students can name on a résumé and employers can recognize, it strengthens enrollment in existing offerings, supports recruitment and retention, and requires no new revenue to sustain.

Section III: Timeline & Contingency Planning

Timeline for Implementation

Fall 2026	Submit Intent to Plan; curricular development through faculty governance; new-course proposal for the introductory AI course, offset by reductions in other offerings.
Spring 2027	Curricular approval; pilot offerings of introductory content under special-topics numbers; advising maps drafted; prerequisite amendments enacted
Summer 2027	Program added to the University catalog; marketing and minor-declaration process launched; course rotation published.
Fall 2027	First full offering of both tracks
Spring 2028	Assess student outcomes; continued enrollment growth.
May 2028	First students graduate with the Minor in Artificial Intelligence.

It is foreseeable that many students will have completed many of the minor's courses by the time the credential is officially posted in the catalog, allowing them to declare the minor, finish it quickly, and make a first graduating class in May 2028 realistic rather than aspirational.

Contingency Planning

Should the minor grow beyond expectations, the College of Business and Technology, in coordination with the participating colleges, will maintain program quality while remaining cost-neutral by:

1. **Managing section capacity** — Adjusting seat allocations and section rotation in existing courses to keep faculty-to-student ratios manageable.

2. **Reallocating offerings** — Shifting instructional capacity toward high-demand minor courses, offset by reductions in lower-enrollment offerings.
3. **Monitoring outcomes** — Gathering feedback from students, faculty, and regional employers to ensure the minor continues to meet evolving needs.

The College of Business and Technology will evaluate the program regularly to identify barriers including course structure, scheduling, marketing, or student demand, and adjust offerings, delivery formats, and recruitment accordingly to provide a data-driven recommendations if enrollment expectations are met at the end of three years. Because the minor is built almost entirely from existing courses and is cost-neutral by design, underperformance carries minimal financial exposure: new offerings can be scaled back or retired through normal curricular action, and the underlying courses continue to serve their home programs. This structure allows the University to act on a clear market opportunity while managing institutional resources responsibly.

SHEPHERD UNIVERSITY NOTICE OF INTENT TO PLAN

BACHELOR OF APPLIED SCIENCE – LEADERSHIP AND ARTIFICIAL INTELLIGENCE **COLLEGE OF BUSINESS and TECHNOLOGY**

Section I: Overall Concept of Program

Title, Level of Degree: Bachelor of Applied Science (B.A.S.) in Leadership and Artificial Intelligence — baccalaureate degree-completion program, 120 credits (60-credit A.A.S. block transfer + 60 Shepherd credits).

College/Department: College of Business and Technology in collaboration with partner departments.

Shepherd University seeks approval to develop a B.A.S degree in Leadership and Artificial Intelligence. This degree provides a specific pathway for students holding an Associate of Applied Science (A.A.S). This degree has three primary goals:

- Increase Shepherd University's focus on adult learners who have historically been underserved by traditional higher education degree programs that discard or undervalue technical credit. Applicants to the B.A.S. program must have completed an A.A.S. degree and graduated high school a minimum of three years prior to enrollment.
- Contribute to regional economic development directly by providing leadership and technology skills in the form of credentials needed by local industry and in workforce development.
- Address WV House Bill 3024 (2025) which mandates that WV universities provide effective transfer protocols for all career pathways (e.g., HEPC's WV Climb initiative) HEPC now codifying policies related to A.A.S. to B.A.S. degrees through the WV Climb initiative.

Students with any A.A.S. degree from a regionally accredited institution are eligible. Modeled similarly to other BAS programs across the region, a student's A.A.S. degree transfers whole as the technical major at Shepherd,

which will then provide coursework in individualized general-studies completion from the Core Curriculum; leadership and management; applied Artificial Intelligence coursework including AI-ethics content, and an internship–integration–capstone sequence. Shepherd's signed Blue Ridge CTC 2+2 agreements and the Regents Bachelor of Arts (RBA) completion model serve as proofs-of-concept. This new program also aligns with current and evolving state policy.

Program Objectives

- Convert technical excellence into advancement by accepting the completed A.A.S. as the major and adding the management and AI coursework which workforce supervisor roles require.
- Develop leadership and management competency across management, communication, ethics, project management, operations, and organizational psychology.
- Build applied AI competency in every B.A.S. graduate through a required, chain-free three-tier AI sequence aligned to the region's fastest-growing skills.
- Complete general education requirement via an individualized core-completion band mapped to each student's A.A.S. record.
- Integrate learning through practice with a required internship, integration seminar, and applied industry capstone.
- **Student Learning Outcomes (Competencies)**
 - Apply management, human resources, and operations principles to lead teams and improve organizational performance.
 - Plan and execute projects using recognized project management methods and data-informed decision-making.
 - Evaluate, select, and ethically deploy artificial intelligence tools appropriate to develop workplace solutions.
 - Communicate technical and managerial information effectively to diverse audiences in written, oral, and digital forms.
 - Integrate technical training, general education breadth, and management coursework to solve an authentic industry problem, demonstrated through the internship and capstone sequence.

Section II: Market Analysis and Financial Pro Forma

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

Financial Pro Forma (5 Years)

Start-up funding is limited to a \$20,000 pre-launch marketing placeholder, and one new full-time faculty line (\$70,000 placeholder salary plus benefits) is added in Year 3 as enrollment scales; no facilities, laboratories, or library collections are required: roughly 90% of the proposed B.A.S curriculum leverages existing undergraduate courses with available seat capacity, thus the model prices only incremental costs.

Preliminary P&L for Proposed B.A.S. in Leadership and Artificial Intelligence

		Year 1 2027-28	Year 2 2028-29	Year 3 2029-30	Year 4 2030-31	Year 5 2031-32
START-UP FUNDING (if applicable)		20,000	0	0	0	0
TOTAL STUDENT POPULATION- Degree		18	41	60	73	80
TOTAL REVENUE		\$86,850	\$388,745	\$570,670	\$698,975	\$761,213
EXPENSES						
Total New Instructional Costs (Adjuncts, Overloads, FT Faculty)		\$9,000	\$18,000	\$100,000	\$106,000	\$112,000
Total New Administrative Costs (e.g. Program Director, inst. Des.)		\$50,000	\$70,000	\$70,000	\$77,500	\$77,500
Employee Benefits	35%	\$20,650	\$30,800	\$59,500	\$64,225	\$66,325
Total New Equipment or Materials (marketing, recruitment, AI tools)		\$0	\$22,000	\$20,000	\$20,000	\$20,000
TOTAL EXPENSES		\$99,650	\$140,800	\$249,500	\$267,725	\$275,825
Net Revenue		-\$12,800	\$247,945	\$321,170	\$431,250	\$485,388
Net Revenue Margin		-15%	64%	56%	62%	64%

Enrollment and Revenue Projections for Proposed B.A.S. in Leadership and Artificial Intelligence

			Year 1 2027-28	Year 2 2028-29	Year 3 2029-30	Year 4 2030-31	Year 5 2031-32
B.A.S. Leadership & AI		New Students	18	28	40	45	48
		2nd Year Students		13	20	28	32
Retention Rate	70%	Total Enrollment	18	41	60	73	80
Net Tuition/Credit Hour	\$500	Total Credits	171	771	1,132	1,387	1,511
Average Annual Credits	19	Tuition/Credit Hour	\$500	\$500	\$500	\$500	\$500
Average Annual Tuition	\$9,500	Additional Fees (\$75)	1350	3045	4470	5475	5962.5
Total Program Credits	60	Total Revenue	\$86,850	\$388,745	\$570,670	\$698,975	\$761,213
Total Years of Program	3						
Total Program Cost	\$28,500						

Estimates are deliberately conservative: revenue is priced entirely at in-state rates held flat for five years although the service area includes Maryland and Virginia commuters; no revenue is assumed from certificate-pathway (1+1+2) students or from non-majors enrolling in the new AI courses; Year 1 counts only a half year of launch-cohort credits; and a 35% benefits rate is applied to all new instructional and administrative cost.

No external funding is required. Initial start-up funding and operating is absorbed within the College's operating budget and recovered in Year 2. The University will pursue workforce-development funding aligned with WV Climb priorities, but no element of launch or continuation depends on external funds.

Section III: Timeline and Contingency Planning

Timeline for Implementation

September 2026	Provost presents Intent to Plan to the Board of Governors (semiannual meeting); HLC New Degree
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	Program Screening Form completed with the Accreditation Liaison Officer
October 2026 – January 2027	Faculty develop all program and course curricula (titles, descriptions, sequencing) through established faculty governance processes, within the budgetary framework of this Intent to Plan; prerequisite amendments; draft articulation guides for all Blue Ridge CTC A.A.S. programs
February 2027	Provost presents the fully developed program to the Board of Governors for final authorization, as required by HLC and WV-HEPC policy, documenting any changes since this Intent to Plan
Spring 2027	<i>Subject to external approvals being received, program added to the WV-HEPC Degree Inventory; marketing and enrollment campaign launched (Admissions, University Communications)</i>
April 2027	Program added to university catalog; courses included in Fall 2027 schedule; internship partner network finalized
August 2027	Enroll first cohort (full-time and part-time tracks)
December 2027	Assess student outcomes; continued enrollment drive; continue course development
August 2028	Enroll second cohort; add articulation partners beyond Blue Ridge CTC

Once Board of Governors approval is received, all additional required external approvals will be acquired before program launch.

The University will also engage the Commission's Integrated Pathways workstream, now building A.A.S.-to-B.A.S. case studies, to offer this program as an early statewide model.

Contingency Planning

If enrollment growth far exceeds expectations, Shepherd University will maintain program quality while responsibly managing growth by:

- Adding additional sections of courses exceeding section capacity limits.

- Expand instructional capacity through full-time and adjunct hiring and scaling academic advising to maintain personalization, student belonging, and timely degree audits.
- Expanding the regional employer partner network to guarantee internship placements and capstone sponsors for larger cohorts. (Part of on-going work regardless of numbers.)
- Reinvesting generated tuition revenue into program development, faculty support, and student services
- evaluate additional articulation partners and field-specific tracks.

If enrollment growth fails to meet expectations after three years, the University will ensure responsible use of institutional resources by:

- Conducting a comprehensive review of admissions trends, marketing, curriculum design, and delivery, with feedback from students, faculty, and partners. This data begins in year 1 and on-going assessment will inform decisions at year three.
- Expanding recruitment through additional articulation partners and employer channels; adjust course rotations and faculty loads for cost efficiency; pursue external workforce-development support.
- If the program remains unsustainable, implement a structured teach-out ensuring all enrolled students complete the degree without interruption; because roughly ninety percent of the curriculum consists of existing courses serving other programs, stranded costs are minimal.

External funding sunsets are not currently applicable to program viability. This initial degree program launches and operates entirely on tuition revenue. Should supplemental grant funding later sunset, affected enhancements would be scaled to tuition-supported levels without affecting degree delivery.

SHEPHERD UNIVERSITY
NOTICE OF INTENT TO PLAN

MASTER OF SCIENCE IN NURSING
Concentrations in FAMILY NURSE PRACTITIONER and
PSYCHIATRIC MENTAL HEALTH NURSE PRACTITIONER

COLLEGE OF SCIENCE, HEALTH, and WELLNESS

A coordinated expansion of Shepherd's graduate nursing program

Section I: Overall Concept of Program

Introduction

Shepherd University seeks approval to develop a coordinated expansion of its graduate advanced practice nursing programs through the development of Master of Science in Nursing pathways in Family Nurse Practitioner (MSN-FNP) and Psychiatric Mental Health Nurse Practitioner (MSN-PMHNP) preparation. The proposed expansion responds to strong regional workforce demand for nurse practitioners and documented needs for increased access to primary care and behavioral health services in West Virginia and the surrounding region.

Lightcast Q3 2026 data (submitted separately) demonstrate particularly strong demand for nurse practitioners in West Virginia, with exponential growth projected through 2030, especially in the West Virginia region.

In addition to Lightcast Data, these workforce projections are reinforced by documented community health needs within Shepherd University's service region. The 2025 WVU Health Affairs Institute Community Health Needs Assessment for Berkeley Medical Center and Jefferson Medical Center identified substance use and mental health, obesity and co-morbid chronic disease, and access to care, including primary care, as major regional priorities. Among community respondents from Berkeley, Jefferson, and Morgan Counties, 54% identified drug and/or alcohol use as a leading health concern, 42% identified mental health problems, and 40% identified obesity. These findings demonstrate a direct relationship between regional

healthcare needs and the preparation provided through the proposed FNP and PMHNP pathways.

The proposed MSN pathways will use a flexible combination of instructional formats designed to support working nurses while maintaining appropriate faculty engagement and clinical preparation. Some courses will be delivered fully online using synchronous or asynchronous instruction, while others will use a hybrid format that combines face-to-face instruction with synchronous and asynchronous online learning. Required in-person experiences will be incorporated where appropriate for clinical preparation, laboratory, and simulation activities, skills development, and competency assessment. This approach allows the programs to leverage existing graduate nursing courses, faculty expertise, clinical partnerships, and University resources while providing students with flexibility and meaningful faculty interaction. Shepherd University currently offers an MSN-to-DNP entry pathway.

As part of these proposed changes, this existing pathway would be further developed and strengthened through clearer curriculum sequencing, defined practice-hour requirements and individual gap analysis, and intentional marketing to both Shepherd MSN graduates and other qualified MSN-prepared nurses. The proposed MSN pathways may also strengthen this DNP pipeline by providing Shepherd-prepared FNP and PMHNP graduates with a natural progression opportunity should they later choose to pursue doctoral education. The master's degree is also an option for DNP students who decide they would prefer to end their education before completing their doctorate.

Program Objectives

1. Create accessible master's-level pathways that prepare registered nurses for FNP or PMHNP certification and advanced practice.
2. Establish a coherent, stackable graduate nursing model in which MSN graduates may progress to Shepherd University's existing post-master's DNP pathway.
3. Strengthen advanced practice preparation through earlier evidence-based practice, research, statistics, diagnostic reasoning, and advanced science content.
4. Expand direct patient care experiences while preserving specialty-specific competency development in primary care and psychiatric mental health care.

5. Use flexible instructional delivery, including online, hybrid, and face-to-face learning experiences, to broaden access while retaining direct faculty assessment of clinical competence through laboratory, simulation, clinical, and selected on-campus experiences.

6. Leverage existing faculty expertise, clinical partnerships, courses, and DNP infrastructure while reducing curricular duplication.

7. Prepare doctoral graduates for systems-level practice leadership, evidence translation, quality improvement, population health, and scholarly project implementation.

8. Strengthen the advanced practice nursing workforce serving West Virginia and the surrounding rural and Appalachian region through accessible graduate pathways, regional clinical partnerships, and preparation for care of underserved populations.

Student Learning Outcomes

1. Advanced Clinical Practice: Integrate advanced assessment, diagnostic reasoning, pathophysiology, pharmacology, and evidence-based interventions to provide safe, patient-centered advanced nursing care within the selected specialty population.

2. Evidence-Based Practice and Scholarship: Critically appraise and apply research and other evidence to clinical decision-making, quality improvement, and advanced nursing practice.

3. Professional and Ethical Practice: Apply legal, ethical, regulatory, and professional standards to advanced nursing practice and demonstrate readiness for specialty certification and professional role transition.

4. Interprofessional Collaboration: Communicate and collaborate effectively with patients, families, communities, and interprofessional teams to improve health outcomes.

5. Health Equity and Population Health: Integrate social determinants of health, cultural considerations, prevention, and health equity principles into care of diverse and vulnerable populations.

6. Quality and Safety: Use quality and safety principles to evaluate outcomes and improve care delivery across practice settings.

7. Specialty Competence: Demonstrate population-focused competencies appropriate to family nurse practitioner or psychiatric mental health nurse practitioner practice.

8. Doctoral Practice Leadership: For post-master's DNP graduates, lead systems-level improvement through evidence translation, organizational leadership, population health strategies, and completion of a DNP scholarly project.

Proposed Program Structure

Pathway	Primary Purpose	Format / Length	Clinical / Practice Emphasis
MSN-FNP	Prepare RNs for FNP certification and advanced primary care practice across the lifespan.	Flexible delivery using online and hybrid formats with required face-to-face experiences where appropriate; approximately 2 years full-time.	Expanded direct patient care across primary care populations; final clinical-hour total requires curriculum reconciliation.
MSN-PMHNP	Prepare RNs for PMHNP certification and advanced psychiatric mental health practice across the lifespan.	Flexible delivery using online and hybrid formats with required face-to-face experiences where appropriate; approximately 2 years full-time.	Proposed target of approximately 800 direct patient care hours, pending final review.
Post-Master's DNP	Strengthen the existing post-master's DNP pathway for master's-prepared nurses/APRNs seeking doctoral-level practice leadership.	Existing pathway to be strengthened through revised sequencing, defined practice-hour requirements, individualized gap analysis, and intentional recruitment and marketing; approximately 2 years depending on prior graduate preparation.	Practice hours determined through individual gap analysis to ensure completion of required post-baccalaureate practice hours, including DNP scholarly project and systems-level practice experiences.

Clinical Preparation, Certification, and Emerging National Standards

The proposed increase in direct patient-care clinical hours for the MSN-FNP and MSN-PMHNP pathways is intentional and forward-looking. The 2022 Standards for Quality Nurse Practitioner Education issued by the National Task Force on Quality Nurse Practitioner Education establish a minimum of

750 direct patient-care clinical hours for NP preparation in a population focus. The AACN Essentials separately require practice experiences for advanced-level nursing education and emphasize demonstration of competency, while CCNE accreditation standards require clinical practice experiences to align with program outcomes and, when applicable, certification requirements.

Current certification requirements also underscore the importance of documented, faculty-supervised, population-focused clinical preparation. The American Nurses Credentialing Center (ANCC), which certifies PMHNPs, currently requires a minimum of 500 faculty-supervised clinical hours within the PMHNP program and requires documentation of those hours for certification eligibility. The American Academy of Nurse Practitioners Certification Board (AANPCB), which certifies FNPs, requires completion of the graduate NP program and its clinical-hour requirements before certification eligibility. Because educational, accreditation, certification, and regulatory expectations continue to evolve, the proposed approximately 800-hour clinical target positions Shepherd to exceed current certification minimums, align with the 750-hour national NP education standard, and provide graduates with additional supervised experience before entry into advanced practice. The increased hours are therefore justified primarily by educational quality and practice readiness, while also providing flexibility should national requirements increase.

West Virginia and Regional Community Health Need

The documented need for advanced practice providers extends beyond the Eastern Panhandle into the rural Potomac Highlands. The 2025 Grant Memorial Hospital Community Health Needs Assessment, encompassing Grant, Hampshire, Hardy, Mineral, and Pendleton Counties, identified substance use, obesity and chronic disease, mental health, and access to primary and specialty care as significant community concerns.

These regional findings support an intentional emphasis on rural and Appalachian health within both MSN pathways. Rather than creating a separate rural-health track, the programs can integrate rural and underserved healthcare needs through clinical partnerships, population-health experiences, and clinical placement opportunities throughout the Eastern Panhandle, Potomac Highlands, and surrounding communities.

This approach aligns the proposed FNP and PMHNP pathways with Shepherd University's regional mission while preparing graduates to address primary care, behavioral health, substance-use, and chronic disease needs in communities where access to care remains a challenge.

Section II: Market Analysis & Financial Pro Forma

Market Summary

Shepherd University subscribes to Lightcast Market Research, which provides labor-market, employment, and educational-program data used to evaluate regional workforce demand and program viability. Lightcast data, together with regional community health needs assessments, demonstrate sustained demand for nurse practitioners and support the development of the proposed MSN-FNP and MSN-PMHNP pathways.

Financial Pro Forma

PRELIMINARY P&L FOR GRADUATE NURSING PATHWAYS					
	Year 1 2027-2028	Year 2 2028-2029	Year 3 2029-2030	Year 4 2030-2031	Year 5 2031-2032
DAY 1 START-UP COST / FUNDING REQUIRED FOR NEW BSN-MSN	-	-	-	-	-
TOTAL STUDENT POPULATION – BSN-MSN + MSN-DNP + POST-MASTER'S CERTIFICATES	29	33	39	43	49
TOTAL REVENUE – ALL GRADUATE NURSING PATHWAYS	\$358,175	\$408,225	\$476,425	\$526,475	\$594,675
EXPENSES					
Total Enrollment-Driven Instructional Costs	\$27,000	\$36,000	\$36,000	\$45,000	\$45,000
Future Enrollment-Driven Administrative / Clinical Support Costs	\$75,000	\$87,500	\$115,250	\$116,750	\$118,250
Employee Benefits (included in administrative costs above)	-	-	-	-	-
New Equipment / Materials	-	-	-	-	-
TOTAL EXPENSES	\$102,000	\$123,500	\$151,250	\$161,750	\$163,250
NET REVENUE	\$256,175	\$284,725	\$325,175	\$364,725	\$431,425
NET REVENUE MARGIN	71.5%	69.7%	68.3%	69.3%	72.5%

GRADUATE NURSING ENROLLMENT & REVENUE						
Planning Assumptions	Enrollment & Revenue	Year 1	Year 2	Year 3	Year 4	Year 5
Tuition and Fees	\$500 BSN-MSN FNP Active Enrollment	12	14	16	18	20
Additional Student Fee	\$75 BSN-MSN PMHNP Active Enrollment	8	9	10	11	12
BSN-MSN Avg Annual Credits	28.0 Total BSN-MSN Enrollment	20	23	26	29	32
MSN-DNP Avg Annual Credits	15.5 MSN-DNP Active Enrollment	4	5	6	7	8
Post-Master's Certificate Avg Annual Credits	18.0 Post-Master's FNP Certificate Enrollment	3	3	4	4	5
Retention Assumption	85.0% Post-Master's PMHNP Certificate Enrollment	2	2	3	3	4
	Total Post-Master's Certificate Enrollment	5	5	7	7	9
	TOTAL GRADUATE NURSING HEADCOUNT	29	33	39	43	49
	BSN-MSN Revenue	\$281,500	\$323,725	\$365,950	\$408,175	\$450,400
	MSN-DNP Revenue	\$31,300	\$39,125	\$46,950	\$54,775	\$62,600
	Post-Master's Certificate Revenue	\$45,375	\$45,375	\$63,525	\$63,525	\$81,675
	TOTAL GRADUATE NURSING REVENUE	\$358,175	\$408,225	\$476,425	\$526,475	\$594,675

The proposed MSN-FNP and MSN-PMHNP pathways will leverage existing graduate nursing courses, faculty expertise, clinical partnerships, and University resources, limiting the need for substantial duplication of existing didactic instructional resources during initial implementation. Additional costs are expected to be concentrated primarily in the clinical education infrastructure necessary to support program quality and growth.

Anticipated Clinical Education Resources

Graduate Clinical Coordinator: The planning model includes a dedicated graduate-level clinical coordinator position to support site development, affiliation agreements, preceptor credentialing and orientation, placement tracking, student-preceptor issues, regulatory requirements, and coordination across the FNP and PMHNP pathways.

Adjunct Clinical Faculty: Because the proposed programs substantially expand direct patient-care experiences, adjunct clinical faculty should be budgeted according to enrollment, specialty needs, geography, and faculty workload. Current planning rates are \$60 per hour for doctoral-prepared adjunct faculty and \$55 per hour for master's-prepared adjunct faculty. For planning purposes, the model uses a 1:8 faculty-to-student benchmark for indirect NP clinical supervision; final staffing must follow the applicable CCNE standards, NP education standards, state requirements, and University workload policies.

Preceptor Support: Shepherd University does not currently pay NP preceptors. The pro forma includes a contingency for potential preceptor stipends or other clinical-placement support should compensation become necessary to secure and sustain adequate high-quality placements in a competitive regional market.

Multistate Faculty Licensure: The regional model may require faculty to maintain or obtain professional licensure in states where clinical oversight activities occur. The pro forma therefore includes a planning allowance for initial licensure and renewal costs when such licensure is necessary to support University program responsibilities, rather than relying on individual faculty to personally absorb program-related multistate licensing expenses.

Section III: Timeline & Contingency Planning

Timeline for Implementation

Fall 2026: Submit Intent to Plan and obtain Board-level direction to continue development.

Fall 2026–Spring 2027: Reconcile FNP and PMHNP curricula; finalize credits, clinical hours, culminating requirements, admission/progression standards, and alignment with the existing post-master's DNP pathway through faculty governance.

Fall 2026–Spring 2027: Consult with CCNE and applicable state/regulatory bodies; complete AACN Essentials, specialty competency, certification, and regulatory mapping.

Spring 2027: Finalize enrollment/resource pro forma; confirm faculty workload and FTE needs; define the graduate clinical coordinator role; assess adjunct clinical faculty capacity; confirm clinical placement and preceptor capacity; evaluate potential preceptor-support strategies; determine multistate faculty licensure needs; and confirm simulation/laboratory and distance-learning support.

Spring–Summer 2027: Complete University approvals; develop marketing and recruitment materials; and prepare or revise first-year courses for the approved online, hybrid, and face-to-face delivery formats.

Fall 2027: Proposed enrollment of first MSN-FNP and MSN-PMHNP cohorts, contingent upon all required approvals.

2028–2029: Evaluate enrollment and progression within the strengthened post-master's DNP pathway, including participation by Shepherd MSN graduates and other qualified MSN-prepared nurses; refine recruitment, advising, curriculum sequencing, and course scheduling based on enrollment and program outcomes.

Contingency Planning

Should enrollment exceed projections, Shepherd University would maintain program quality and regulatory/accreditation expectations through the following strategies:

1. **Faculty and Instructional Capacity:** Increase instructional capacity through strategic use of qualified full-time and adjunct graduate nursing faculty; maintain appropriate faculty oversight of NP clinical education; monitor faculty workload, advising, clinical supervision, and DNP project responsibilities; and add full-time faculty lines as enrollment and workload warrant.
2. **Clinical Placement Capacity:** Maintain dedicated graduate clinical coordination; expand and diversify clinical partnerships and qualified preceptor pools across West Virginia and the surrounding regional service area; evaluate the need for preceptor stipends or other support; and budget for required faculty multistate licensure, credentialing, site development, and compliance costs.

3. **Student Support and Online or Hybrid Infrastructure:** Scale advising, technology support, library resources, simulation/laboratory scheduling, and distance-learning support as enrollment grows.
4. **Financial and Strategic Planning:** Reinvest appropriate program revenue in faculty, clinical placement support, course development, simulation, technology, and student services.

Shepherd University would use a structured review and adjustment process during the first three years.

5. **Program Review and Assessment:** Review admissions trends, recruitment strategies, retention, curriculum design, delivery format, student feedback, employer input, and regional workforce demand.
6. **Strategic Program Adjustments:** Adjust recruitment, cohort size, course rotation, faculty deployment, and delivery strategies; strengthen healthcare-system partnerships; and pursue appropriate external funding or collaborative opportunities.
7. **Resource Stewardship:** Align instructional and administrative expenditures with actual enrollment while preserving required educational quality and student progression.
8. **Teach-Out Planning, if Necessary:** If enrollments fail to meet projections after three years, Shepherd will develop an orderly teach-out plan consistent with University, accreditation, and regulatory requirements so enrolled students can complete their program without interruption. This process will be used for each concentration separately or the entire program collectively as necessary.

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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.

Fraternity and Sorority Life has started the semester strongly. Panhellenic sororities are entering the third day of formal recruitment, with nearly 50 students completing the Eligibility and Interest Form and 26 participating as potential new members (PNMs). Approximately 20 students are expected to receive bids for membership.

Order of Omega hosted its annual Greek BBQ on September 4, bringing together representatives from every chapter and approximately 40 PNMs. Most chapters also participated in the Involvement Fair, where Lambda Chi Alpha generated significant interest. Following a summer of financial and leadership challenges, the chapter appears well-positioned to remain active and pursue substantial membership growth.

Recruitment is underway across the fraternity community. Social fraternities will host recruitment events over the next two weeks, while service and business fraternities are expected to conclude recruitment shortly. Most chapters will hold four to six events before extending membership offers.

The Office of Fraternity & Sorority Life has officially opened under the leadership of Coordinator Tobin Frevert. This position was strategically reimaged to better meet student needs and filled in summer 2026. His primary focus is rebuilding fraternity and sorority membership to pre-pandemic levels. Now operating from a newly renovated office in the Student Center, Mr. Frevert plans to expand alumni engagement, develop fundraising initiatives, and enhance the student experience through collaborative programs, workshops, and educational events. He is also working to strengthen connections between music-based fraternities and to foster greater engagement across East and West Campus communities.

Student Activities and Leadership

Student Affairs, Orientation, and Program Board launched the academic year with a Welcome Picnic at Popodicon, hosted by President Wesson. The event brought together new students, faculty, and staff for food, games, crafts, music, and community-building in the historic setting of Popodicon.

Wild, Wonderful Welcome Week (August 24-28) welcomed more than 500 students through a variety of engaging programs, including tie-dye, karaoke, bingo, and a blacklight dance party. The week fostered new student connection, a sense of belonging, and Ram pride from the start of the semester.

The annual Involvement Fair featured more than 50 student organizations. Activities included a climbing wall provided by the Martinsburg National Guard and the SGA dunk tank, which raised more than \$500 for the Ram Pantry. The event generated strong student engagement while highlighting the many opportunities for campus involvement.

The 30th Appalachian Heritage Festival (September 24-26) celebrates the history and culture of the region through workshops and performances. Founded by Rachael Meads in partnership with former faculty Dr. Linda Tate, the festival continues to thrive through strong support from Shepherdstown businesses and *Experience Shepherdstown*, whose sponsorships and complementary events showcase a unique and successful town-gown partnership. Learn more at www.shepherd.edu/AHF30.

Student Success Center coaches have already met with more than 50 students since the start of the fall 2026 semester, with many participating in ongoing weekly coaching sessions. Daily walk-in hours continue to provide all students with easy access to short-term coaching, study space, and free academic resources, including green books, Scantrons, notebooks, and calculator loans. More information is available at www.shepherd.edu/studentsuccess.

New Student Welcome and Convocation welcomed 421 incoming students on August 21. The day featured remarks from President Cameron Wesson, SGA President Tyler Furbee, and faculty speaker Dr. Albina Laskovtsov. After the ceremonies at Ram Stadium, new students were offered academic program meetings and Student Affairs programming focused on Shepherd's Culture of Respect. The day continued with the Welcome Party on Popodicon Lawn.

Campus Services

Shepherd Dining Services achieved an all-time concessions sales record at the Frostburg State game on September 5. Total gross sales were \$19,232, eclipsing the old mark of \$18,037 at the 2016 Fairmont State game. Sales per attendee were \$3.59, 2nd best all-time, just off from \$3.84 at the 2017 West Virginia State game.

Mr. Nick Mummert, Student Center Director, and his team logged 300+ hours in mapping campus spaces for the launch of the new 25Live scheduling system. This new system will provide a comprehensive and uniform process for maintain space and room reservations across the campus and will help improve our effectiveness in energy management savings as we establish a coordinated management of building spaces which will remain unoccupied for extended periods.

The Wellness Center currently maintains over 2,000 regular and aquatics memberships and subscriptions. The Center is currently in the process of updating the building sound system to better serve building wide events. Floor resurfacing should occur later in the year along with continued upgrades to strength and cardio equipment.

ATHLETICS UPDATE

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

The annual Equity in Athletics Disclosure Act (EADA) Report is due October 15. Work is currently underway to compile, review, and verify the required data to ensure the report is completed accurately and submitted by the deadline.

Work is underway to implement a new video replay system in the Butcher Center to enhance in-game capabilities for men's and women's basketball and volleyball. The system will also strengthen our facility operations and ensure we are better prepared to meet hosting requirements should Shepherd be selected to host future NCAA Championship competition.

We are actively working to grow membership in both SUAC and the Gridiron Club, with increased participation helping support the needs of our athletic programs and enhance the student-athlete experience. We are also continuing to build relationships with new corporate and community partners to expand sponsorship opportunities and generate additional revenue for Shepherd Athletics.

Planning is underway for Ram Jam, a new media day for Shepherd men's and women's basketball. The event is designed to generate publicity, showcase our student-athletes and coaches, engage local media and supporters, and build excitement and momentum heading into basketball season.

•Fall sports are off to a strong start, with football opening the season 2-0, volleyball at 9-1, and women's soccer starting 5-1. Combined with three PSAC Athlete of the Week selections, our teams are setting the tone for an exciting and successful fall season.

DEVELOPMENT, ANNUAL GIVING, AND ALUMNI AFFAIRS UPDATE

Dr. Kelly Hart, Vice President for Development and Annual Giving, will provide a division update to the Committee.

The Division of Development, Annual Giving, and Alumni Affairs continues to advance the 2026–27 Annual Plan, emphasizing growth in philanthropic support, stronger alumni and donor engagement, and the infrastructure needed for sustained fundraising growth.

Annual Giving

The Division has established a 2026–27 annual giving goal of at least \$1.7 million, representing a minimum 10% increase over the \$1,551,379 baseline reported to the Board in August.

A new parent giving initiative through CampusESP has been launched, creating an additional channel for engaging current Shepherd families in philanthropy. The Division is also developing targeted campaigns for current donors, LYBUNTs, SYBUNTs, and alumni who have never previously contributed.

Major and Leadership Gifts

Work continues to expand the major-gift pipeline and identify leadership-level opportunities aligned with University priorities. Current efforts include corporate and philanthropic partnerships, the new Dining and Athletics facility, other academic and athletic facility opportunities, and preparation for a future comprehensive campaign.

Alumni Engagement

The Shepherd University Alumni Association (SUAA) typically hosts approximately 8–12 events each year, either independently or in collaboration with other University departments. Average attendance ranges from approximately 30–75 guests, with some events drawing larger audiences. Alumni engagement is showing encouraging signs of broadening. While middle-aged and older alumni continue to participate most heavily, younger alumni have participated in greater numbers in recent years, particularly through Mixer/Boxcars events. Approximately 5–10 new attendees have

attended Boxcars Mixers over the past two years and SUAA Legacy events over the past two to three years.

The Alumni Emeritus gathering averages approximately 50 attendees, with annual attendance ranging from 45–75 over the past five years. The Alumni newsletter reaches approximately 9,000 alumni per send. It was distributed six times annually in 2024 and 2025 and moved to a quarterly schedule in 2026. Content that has driven the strongest engagement includes alumni highlights, human-interest stories, student and faculty activities, and athletics news.

A recent Homecoming postcard mailing reached approximately 3,975 alumni within a 50-mile radius after the mailing list was cleaned and de-duplicated.

Donor Retention and Stewardship

Donor Retention and Stewardship

Stewardship remains a priority, with continued emphasis on timely donor communications, recognition, and demonstrating the impact of philanthropy on students and the University. The Division is also using targeted outreach to re-engage lapsed donors.

Corporate and Foundation Support

The Division is actively developing corporate and foundation relationships, including sponsorship and partnership opportunities that can provide both philanthropic and strategic value to Shepherd University.

Development Infrastructure

Development operations are being strengthened to support long-term growth. Adding a Director of Development Operations increases capacity for gift processing, data, reporting, prospect management, and campaign support. Staff will continue participating in professional development activities to stay current on industry best practices.

Looking Ahead

The Division's immediate priorities are to build the annual-giving pipeline, increase major and leadership gifts, strengthen alumni engagement, improve donor retention, and continue developing the infrastructure required for a successful future comprehensive campaign.

Overall, the Division is focused on building a stronger, more sustainable culture of philanthropy—one that engages alumni, parents, corporations, foundations, and friends of Shepherd in advancing the University's priorities.

**Shepherd University Board of Governors
September 24, 2026**

Presentation Agenda, Item 3d

SHEPHERD UNIVERSITY FOUNDATION UPDATE

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
7/1/2026 – 8/31/2026

Gift Category	7/1/2026-8/31/2026		7/1/2025-8/31/2025		7/1/2024-8/31/2024	
Annual Giving	\$225,382		\$220,815		\$254,137	
Endowments	\$27,315		\$101,155		\$24,840	
Capital	\$0		\$0		\$0	
Total:	\$252,697		\$321,970		\$278,977	
Donor Category	# Donors		# Donors		# Donors	
	7/1/2026-8/31/2026	\$ Donated 7/1/2026-8/31/2026	7/1/2025-8/31/2025	\$ Donated 7/1/2025-8/31/2025	7/1/2024-8/31/2024	\$ Donated 7/1/2024-8/31/2024
Alumni	245	\$117,271	269	\$97,967	288	\$112,094
Friends	165	\$85,154	157	\$74,326	216	\$81,739
Corporations/Fou	26	\$37,188	30	\$61,503	40	\$33,176
Others/Estates	18	\$13,084	18	\$88,174	27	\$51,968
Total:	454	\$252,697	474	\$321,970	571	\$278,977

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

- Total gifts and pledges for the current fiscal year are \$252,697. This decrease is directly related to the timing of significant endowment gifts received in August 2025.

- Annual Giving is currently \$225,382, slightly ahead of the \$220,815 received during the same period in 2025.

This report reflects only the first two months of the fiscal year.

Shepherd University Foundation Updates and Events

Wilmington Trust Investments Update

Total SUF Portfolio as of 8/31/2026:

- \$54,829,796
- 69% equity, 3% real assets, 7% hedge funds, 19% fixed income, and 2% cash

Scarborough Society Annual Meeting

The Scarborough Society held its annual meeting on Thursday, August 27 at the Scarborough Library. Dr. Cameron Wesson welcomed the group in attendance. During the meeting, Austin Slater was honored with a hand painted plate to commemorate his service to the board, and Mary J.C. Hendrix, Ph.D. was awarded an honorary lifetime membership. Other highlights included an announcement that the Gala, held on August 14, raised over \$41,000 for the library's needs.

Farm to Table

September 11, 2026 - The annual Farm to Table benefit dinner was held at beautiful McMurrin Farm. The limited seating event welcomed 66 guests. Attendees enjoyed a locally sourced menu prepared by Chef Mike Costello of Lost Creek Farm, who is known for blending Appalachian food traditions with storytelling.

Proceeds of this dinner support the Last Dollar Fund, a need-based, "gap filling" fund intended to help undergraduate students experiencing financial challenges clear their semester bill. To date, the Last Dollar Fund has helped clear the financial challenges for 274 students, and students were awarded an average of \$1,550.

WISH

Women Investing in Shepherd (WISH) held its 2026 Grant Award Reception on Wednesday, September 23 at Erma Ora Byrd Hall. During the program, four grants in the amount of \$36,625 each were awarded to: nonprofit Community Markets, Inc., nonprofit Morgan County Starting Points, Shepherd project "Faculty-led Career Exploration and Recruitment at Shepherd," and Shepherd project "Shepherd University Writing Project: The Write Way." The event was sponsored by Lisa Wolff '87 in memory of John Wolff '88. To date, WISH has awarded \$1,463,500 in total grants, with \$731,750 supporting

Shepherd University projects and \$731,750 benefiting local nonprofit organizations.

Shepherd University Foundation Annual Meeting

September 17, 2026 - The Shepherd University Foundation 2026 Annual Meeting was held in the Storer Ballroom. The open meeting included an overview of the Foundation's programs and initiatives over the past year and election of SUF Board officers. SEK presented FY26 audited financial reports and Wilmington Trust presented FY26 investments. Dr. Cameron Wesson also provided Foundation Board Members with a University update. Following the meeting, the Foundation hosted a reception to welcome new Foundation President Dr. Ben Deuell and Shepherd University President Dr. Wesson.

Make-A-Will Month Outreach

The Shepherd University Foundation continued its partnership with FreeWill to highlight August as National Make-A-Will Month. Outreach content consisted of an email blast to all alumni and friends alongside a social media post. The email highlighted elementary education major Allison Champ '27, recipient of the Merle and Josephine Shultz Scholarship.

2026 Thank a Donor Campaign

The Foundation will once again be spearheading a "Thank a Donor" campaign this fall. This event is where students, faculty, and staff unite to express widespread gratitude and demonstrate the direct, tangible impact of philanthropic gifts on campus life. Everyone is encouraged to stop by tables outside the Rams Den and Potomac Place on Tuesday, October 13 and Wednesday, October 14 to sign postcards and take photos/videos for media releases.

Shepherd University Summer Magazine

The Shepherd University Foundation mailed out 120 printed copies of the Shepherd University Magazine. This mailing serves as a stewardship opportunity, with handwritten notes accompanying copies mailed to donors featured in the New Funds segment.

In Conclusion

The Shepherd University Foundation continues to build strong relationships with donors, alumni, students, faculty, and community members through meaningful events, thoughtful stewardship, and philanthropic programs. From meeting student needs with the Last Dollar Fund to providing impactful grants through WISH, these initiatives demonstrate the important role philanthropy plays in advancing Shepherd University.

The Foundation remains committed to strengthening relationships, celebrating donors, and ensuring that charitable support continues to make a meaningful and lasting difference for Shepherd students and the University community.

FOURTH QUARTER FINANCIAL REPORT UNAUDITED – FY26

Mr. Collin Alexander, Vice President for Finance and Administration, will provide the Committee with Quarterly Financial Report: 4th Quarter FY2026.

The 4th Quarter FY2026 financials are presented in a format that emphasizes the overall results of the full fiscal year ended June 30, 2026 (unaudited), compared with the fiscal year ended June 30, 2025. These schedules exclude the results from the Shepherd Entrepreneurial and Research Corporation (SERC).

CASH:

\$28.46M – decreased by \$13.56M

The decrease is almost entirely the spending of the special funding given to Shepherd by the State (\$30M) on the capital projects it was intended for; restricted plant cash fell \$12.73M while capital assets grew by a like amount. Unrestricted Days Cash on Hand finished at 42 days, 4 days better than last year end and ahead of the 38 days in the approved budget.

Unrestricted Days Cash on Hand = 42 days
Prior Year (6/30/2025) Days of Cash = 38 days
Approved Budget UR Days of Cash = 38 days

TOTAL ASSETS:

\$164.42M – Increased by \$2.60M

Capital Assets, net increased by \$14.91M as the special funding and deferred maintenance grants were converted into buildings and infrastructure, with Leased Assets falling by \$587K as leases amortize and Subscription-based IT (SBITA) increasing \$1.71M for the long-term technology investments made this year, namely the website, campus 3D imaging and CollegeNet. These increases were offset by the \$13.56M decrease in cash described above, leaving Total Assets up \$2.60M for the year. Receivables, prepaids and the other current assets were essentially unchanged.

TOTAL LIABILITIES:

\$42.11M – Decreased by \$1.44M

Long-term debt continues to be paid down: bonds payable decreased \$1.97M, notes payable \$318K and leases payable \$479K. Deferred revenue is down \$1.88M with the timing of grant and tuition billings. Offsetting these, accounts payable is up \$1.27M on year-end construction invoices and, as with Total Assets, the SBITA liability in non-current liabilities has increased \$927K for the new subscriptions.

TOTAL OPERATING REVENUES:

\$44.64M – Decreased by \$7.52M

Comparing year over year the entire decrease is attributed to two lines; Grants and Other Revenues. Contracts and Grants are down \$8.69M because FY2025 carried the large one-time deferred maintenance and roofing grants; grant funding is a product of timing and specific grant awards. Other revenue is down \$506K, related to the one-time sale of the HR building that was recorded in FY25. Excluding those two lines, operating revenues improved by \$1.68M: tuition and fees were flat (\$26.77M), auxiliary revenue grew \$520K and scholarship allowances were \$1.32M lower, which increases net revenue. PELL (\$5.43M) is reported in Operating to comply with GASB 103 in FY2026.

TOTAL OPERATING EXPENSES:

\$55.87M – Increased by \$1.57M

Compared to FY2025, salaries and wages finished the year essentially flat (down \$57K) even with the reinvestment into employees that began in January, as vacancies and the timing of hires offset the increases. Benefits are up \$1.16M, reflecting PEIA and retirement rates on the higher salary base and annual leave payouts from separations during the year. Personnel finished the year \$1.55M under budget. Depreciation is up \$670K from the large amount of capital improvements placed in service, supplies and services rose \$290K with usage and cost increases, and scholarships and fellowships were \$475K lower. In total, operating expenses came in \$3.45M (5.8%) under the FY2026 budget.

NONOPERATING REVENUES AND EXPENSES:

\$15.17M – Decreased by \$198K
(adjusted)

The adjustment is backing out the one-time \$30M special appropriation in FY25; before the adjustment nonoperating revenues decreased \$30.20M. Contributing to the adjusted variance is a \$435K decrease in state appropriations (there was a one-time, special appropriation in the prior year), offset by increases in investment income (\$176K, related to the high cash balances during the year) and gifts (\$219K), and a \$42K reduction in interest on capital-asset debt as bonds are paid down. Other nonoperating revenues were \$200K lower because FY25 included a one-time gain.

INCREASE (DECREASE) IN NET
POSITION:

\$3.94M – Decreased by \$9.29M
(adjusted)

Backing out the \$30M special appropriation in FY25 (before that adjustment the decrease is \$39.29M), the decrease from FY2025 is attributable to the lower one-time grant activity and the higher depreciation and benefits described above. Against the FY2026 budget, the increase in net position of \$3.94M is \$2.39M better than the \$1.55M planned. The E&G (institutionally funded) change in net assets is at (\$1.30M) after \$7.89M of depreciation, with externally funded activity contributing \$5.24M.

SUMMARY:

FY2026 closed with an increase in net position of \$3.94M, operating expenses under budget, debt reduced by \$2.77M and Unrestricted Days Cash on Hand improved to 42 days. The University has made significant progress on strategically investing in key components including subscriptions, personnel and infrastructure in an effort to continue to strive to be a premier public university and academic hub for the region. These results are unaudited and subject to change through the completion of the FY2026 audit.

Balance Sheet

Shepherd University

Q4 - June 2026 - Draft - Unaudited

	FY2024	FY2025	FY2026	YOY \$ Change	% Change
Current Assets					
Cash and Cash Equivalents	12,110,424	42,016,353	28,456,976	(13,559,377)	-32.3%
Accounts Receivable Net	3,240,707	4,712,841	4,734,600	21,759	0.5%
Due from Commission	36,176	108,796	75,069	(33,727)	-31.0%
Prepays	819	5,255	5,251	(4)	-0.1%
Loans to Student - Current Portion	35,100	35,100	35,100	-	0.0%
Inventories	561	746	1,111	365	48.9%
Total Current Assets	15,423,787	46,879,090	33,308,107	(13,570,983)	-28.9%
Noncurrent Assets					
Other Receivables NCA	82,168	55,683	45,877	(9,806)	-17.6%
Loans to Students, Net	40,316	25,971	12,532	(13,439)	-51.7%
Capital Assets Net	103,009,761	111,749,102	126,661,695	14,912,593	13.3%
Right to Use Leased Assets	1,747,782	1,256,452	669,743	(586,709)	-46.7%
Subscription based information tech.	1,277,131	1,199,005	2,910,246	1,711,240	142.7%
Deferred Outflows of Resources Gasb 68	186,870	662,136	816,657	154,521	23.3%
Total Noncurrent Assets	106,344,029	114,948,349	131,116,749	16,168,400	14.1%
Current Liabilities					
Accounts Payable	1,363,593	2,725,346	3,992,730	1,267,384	46.5%
Accrued Liabilities	1,458,605	1,566,055	1,782,802	216,748	13.8%
Due to Other State Agencies	3,015	3,015	3,224	209	6.9%
Compensated Absences - Current Portion	710,661	813,599	875,081	61,481	7.6%
Deferred Revenue	5,182,714	3,513,406	1,637,343	(1,876,063)	-53.4%
Deposits held in custody for others	213,025	186,815	191,555	4,740	2.5%
Payables - Current Portion	3,384,455	3,500,758	3,949,472	448,714	12.8%
Total Current Liabilities	12,316,067	12,308,994	12,432,208	123,214	1.0%

Noncurrent Liabilities					
Advances from Federal Sponsors	106,683	74,165	35,526	(38,638)	-52.1%
Compensated Absences	532,464	447,574	465,191	17,616	3.9%
OPEB	(446,801)	(60,732)	205,882	266,614	439.0%
Net Pension Liability	8,104	-	-	-	0.0%
Bonds Payable net of Current Portion	25,371,599	23,474,942	21,507,530	(1,967,412)	-8.4%
Notes Payable, net of Current Portion	896,000	578,000	260,000	(318,000)	-55.0%
Leases Payable, net of Current Portion	6,503,337	5,934,390	5,455,863	(478,527)	-8.1%
SBITA - net of Current Portion	482,152	389,253	1,316,255	927,002	238.1%
Deferred Inflows of Resources Gasb 68	949,466	401,151	430,079	28,928	7.2%
Total Noncurrent Liabilities	34,403,005	31,238,743	29,676,326	(1,562,417)	-5.0%
Net Assets					
Total Net Assets	75,048,744	118,279,703	122,316,323	4,036,620	3.4%
Total Assets	121,767,816	161,827,440	164,424,857	2,597,417	1.6%
Total Liabilities	46,719,072	43,547,737	42,108,534	(1,439,203)	-3.3%
Total Net Assets	75,048,744	118,279,703	122,316,323	4,036,620	3.4%
Total Liabilities and Net Assets	121,767,816	161,827,440	164,424,857	2,597,417	1.6%
Days cash on hand					
Days Cash on Hand (Total)	96	322	214	(108)	-33.5%
Days Cash on Hand (Unrestricted)	36	38	42	4	10.1%

Income Statement

Shepherd University
Q4 - June 2026 - Draft - Unaudited

	FY2024	FY2025	FY2026	YoY	
	Year End	Year End	Year End	\$ Change	% Change
Operating Revenues					
Tuition and Fees	26,318,547	26,780,822	26,766,553	(14,268)	-0.1%
Contracts and Grants	11,318,175	20,880,016	12,193,464	(8,686,552)	-41.6%
Interest on Student Loan Receivable	2,394	5,026	2,167	(2,859)	-56.9%
Sales/ Services, Educational Departments	36,841	34,104	31,147	(2,958)	-8.7%
Auxiliary Enterprise Revenue	13,417,853	13,290,238	13,810,593	520,355	3.9%
Scholarship Allowances	(12,627,890)	(15,472,343)	(14,153,649)	1,318,695	8.5%
Federal Operating Revenues	4,694,272	5,576,342	5,428,043	(148,300)	-2.7%
Other Operating Revenues	79,723	1,064,204	557,817	(506,387)	-47.6%
Total Operating Revenues	43,239,915	52,158,409	44,636,135	(7,522,273)	-14.4%
Operating Expenses					
Salaries and Wages	24,589,542	23,798,546	23,741,108	(57,438)	-0.2%
Benefits	3,773,940	5,230,346	6,121,060	890,714	17.0%
Supplies and Other Services	11,810,539	12,561,334	12,851,388	290,053	2.3%
Utilities	2,771,716	2,914,251	2,892,892	(21,359)	-0.7%
Scholarships and Fellowships	2,944,415	2,844,248	2,369,325	(474,924)	-16.7%
Depreciation	6,681,916	7,221,606	7,892,096	670,490	9.3%
Total Operating Expenses	52,572,068	54,570,331	55,867,868	1,297,537	2.9%
Total Operating Income (Loss)	(9,332,154)	2,411,923	(11,231,733)	(8,819,810)	-425.3%
Nonoperating Revenues (Expenses)					
State Appropriations	14,136,730	14,139,125	13,704,338	(434,787)	-3.1%
Special Funding (Special Funding)	-	30,000,000	-	(30,000,000)	-100.0%
Investment Income	484,321	936,669	1,112,976	176,308	18.8%
Interest On Capital Asset Related Debt	(1,331,122)	(1,289,546)	(1,247,760)	41,787	3.2%
HEPC Fees Assessed For Debt Service	(16,621)	(15,929)	(15,940)	(11)	-0.1%
Gifts	1,394,839	1,423,700	1,642,556	218,856	15.4%
Other Nonoperating Revenues	(406,336)	174,944	(25,479)	(200,423)	-114.6%
Total Nonoperating Revenues (Expenses)	14,261,810	45,368,963	15,170,692	(30,198,271)	-66.6%
Total Net Income	4,929,656	47,780,885	3,938,959	(39,018,081)	-90.9%

Pro Forma, Statement of Activities

Shepherd University

Q4 - June 2026 - Draft - Unaudited

Actual
June 2026

Budget
FY2026

Projected
Variance

Operating Revenues

Tuition and Fees	26,766,553	27,552,336	(785,783)
Contracts and Grants	12,193,464	12,193,464	-
Interest on Student Loan Receivable	2,167	5,100	(2,933)
Sales and Services of Educational Departments	31,147	35,100	(3,953)
Auxiliary Enterprise Revenue	13,810,593	13,992,150	(181,557)
Scholarship Allowances	(14,153,649)	(13,000,000)	(1,153,649)
Federal Operating Revenues	5,428,043	4,600,000	828,043
Other Operating Revenues	557,817	455,605	102,212

Total Operating Revenues	44,636,135	45,833,755	(1,197,620)
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Operating Expenses

Salaries and Wages	23,741,108	24,825,538	(1,084,430)
Benefits	6,121,060	6,585,712	(464,652)
Supplies and Other Services	12,851,388	13,380,460	(529,072)
Utilities	2,892,892	3,252,511	(359,619)
Scholarships and Fellowships	2,369,325	3,429,825	(1,060,500)
Depreciation	7,892,096	7,844,815	47,281

Total Operating Expenses	55,867,868	59,318,861	(3,450,993)
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Total Operating Income (Loss)	(11,231,733)	(13,485,106)	2,253,373
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Nonoperating Revenues (Expenses)

State Appropriations	13,704,338	13,704,338	-
Special Funding (Special Funding)	-	-	-
Investment Income	1,112,976	792,190	320,786
Interest On Capital Asset Related Debt	(1,247,760)	(1,304,510)	56,750
Fees Assessed by the Commission For Debt Service	(15,940)	(16,500)	560
Gifts	1,642,556	1,710,870	(68,314)
Other Nonoperating Revenues	(25,479)	145,000	(170,479)

Total Nonoperating Revenues (Expenses)	15,170,692	15,031,388	139,304
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Total Net Income	3,938,959	1,546,282	2,392,677
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Externally Funded to Institutionally Funded - Comparison

Shepherd University	FY2026 12 YTD Income Statement		FY2025 12 YTD Income Statement				YOY Variance
Q4 - June 2026 - Draft - Unaudited	External	Institutional	External	Institutional	External	Institutional	
Operating Revenues							
Tuition and Fees	26,766,553	-	26,766,553	26,780,822	-	26,780,822	(14,268)
Contracts and Grants	12,193,464	8,043,694	4,149,770	20,880,016	14,327,754	6,552,262	(2,402,493)
Interest on Student Loan Receivable	2,167	-	2,167	5,026	-	5,026	(2,859)
Sales and Services of Educational Departments	31,147	-	31,147	34,104	-	34,104	(2,958)
Auxiliary Enterprise Revenue	13,810,593	-	13,810,593	13,290,238	-	13,290,238	520,355
Scholarship Allowances	(14,153,649)	-	(14,153,649)	(15,472,343)	-	(15,472,343)	1,318,695
Federal Operating Revenues	5,428,043	-	5,428,043	5,576,342	-	5,576,342	(148,300)
Other Operating Revenues	557,817	59,828	497,989	1,064,204	61,292	1,002,913	(504,923)
Total Operating Revenues	44,636,135	8,103,522	36,532,613	52,158,409	14,389,045	37,769,363	(1,236,750)
Operating Expenses							
Salaries and Wages	23,741,108	1,139,309	22,601,799	23,798,546	1,310,536	22,488,010	113,789
Benefits	6,121,060	185,626	5,935,433	5,230,346	230,776	4,999,570	1,209,782
Supplies and Other Services	12,851,388	1,151,681	11,699,707	12,561,334	1,110,945	11,450,390	249,317
Utilities	2,892,892	-	2,892,892	2,914,251	13,120	2,901,131	(8,239)
Scholarships and Fellowships	2,369,325	605,075	1,764,250	2,844,248	652,498	2,191,751	(427,501)
Depreciation	7,892,096	-	7,892,096	7,221,606	-	7,221,606	670,490
Total Operating Expenses	55,867,868	3,081,690	52,786,178	54,296,412	3,317,874	50,978,539	1,807,639
Total Operating Income (Loss)	(11,231,733)	5,021,832	(16,253,565)	(2,138,004)	11,071,172	(13,209,175)	(3,044,389)

Nonoperating Revenues (Expenses)							
State Appropriations	13,704,338	-	13,704,338	14,139,125	-	14,139,125	(434,787)
Special Funding (Special Funding)	-	-	-	30,000,000	-	30,000,000	(30,000,000)
Investment Income	1,112,976	44,804	1,068,173	936,669	95,619	841,050	227,123
Interest On Capital Asset Related Debt	(1,247,760)	-	(1,247,760)	(1,289,546)	-	(1,289,546)	41,787
Fees Assessed by the Commission For Debt Service	(15,940)	-	(15,940)	(15,929)	-	(15,929)	(11)
Gifts	1,642,556	171,133	1,471,423	1,423,700	180,210	1,243,490	227,933
Other Nonoperating Revenues	(25,479)	-	(25,479)	174,944	-	174,944	(200,423)
Total Nonoperating Revenues (Expenses)	15,170,692	215,937	14,954,756	45,368,963	275,829	45,093,134	(30,138,378)
Total Net Income	3,938,959	5,237,768	(1,298,809)	43,230,959	11,347,001	31,883,958	(33,182,768)

Natural Classification

Shepherd University
Q4 - June 2026 - Draft -
Unaudited

	FY2026 12 YTD Actual							
	Salaries and Wages	Benefits	Supplies and Other Services	Utilities	Scholarships and Fellowships	Depreciation	Total	% of University
Programs								
Instruction	11,999,420	2,675,020	1,343,420	7,587	600,611	419,781	17,045,840	30.5%
Research	214,540	31,339	33,338	-	-	3,647	282,864	0.5%
Public Service	40,554	5,316	16,615	-	-	1,131	63,616	0.1%
Academic Support	1,563,745	312,013	1,021,506	964	8,964	127,450	3,034,642	5.4%
Student services	2,334,337	646,657	1,164,950	-	21,420	8,634	4,175,998	7.5%
Institutional support	2,780,721	1,213,423	1,189,759	-	-	1,680,215	6,864,118	12.3%
Operations and maintenance	1,279,428	353,682	1,324,093	1,397,011	-	4,063,620	8,417,833	15.1%
Scholarships and Fellowships	-	-	-	-	1,554,149	-	1,554,149	2.8%
Auxiliary Enterprises	3,528,363	883,610	6,757,706	1,487,330	184,181	1,587,618	14,428,808	25.8%
Total	23,741,108	6,121,060	12,851,388	2,892,892	2,369,325	7,892,096	55,867,868	100.0%

FINANCIAL UPDATE And BUDGET REVIEW

Mr. Collin Alexander, Vice President for Finance and Administration, will have a preliminary discussion with the Committee about the implications of our evolving analysis of the Fall 2026 enrollment in its impact on the FY2027 operating budget. A more complete and further update will be made at the Board meeting.

Enrollment will not be finalized until after October 1. This September update for the Board will be designed to present the enrollment, revenue and budget outlook with the most current available data. Due to these factors, preliminary materials are not included in the Board Book.

Shepherd University Board of Governors
September 24, 2026
Presentation Agenda, Item 5

STRATEGIC PLANNING

Dr. Jack DeRochi will lead a presentation to the Board reviewing the progress of the Strategic Plan. Following that review, President Wesson will make a presentation for a 2027 Strategic Plan.



Strategic Plan Update

- **Goals of the Strategic Plan**
- **Tactical Framework of the Strategic Plan**
- **Strategic Plan Progress, Fall 2026**



2023-2028 Strategic Plan

Five Goals

Premier Public University

Recruit, support, and retain students, faculty, and staff to strengthen Shepherd's reputation.

Grounded Liberal Arts & Sciences

Deliver experiential learning and career-focused opportunities for lifelong success.

Academic, Cultural & Economic Hub

Leverage location and partnerships to enrich community and economic impact.

First-Choice Academic Home

Offer innovative programs and modern facilities to attract and retain learners.

Serve Wide Ranging Needs

Create, support, and sustain environments that are welcoming to all people.



Strategic Plan Tactical Framework Updated, Fall 2026

Goals	Strategies	Tactics
I. Shepherd will be a premier public university.	2. Recruit, support, and retain promising students.	1. E.M. to collaboratively establish and integrate prioritized recruitment and retention strategies.
		2. A.A. to analyze and streamline curricula meet the needs of students.
	2. Recruit, support, and retain faculty as teacher scholars.	1. A.A. to evaluate the gap between student needs and faculty professional development.
		2. SA to provide necessary training and guidance on student mental health concerns.
	3. Recruit, support, and retain staff as valued contributors.	1. AA to examine and implement structures for equitable faculty workloads.
		2. HR to examine efficiencies to better understand workflows among staff.
II. A Shepherd education will be grounded in the liberal arts and sciences and prepare students for lifelong learning and success.	2. Develop and promote experiential learning opportunities for all students from the first year on.	1. Core curriculum committee will conduct examination of core and degree offerings to determine how well we are realizing the liberal arts.
		2. AA to promote experiential learning tied to workforce development for all students.
	2. Develop and promote projects and initiatives that enhance career development for all students from the first year on.	1. EM to explore strategies to leverage alumni connections to enhance career preparation.
		2. Shepherd (AA) will support high quality workforce ready programs that respond to market demands.



Strategic Plan Tactical Framework Updated, Fall 2026

Goals	Strategies	Tactics
III. Shepherd will serve as hub for academic, cultural, and economic opportunity.	1. Leverage our geographic location and human capital to increase partnerships and collaborations with organizations and stakeholders.	1. AA to explore strategies to strengthen connections with external regional partners.
		2. SA to explore new model for Washington Gateway promoting significant cultural learning off campus.
IV. Shepherd will be a first-choice academic home with high quality and innovative programs.	1. Ensure modern, innovative, well-maintained facilities.	1. FA to collaborate with all offices to develop a yearly assessment cycle in the instructional spaces and offices repair/replacement actions.
V. Shepherd will serve the wide ranging needs of students, employees, and communities.	1. Create, support, and sustain environments that are welcoming to all people.	1. HR will work with all offices to re-examine policies and institute practices to ensure promotion of best practices and supportive work environments.



Strategic Plan Progress: Tactic, Product, and Status

Tactic ID	Product Description	Status
I.1.1	Summation of three strategies for recruitment and retention across key departments	Complete
Impact	Enrollment plan completed. Established enrollment leadership team to ensure collaboration across divisions.	
Future Action	Build out communications plan using Slate ERM and establish KPI's for recruitment activities.	
I.1.2	Documented process for curricular review.	Complete
Impact	Implementation of first review to be completed by November, 2025.	
Future Action	Establish Student Pathways and Completion team to identify systemic barriers to academic progress. Changing identified barriers related to course scheduling and prerequisite sequencing.	
I.2.1	Report describing and evaluating gaps between student needs and faculty development.	Complete
Impact	Best-practice pedagogical model evolving, with a focus on student's first six weeks of engagement in every class.	
Future Action	Assess professional development activities related to student's early class engagement.	



Strategic Plan Progress: Tactic, Product, and Status

Tactic ID	Product Description	Status
I.2.2	Codified training modules and policies on post-pandemic mental health.	Complete
Impact	New course developed for all incoming students to create awareness of resources and policies before the student begins their first semester. Professional development opportunities for faculty were expanded through dedicated sessions on student well-being, safety, and compliance.	
Future Action	Continue updating course and development opportunities to ensure early awareness of critical support resources and policies.	
I.3.1	Policy establishing equitable faculty workloads.	Complete
Impact	Senate approved University-level policy in Fall 2025.	
Future Action	Developing college-level faculty workload policies and metrics according to unique needs within each discipline, in alignment with University policy.	
I.3.2	Process and schedule for HR desk audits.	In Progress
Impact	HR will develop a project plan and initiate the review and update of existing staff job descriptions.	
Future Action	The three-year review cycle will focus on ensuring job descriptions accurately reflect current responsibilities and are aligned with FLSA status, compensation, job titles, and other relevant considerations, utilizing desk audits as needed.	



Strategic Plan Progress: Tactic, Product, and Status

Tactic ID	Product Description	Status
II.1.1	Report of examination of core curriculum and degree offerings, including proposals for curriculum.	Complete
Impact	Core Curriculum Committee completed final summation November 2025.	
Future Action	Address gaps in assessment related to core curriculum as part of University's collective focus on building a culture of continuous improvement	
II.1.2	Inventory of current experiential learning opportunities to establish baseline.	Complete
Impact	Initial inventory led to first-time participation in AACU Experiential Learning Institute and the development of five-year plan to increase experiential learning, making it a hallmark of the student experience at Shepherd.	
Future Action	Create professional development opportunities for faculty to further establish a focus on experiential learning across campus.	



Strategic Plan Progress: Tactic, Product, and Status

Tactic ID	Product Description	Status
II.2.1	Codified prioritized strategies for leveraging alumni connections for career preparation.	In Progress
Impact	Alumni Affairs developed inventory and establish a baseline of alumni participation.	
Future Action	Invite alumni to engage with students and identify opportunities for internships.	



Strategic Plan Progress: Tactic, Product, and Status

Tactic ID	Product Description	Status
II.2.2	Document defining parameters for support of workforce-ready programs across departments.	Complete
Impact	Assessments completed and definition of workforce readiness established.	
Future Action	Continue to identify and scale, as appropriate, undergraduate and graduate programs in alignment with workforce readiness.	



Strategic Plan Progress: Tactic, Product, and Status

Tactic ID	Product Description	Status
III.1.1	Document identifying strategies to expand regional partnerships.	Complete
Impact	Academic Leadership identified three key strategies to expand community partnerships.	
Future Action	Colleges will work directly with Office of Development and Annual Giving to establish advisory boards in support of academic programs, thus expanding Shepherd's ability to meet regional demand.	
III.1.2	Documented new model for relaunching Washington Gateway program.	Complete
Impact	Funding has been secured to reestablish the Washington Gateway Bus Trip program, beginning in the Fall 2026. The initiative will provide transportation for both course-related experiences and weekend excursions, expanding students' access to the Washington, D.C. metropolitan area.	
Future Action	Continue offering opportunities leveraging Shepherd University's unique proximity to one of the nation's most significant educational, cultural, and professional hubs.	



Strategic Plan Progress: Tactic, Product, and Status

Tactic ID	Product Description	Status
IV.1.1	Documented yearly assessment cycle of instructional spaces and offices.	Complete
Impact	Completed assessment of Knutti Hall and Byrd CHE in January 2026.	
Future Action	Based on building assessments, University to develop comprehensive master plan, correlating with future strategic planning and fundraising campaign.	
V.1.1	HR is developing ongoing improvements to the onboarding process throughout the 2026-27 fiscal year.	In Progress
Impact	HR has evaluated the onboarding survey results and identified opportunities to strengthen the onboarding experience for new employees.	
Future Action	HR is currently developing a new onboarding process, based on the feedback received from recent new hires, set for Spring 2027.	