# Board of Governors
# Meeting Agenda

*November 5, 2026*

Board Members
Austin J. Slater, Jr., Chair
Susan Mentzer-Blair, Vice Chair
Lara Omps-Botteicher, Secretary

Gat Caperton
Dr. James M. Cherry
Henry Kayes, Jr.
Jonathon Mason
Guillermina Garcia Moore
Bernard Lee Snyder

Dr. Heidi Hanrahan, Faculty
Tyler Furbee, Student
Danielle Stephenson, Classified Staff

Dr. Cameron B. Wesson, President

# Board of Governors

**November 5, 2016 3:15pm**
**Storer Ballroom, Student Center**

**Virtual Access:**
**https://us02web.zoom.us/j/84778121551?pwd=RoI2beYtI9F98LQFb1dQmevnHC1P8P.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 September 24, 2026 meeting | |

Presentation Agenda

1. Annual Audit

2. President's Report — Dr. Cameron B. Wesson

3. Report of the Finance and Facilities Committee — Mr. Lee Snyder
   a. First Quarter Financials
   b. FY27 Budget Revision
   c. Annual Waivers Report

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|---|---|
| 4. Report of the Academic Programs and Enrollment Committee Academic Affairs Update and Annual Report | Mr. Gat Caperton |
| 5. Annual Presentation, Advisory Council Of Faculty Representative | Dr. Max Guirguis |
| 6. Report of the Student Affairs, Athletics, and University Relations Committee<br>a. Student Affairs Division Update<br>b. Athletics Update<br>c. Development Division Update<br>d. University Foundation Update | Ms. Sue Mentzer Blair |
| 7. Classified Employees Annual Presentation | Ms. Barbara Kandalis |

<u>Regular Session</u>

New Business

Adjournment

Additional Meetings:
February 4
April 8
June 17

**Shepherd University Board of Governors**
**November 5, 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, November 1, 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 November 5 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 September 24, 2026, as presented in the Agenda materials of November 5, 2026.

# SHEPHERD UNIVERSITY
# BOARD OF GOVERNORS

## MINUTES OF THE MEETING OF SEPTEMBER 24, 2026

The Shepherd University Board of Governors met on September 24, 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 (participating virtually), Dr. Heidi Hanrahan, Mr. Henry Kayes, Jr., Ms. Susan Mentzer-Blair, Ms. Mina Moore, Ms. Lara Omps-Botteicher, Mr. Lee Snyder, Jr., Mr. Tyler Furbee, and Ms. Danielle Stephenson. Mr. Mason was 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 meeting.

### 2. CONSENT AGENDA

**M (Snyder), S (Kayes) PASSED**, all members were polled, that the following resolution be adopted 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.

### 3. PRESIDENT'S REPORT

President Wesson provided an updated President's Report with a comparative assessment of Shepherd University's current position among West Virginia peer and aspirational institutions, focusing on enrollment, retention, affordability, student-faculty ratio, and endowment resources. President Wesson highlighted comparisons with aspirational institutions to illustrate opportunities to strengthen enrollment, retention, and graduation outcomes. The proposed targets for Board consideration include rebuilding enrollment to 3,000 students by fall 2028, improving retention to 75% and increasing the six-year graduation rate to 55% for the fall 2028 entering class, and growing the endowment to $60M by fiscal year 2031.

## 4. REPORT OF THE ACADEMIC PROGRAMS AND ENROLLMENT COMMITTEE

On behalf of the Academic Programs and Enrollment Committee, Mr. Caperton offered a brief summary and asked the Provost to make a further report. Dr. Jack DeRochi highlighted a few of the many accomplishments from various colleges, including expanded experiential learning opportunities through internships, research, and faculty mentorship. Student Academic Enrichment is strengthening student support through continued TRIO funding, study-abroad scholarships and the launching of the OnRamp initiative, a new campus-wide reading program.

Admissions and enrollment efforts are expanding, with fall recruitment underway across six states, two fall open houses planned, and the implementation of Smart Panda Transcript Tools expected to significantly streamline transfer transcript processing. Dual Enrollment reached a record 445 applications, while the Regents Bachelor of Arts (RBA) program increased enrollment by 39%. We continue to broaden technology investments, including four tools to reduce manual processes and enhance service to students.

Dr. DeRochi also announced a $2.61M Title III grant that Shepherd University has received for technology infrastructure, AI capabilities, and academic initiatives. He noted it is the largest programmatic grant the University has ever received.

Dr. Jason Best presented the annual accreditation update, noting the University's composite financial index (CFI) was strong and that the HLC noted the Board of Governors was committed to strong, fiscal discipline. The report noted the University's strong institutional standing in nursing, biochemistry/chemistry and recreation/sports studies programs. Dr. Best commented on evolving accreditation mandates from the federal government which will create ongoing challenges, but that the University will adapt effectively.

The Provost then briefly presented each of the three Intent to Plan proposals detailed in the Agenda Book.

**M (Mentzer-Blair), S (Snyder), PASSED** (Dr. Cherry was polled) that the following resolution be adopted by the board:

**RESOLVED** that the Shepherd University Board of Governors approves the Intent to Plan for Minor in Artificial Intelligence and directs the Provost to oversee completion of the program development for final Board approval.

**M (Caperton), S (Garcia-Moore), PASSED** (Dr. Cherry was polled) that the following resolution be adopted by the board:

**RESOLVED** that the Shepherd University Board of Governors approves the Intent to Plan for Bachelor of Applied Science in Leadership and Artificial Intelligence and directs the Provost to oversee completion of the program development for final Board approval.

**M (Caperton), S (Garcia-Moore), PASSED** (Dr. Cherry was polled) that the following resolution be adopted by the board:

**RESOLVED** that the Shepherd University Board of Governors approves the Intent to Plan for Master of Science in Nursing, and its concentrations in Family Nurse Practitioner and Psychiatric Mental Health Nurse Practitioner and directs the Provost to oversee completion of the program development for final Board approval.

Each of the constituent representatives indicated that they supported adoption of each of these three resolutions.

## 5. 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. She then asked the Vice President for Student Affairs to share greater information on a few specific updates.

Ms. Holly Frye spoke to the successes of the new L.E.A.D.S. program, that fraternity and sorority life has started strong this semester with guiding support from a newly hired Coordinator, Tobin Frevert. Ms. Frye informed the Board that dining services achieved a concession sales record at the Frostburg State game, with total gross sales of $19,232. She also noted that Mr. Nick Mummert and his staff logged 300+ hours mapping campus spaces for the launch of the new digital space reservations and management system, 25Live.

## 6. 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 audit, noting that the final report is expected to be filed by October 15. He explained that statewide dialogue about updates to the Higher Education Funding Formula have begun. Mr. Alexander reviewed the limited information then available, noting that revenue is flat due to lower enrollment numbers, operational revenue is down and housing and dining is flat.

## 7. STRATEGIC PLAN

Dr. DeRochi reviewed the outcomes of the Strategic Plan with the Board. President Wesson discussed his vision for a new Strategic Plan which will pivot to narrowed, focused efforts.

## 8. EXECUTIVE SESSION

**M (Mentzer-Blair)**, **S (Snyder)**, **PASSED** (Dr. Cherry was disconnected briefly at this time), 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.

Each of the constituent representatives indicated that they supported adoption of this resolution.

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

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Austin J. Slater, Jr.
Chair

Lara Omps-Botteicher
Secretary

**Shepherd University Board of Governors**
**November 5, 2026**
**Presentation Agenda, Item 3a**

## QUARTERLY FINANCIAL REPORT: 1st Quarter FY2027 (through September 30, 2026)

Mr. Collin Alexander, Vice President for Finance and Administration, provided the Committee with the Quarterly Financial Report: 1st Quarter FY2027.

The 1st Quarter FY2027 financials present fiscal year-to-date results through September 30, 2026 (one quarter of FY2027, unaudited), compared with the same period of the prior year. These unaudited schedules exclude the results of the Shepherd Entrepreneurial and Research Corporation (SERC).

### CASH: $32.51M, down $19.66M from September 2025

Nearly all of the decrease is restricted plant cash. A year ago the State special funding ($30M) was still largely on hand; during FY2026 it was spent on its intended capital projects, and capital assets are $15.62M higher as a result. Unrestricted Days Cash on Hand is 95 days at September 30, down from 100 a year ago because first-quarter expenses are running ahead of last year. The early-year measure of cash is seasonally high, since the fall tuition and State appropriation collections arrive before most of the year's expenses are incurred, and it will settle toward the year-end target as the year progresses.

> *Unrestricted Days Cash on Hand (9/30/2026): 95 days*
> *Prior Year (9/30/2025): 100 days*
> *Revised FY2027 Budget, year-end target: approximately 31 days (30-day floor)*

### TOTAL ASSETS: $169.76M, down $1.55M

The $19.66M decrease in cash was largely offset by a $15.62M increase in capital assets, net, as the special funding and deferred maintenance grants were converted into buildings and infrastructure during FY2026. Accounts receivable is up $1.37M with fall billing, and subscription-based IT (SBITA) is up $1.47M for the website, campus 3D imaging, StarRez, and CollegeNet investments, while leased assets fell $485K through amortization.

**TOTAL LIABILITIES: $38.07M, down $2.15M**

Long-term debt continues to be paid down: bonds payable is $1.97M lower than a year ago, notes payable $293K lower, and leases payable $505K lower, a combined reduction of $2.77M. Deferred revenue is down $1.50M with the timing of grant and tuition billings. Partly offsetting these, accounts payable is up $373K on construction and start-of-year invoices, accrued liabilities are up $192K, and the SBITA liability is up $787K for the new subscriptions.

**OPERATING REVENUES: $17.88M, down $2.13M**

The decrease is concentrated in two lines. Contracts and grants are down $1.64M on the timing of grant awards and the deferred maintenance grants that were running a year ago, and the decline is a product of specific award schedules rather than any change in operations. Tuition and fees are down $441K, roughly three percent, consistent with the approximately 110-student enrollment shortfall which frames the revised in the FY2027 budget; auxiliary revenue is down $223K and Federal operating revenue (Pell) down $360K, partially offset by a favorable $480K swing in scholarship allowances, which increases net revenue. PELL continues to be reported in Operating to comply with GASB 103.

**OPERATING EXPENSES: $14.08M, up $1.78M**

Salaries and wages are up $347K on the employee reinvestment that took effect in January 2026, partially offset by a $154K decrease in benefits, and depreciation is up $248K on the capital placed in service during FY2026. Supplies and other services are up $1.11M, but that increase is substantially the timing of annual commitments paid early in the year, principally external information-technology and software contracts and other contractual services, together with a one-time reversal in the prior year, rather than a change in the operating run-rate. On the unrestricted and auxiliary operating funds, once these first-quarter timing items are removed, the underlying year-over-year expense increase is approximately $254K, essentially the salary reinvestment net of favorable benefits.

**NONOPERATING REVENUES (EXPENSES): $3.63M, down $39K**

State appropriations are $106K higher than a year ago, in line with the FY2027 allocation. Offsetting this, investment income is down $100K on lower cash balances during the quarter and interest on capital-asset-related debt is $49K higher.

**CHANGE IN NET POSITION: $7.42M increase, $3.95M less than a year ago**

The year-to-date increase of $7.42M reflects the fall tuition and fee billing and one quarter of State appropriation against one quarter of expense. It is seasonal and will decline through the year as expenses are incurred. The year-over-year decline is concentrated in grant and plant-fund timing; on the operating funds alone, the operating margin is approximately $2.0M lower than the same point last year, of which roughly $1.3M is the first-quarter expense timing described above and will normalize over the year, leaving an underlying decline of approximately $0.7M attributable to the enrollment-driven revenue softness and the planned salary reinvestment.

**SUMMARY**

One quarter into FY2027, the University is tracking to the revised budget. Tuition and fees are holding within the enrollment assumption, State appropriations are up, debt is $2.77M lower than a year ago, and the budget adjustments and the 30-day unrestricted cash floor remain on track, with a thin cushion that keeps spring enrollment and disciplined spending the priorities. The items to watch as the fall census settles are the softer auxiliary and grant revenue and the higher personnel and supplies spending. The University continues to invest strategically in subscriptions, personnel, and infrastructure as it strives to be a premier public university and academic hub for the region. These results are unaudited.

# Balance Sheet

Shepherd University

Q1 - September 2026 - Unaudited

| | FY2025 | FY2026 | FY2027 | YoY $ Change | YoY % Change |
|---|---|---|---|---|---|
| **Current Assets** | | | | | |
| Cash and Cash Equivalents | **23,280,071** | **52,173,379** | **32,509,982** | (19,663,398) | -37.7% |
| Accounts Receivable Net | **6,314,350** | **7,418,669** | **8,787,599** | 1,368,930 | 18.5% |
| Due from Commission | **(187,260)** | **(187,260)** | **(162,548)** | 24,713 | -13.2% |
| Prepaids | **320,455** | **341,292** | **315,663** | (25,629) | -7.5% |
| Loans to Student - Current Portion | **34,697** | **34,697** | **34,697** | - | 0.0% |
| Inventories | **26** | **609** | **701** | 92 | 15.1% |
| **Total Current Assets** | **29,762,338** | **59,781,386** | **41,486,093** | **(18,295,293)** | -30.6% |
| **Noncurrent Assets** | | | | | |
| Other Receivables NCA | **27,675** | **(2,328)** | **(7,255)** | (4,928) | 211.7% |
| Loans to Students, Net | **(85,889)** | **(95,598)** | **(112,741)** | (17,143) | 17.9% |
| Capital Assets Net | **97,192,362** | **108,250,673** | **123,874,404** | 15,623,732 | 14.4% |
| Right to Use Leased Assets | **2,348,444** | **1,856,836** | **1,371,337** | (485,499) | -26.1% |
| Subscription based information tech. | **1,355,019** | **1,359,708** | **2,830,665** | 1,470,956 | 108.2% |
| Deferred Outflows of Resources Gasb 68 | **(314,962)** | **160,304** | **314,824** | 154,521 | 96.4% |
| **Total Noncurrent Assets** | **100,522,649** | **111,529,595** | **128,271,234** | **16,741,639** | 15.0% |
| **Current Liabilities** | | | | | |
| Accounts Payable | **763,043** | **1,144,812** | **1,518,010** | 373,198 | 32.6% |
| Accrued Liabilities | **2,237,841** | **2,414,479** | **2,606,079** | 191,600 | 7.9% |
| Due to Other State Agencies | **29,346** | **29,346** | **27,042** | (2,304) | -7.9% |
| Compensated Absences - Current Portion | **565,627** | **803,503** | **766,932** | (36,571) | -4.6% |
| Deferred Revenue | **5,993,114** | **3,927,976** | **2,431,609** | (1,496,367) | -38.1% |
| Deposits held in custody for others | **178,807** | **156,903** | **171,205** | 14,302 | 9.1% |
| Payables - Current Portion | **3,688,801** | **3,614,756** | **4,208,108** | 593,352 | 16.4% |
| **Total Current Liabilities** | **13,456,579** | **12,091,776** | **11,728,985** | **(362,791)** | -3.0% |
| **Noncurrent Liabilities** | | | | | |
| Advances from Federal Sponsors | **(44,262)** | **(76,780)** | **(115,419)** | (38,638) | 50.3% |
| Compensated Absences | **536,462** | **572,345** | **507,770** | (64,575) | -11.3% |
| OPEB | **(6,806,311)** | **(6,420,242)** | **(6,153,628)** | 266,614 | -4.2% |
| Net Pension Liability | **(195,448)** | **(203,552)** | **(203,552)** | - | 0.0% |
| Bonds Payable net of Current Portion | **21,579,368** | **19,682,711** | **17,715,299** | (1,967,412) | -10.0% |
| Notes Payable, net of Current Portion | **1,153,000** | **835,000** | **542,000** | (293,000) | -35.1% |
| Leases Payable, net of Current Portion | **12,261,550** | **11,685,839** | **11,180,400** | (505,440) | -4.3% |
| SBITA - net of Current Portion | **429,222** | **461,597** | **1,248,890** | 787,294 | 170.6% |
| Deferred Inflows of Resources Gasb 68 | **2,139,947** | **1,591,632** | **1,620,560** | 28,928 | 1.8% |
| **Total Noncurrent Liabilities** | **31,053,528** | **28,128,549** | **26,342,321** | **(1,786,229)** | -6.4% |
| **Net Assets** | | | | | |
| **Total Net Assets** | **85,774,880** | **131,090,656** | **131,686,022** | **595,366** | 0.5% |
| **Total Assets** | **130,284,987** | **171,310,981** | **169,757,327** | **(1,553,654)** | -0.9% |
| **Total Liabilities** | **44,510,107** | **40,220,325** | **38,071,305** | **(2,149,020)** | -5.3% |
| **Total Net Assets** | **85,774,880** | **131,090,656** | **131,686,022** | **595,366** | 0.5% |
| **Total Liabilities and Net Assets** | **130,284,987** | **171,310,981** | **169,757,327** | **(1,553,654)** | -0.9% |
| **Days cash on hand** | | | | | |
| Days Cash on Hand (Total) | **172** | **430** | **236** | (194) | -45.1% |
| Days Cash on Hand (Unrestricted) | **87** | **100** | **95** | (5) | -5.0% |

# Income Statement

Shepherd University

Q1 - September 2026 - Unaudited

| | FY2025 3 YTD Total to Date | FY2026 3 YTD Total to Date | FY2027 3 YTD Total to Date | YoY $ Change | YoY % Change |
|---|---|---|---|---|---|
| **Operating Revenues** | | | | | |
| Tuition and Fees | **13,649,625** | **14,002,273** | **13,561,328** | (440,945) | -3.1% |
| Contracts and Grants | **2,799,380** | **3,602,391** | **1,960,229** | (1,642,162) | -45.6% |
| Interest on Student Loan Receivable | **584** | **516** | **606** | 89 | 17.3% |
| Sales and Services of Educational Departments | **15** | **1,830** | **-** | (1,830) | -100.0% |
| Auxiliary Enterprise Revenue | **6,242,582** | **6,649,953** | **6,426,728** | (223,224) | -3.4% |
| Scholarship Allowances | **(7,636,401)** | **(7,058,224)** | **(6,577,747)** | 480,477 | -6.8% |
| Federal Operating Revenues | **2,626,443** | **2,639,789** | **2,279,517** | (360,272) | -13.6% |
| Other Operating Revenues | **667,140** | **162,545** | **225,078** | 62,533 | 38.5% |
| **Total Operating Revenues** | **18,349,367** | **20,001,073** | **17,875,740** | **(2,125,333)** | -10.6% |
| **Operating Expenses** | | | | | |
| Salaries and Wages | **5,880,449** | **5,654,024** | **6,001,494** | 347,470 | 6.1% |
| Benefits | **1,261,247** | **1,539,619** | **1,385,316** | (154,304) | -10.0% |
| Supplies and Other Services | **2,584,679** | **2,933,634** | **4,045,951** | 1,112,317 | 37.9% |
| Utilities | **386,897** | **426,655** | **402,553** | (24,102) | -5.6% |
| Scholarships and Fellowships | **668,934** | **(79,353)** | **176,337** | 255,690 | -322.2% |
| Depreciation | **1,724,109** | **1,823,538** | **2,071,365** | 247,827 | 13.6% |
| **Total Operating Expenses** | **12,506,315** | **12,298,118** | **14,083,016** | **1,784,898** | 14.5% |
| **Total Operating Income (Loss)** | **5,843,053** | **7,702,955** | **3,792,724** | **(3,910,231)** | -50.8% |
| **Nonoperating Revenues (Expenses)** | | | | | |
| State Appropriations | **3,433,744** | **3,426,084** | **3,531,700** | 105,616 | 3.1% |
| Special Funding (Special Funding) | **-** | **-** | **-** | - | |
| Investment Income | **85,026** | **214,804** | **115,138** | (99,666) | -46.4% |
| Interest On Capital Asset Related Debt | **(238,692)** | **(230,525)** | **(279,533)** | (49,007) | 21.3% |
| Fees Assessed by the Commission For Debt Service | **(7,964)** | **(7,970)** | **(8,049)** | (79) | 1.0% |
| Gifts | **383,699** | **267,735** | **271,990** | 4,254 | 1.6% |
| Other Nonoperating Revenues | **(69,365)** | **-** | **-** | - | |
| **Total Nonoperating Revenues (Expenses)** | **3,586,448** | **3,670,128** | **3,631,246** | **(38,882)** | -1.1% |
| **Total Net Income** | **9,429,501** | **11,373,082** | **7,423,970** | **(3,949,113)** | -34.7% |

# Pro Forma, Statement of Activities

Shepherd University

Q1 - September 2026 - Unaudited

| | Actual Q1 - Sept 2026 | Projected Year-End | Budget FY2027 | Projected Variance |
|---|---|---|---|---|
| **Operating Revenues** | | | | |
| Tuition and Fees | 13,561,328 | 26,461,128 | 26,435,247 | 25,881 |
| Contracts and Grants | 1,960,229 | 13,860,545 | 13,860,545 | - |
| Interest on Student Loan Receivable | 606 | 2,245 | 2,245 | - |
| Sales and Services of Educational Departments | - | 31,147 | 31,147 | - |
| Auxiliary Enterprise Revenue | 6,426,728 | 13,071,312 | 13,089,168 | (17,856) |
| Scholarship Allowances | (6,577,747) | (13,000,000) | (13,000,000) | - |
| Federal Operating Revenues | 2,279,517 | 5,075,000 | 5,075,000 | - |
| Other Operating Revenues | 225,078 | 491,922 | 491,922 | - |
| **Total Operating Revenues** | **17,875,740** | **45,993,299** | **45,985,273** | **8,025** |
| **Operating Expenses** | | | | |
| Salaries and Wages | 6,001,494 | 24,833,770 | 24,909,765 | (75,995) |
| Benefits | 1,385,316 | 6,045,014 | 6,252,213 | (207,199) |
| Supplies and Other Services | 4,045,951 | 13,486,504 | 13,452,161 | 34,343 |
| Utilities | 402,553 | 2,920,645 | 2,920,645 | - |
| Scholarships and Fellowships | 176,337 | 3,961,710 | 3,961,710 | - |
| Depreciation | 2,071,365 | 8,550,000 | 8,550,000 | - |
| **Total Operating Expenses** | **14,083,016** | **59,797,642** | **60,046,493** | **(248,851)** |
| **Total Operating Income (Loss)** | **3,792,724** | **(13,804,343)** | **(14,061,220)** | **256,877** |
| **Nonoperating Revenues (Expenses)** | | | | |
| State Appropriations | 3,531,700 | 14,126,797 | 14,126,797 | - |
| Special Funding (Special Funding) | - | - | - | - |
| Investment Income | 115,138 | 808,034 | 808,034 | - |
| Interest On Capital Asset Related Debt | (279,533) | (1,196,412) | (1,196,412) | - |
| Fees Assessed by the Commission For Debt Service | (8,049) | (16,000) | (16,000) | - |
| Gifts | 271,990 | 1,510,000 | 1,510,000 | - |
| Other Nonoperating Revenues | - | 50,000 | 50,000 | - |
| **Total Nonoperating Revenues (Expenses)** | **3,631,246** | **15,282,418** | **15,282,418** | **-** |
| **Total Net Income** | **7,423,970** | **1,478,075** | **1,221,198** | **256,877** |

## Externally Funded to Institutionally Funded - Comparison

Shepherd University
Q1 - September 2026 - Unaudited

| | FY2027 September YTD Income Statement | External | Institutional | FY2026 September YTD Income Statement | External | Institutional | YoY Institutional Variance |
|---|---|---|---|---|---|---|---|
| **Operating Revenues** | | | | | | | |
| Tuition and Fees | 13,561,328 | - | 13,561,328 | 14,002,273 | - | 14,002,273 | (440,945) |
| Contracts and Grants | 1,960,229 | 933,543 | 1,026,686 | 3,602,391 | 2,251,588 | 1,350,803 | (324,117) |
| Interest on Student Loan Receivable | 606 | - | 606 | 516 | - | 516 | 89 |
| Sales and Services of Educational Departments | - | - | - | 1,830 | - | 1,830 | (1,830) |
| Auxiliary Enterprise Revenue | 6,426,728 | - | 6,426,728 | 6,649,953 | - | 6,649,953 | (223,224) |
| Scholarship Allowances | (6,577,747) | - | (6,577,747) | (7,058,224) | - | (7,058,224) | 480,477 |
| Federal Operating Revenues | 2,279,517 | - | 2,279,517 | 2,639,789 | - | 2,639,789 | (360,272) |
| Other Operating Revenues | 225,078 | 3,801 | 221,278 | 162,545 | 24,806 | 137,739 | 83,538 |
| **Total Operating Revenues** | **17,875,740** | **937,344** | **16,938,396** | **20,001,073** | **2,276,394** | **17,724,679** | **(786,283)** |
| **Operating Expenses** | | | | | | | |
| Salaries and Wages | 6,001,494 | 249,714 | 5,751,781 | 5,654,024 | 269,135 | 5,384,889 | 366,891 |
| Benefits | 1,385,316 | 43,946 | 1,341,370 | 1,539,619 | 50,563 | 1,489,056 | (147,686) |
| Supplies and Other Services | 4,045,951 | 195,012 | 3,850,939 | 2,933,634 | 285,706 | 2,647,928 | 1,203,012 |
| Utilities | 402,553 | - | 402,553 | 426,655 | - | 426,655 | (24,102) |
| Scholarships and Fellowships | 176,337 | 172,800 | 3,537 | (79,353) | 208,082 | (287,435) | 290,972 |
| Depreciation | 2,071,365 | - | 2,071,365 | 1,823,538 | - | 1,823,538 | 247,827 |
| **Total Operating Expenses** | **14,083,016** | **661,471** | **13,421,545** | **12,298,118** | **813,487** | **11,484,631** | **1,936,913** |
| **Total Operating Income (Loss)** | **3,792,724** | **275,872** | **3,516,852** | **7,702,955** | **1,462,907** | **6,240,048** | **(2,723,196)** |
| **Nonoperating Revenues (Expenses)** | | | | | | | |
| State Appropriations | 3,531,700 | - | 3,531,700 | 3,426,084 | - | 3,426,084 | 105,616 |
| Investment Income | 115,138 | - | 115,138 | 214,804 | 9,170 | 205,634 | (90,496) |
| Interest On Capital Asset Related Debt | (279,533) | - | (279,533) | (230,525) | - | (230,525) | (49,007) |
| Fees Assessed by the Commission For Debt Service | (8,049) | - | (8,049) | (7,970) | - | (7,970) | (79) |
| Gifts | 271,990 | - | 271,990 | 267,735 | 54,013 | 213,723 | 58,267 |
| Other Nonoperating Revenues | - | - | - | 174,944 | - | 174,944 | (174,944) |
| **Total Nonoperating Revenues (Expenses)** | **3,631,246** | **-** | **3,631,246** | **3,845,072** | **63,183** | **3,781,889** | **(150,643)** |
| **Total Net Income** | **7,423,970** | **275,872** | **7,148,097** | **11,548,027** | **1,526,090** | **10,021,937** | **(2,873,839)** |

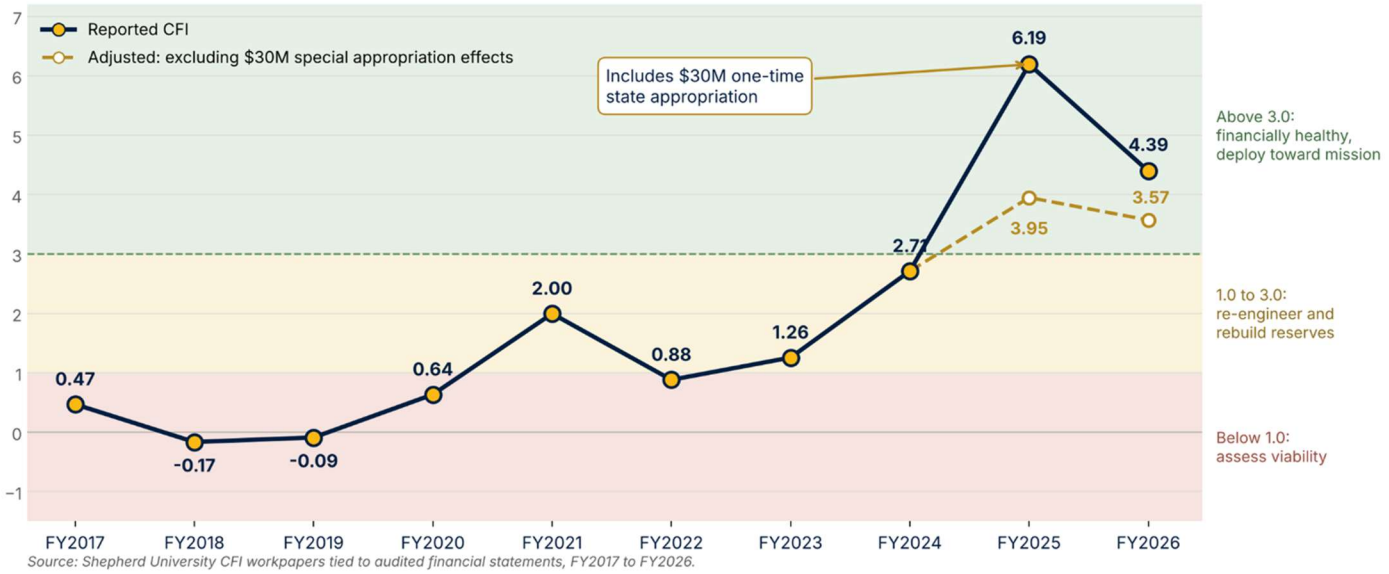
## Natural Classification

Shepherd University
Q1 - September 2026 - Unaudited

| | FY2027 3 YTD Actual Salaries and Wages | Benefits | Supplies and Other Services | Utilities | Scholarships and Fellowships | Depreciation | Total | % of University |
|---|---|---|---|---|---|---|---|---|
| **Programs** | | | | | | | | |
| Instruction | 2,747,688 | 657,928 | 212,740 | 2,858 | 169,688 | 98,197 | 3,889,099 | 27.6% |
| Research | 55,330 | 7,873 | 14,327 | - | - | 503 | 78,033 | 0.6% |
| Public Service | 11,278 | 1,524 | 1,133 | - | - | 46 | 13,980 | 0.1% |
| Academic Support | 437,599 | 94,631 | 430,905 | 161 | 4,140 | 31,001 | 998,437 | 7.1% |
| Student services | 630,438 | 173,734 | 749,597 | - | 12,013 | 2,068 | 1,567,851 | 11.1% |
| Institutional support | 824,539 | 109,281 | 848,219 | - | - | 462,816 | 2,244,855 | 15.9% |
| Operations and maintenance | 332,817 | 97,136 | 138,569 | 201,993 | - | 1,092,598 | 1,863,113 | 13.2% |
| Scholarships and Fellowships | - | - | - | - | (69,757) | - | (69,757) | -0.5% |
| Auxiliary Enterprises | 961,806 | 243,209 | 1,650,460 | 197,541 | 60,253 | 384,136 | 3,497,405 | 24.8% |
| **Total** | **6,001,494** | **1,385,316** | **4,045,951** | **402,553** | **176,337** | **2,071,365** | **14,083,016** | **100.0%** |

## Composite Financial Index, FY2017 to FY2026

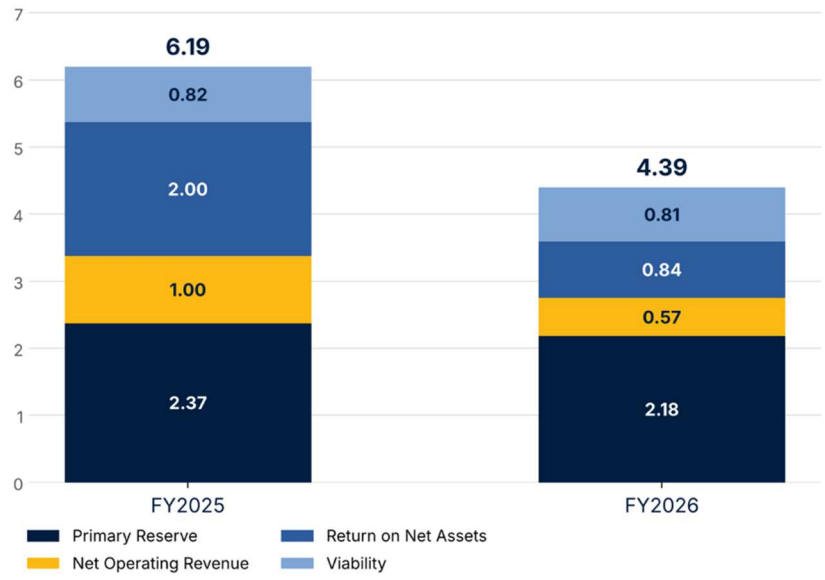
From below zero to above the 3.0 healthy threshold. FY2025 includes the $30M one-time state grant; FY2026 holds above 3.0 while still having some of the grant money left unspent.




*Source: Shepherd University CFI workpapers tied to audited financial statements, FY2017 to FY2026.*

*Zones per Strategic Financial Analysis for Higher Education, 7th ed. Adjusted removes the $30M revenue in FY2025 and the unspent balance from reserves ($28.2M FY2025; $15.3M FY2026).*

## Inside the FY2026 score




**Primary Reserve 0.90 to 0.83**
Reserves still cover about 10 months of expenses as the appropriation converts to capital.

**Net Operating Revenue 42% to 7.5%**
The one-time caps are gone; a healthy margin on recurring operations remains.

**Return on Net Assets 30.4% to 8.5%**

Net position grew $14.2M including the Foundation.

**Viability 0.98 to 0.96**

Expendable net assets still nearly cover all long-term debt.

*Source: CFI workpapers, FY2025 and FY2026 audited. Excluding GASB 68/75.*

**Shepherd University Board of Governors**
**November 5, 2026**
**Presentation Agenda, Item 3b**

# FY2027 BUDGET REVISION

Mr. Alexander provided a review of the Budget Revision factors for the Committee.

At the Board meeting, Mr. Alexander and President Wesson will review the recommended Budget Revision with the Board.

The following resolution is recommended for adoption by the Board:

> **RESOLVED**, That the Shepherd University Board of Governors approves the Revised FY 2027 Budget, as presented in the meeting materials of November 5, 2026.

**Shepherd University Board of Governors**
**November 5, 2026**
**Presentation Agenda, Item 3c**

# TUITION AND FEE WAIVER REPORT: FY2026

Annually, the Higher Education Policy Commission (HEPC) requires that a report on the number and distribution of tuition and fee waivers be presented to the Shepherd University Board of Governors. The report for the 2025-2026 academic year is provided below.

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

## 2025-2026 Institutional Waivers

Institutional waivers continue to be a critical factor in recruiting and retaining students at Shepherd. In 2025-2026, the University awarded $5,166,708 in institutional waivers, an increase of $59,927, or 1.2%, from 2024-2025. A total of 1,284 individual students received at least one waiver, compared with 1,263 in the prior year. Because some students receive more than one type of waiver, the tables in this report show 1,807 awards across all funds, compared with 1,778 in the prior year.

Waivers are reported in seven categories: academic, admission, athletic, athletic room, graduate tuition, other, and room waivers. Table 1 summarizes each category.

### Table 1. Institutional Waivers by Category

| Category | 2024-2025 | | 2025-2026 | | Year-over-Year Change | |
|---|---|---|---|---|---|---|
| | Count | Amount | Count | Amount | Amount | Percent |
| Academic Waivers | 145 | 234,889 | 137 | 251,023 | 16,135 | 6.9% |
| Admission Waivers | 979 | 1,599,341 | 1,025 | 1,656,665 | 57,324 | 3.6% |
| Athletic Waivers | 207 | 859,265 | 209 | 907,118 | 47,853 | 5.6% |
| Athletic Room Waivers | 32 | 133,679 | 33 | 134,932 | 1,253 | 0.9% |
| Graduate Tuition Waivers | 36 | 208,637 | 34 | 187,043 | (21,594) | (10.4%) |
| Other Waivers | 314 | 1,573,522 | 311 | 1,570,564 | (2,958) | (0.2%) |
| Room Waivers | 65 | 497,449 | 58 | 459,363 | (38,086) | (7.7%) |
| **Total** | **1,778** | **5,106,781** | **1,807** | **5,166,708** | **59,927** | **1.2%** |

Admission waivers ($1,656,665) and the Metro Scholarship ($1,280,876) together account for 57% of all waivers awarded. Tables 3 through 9 provide the detail by fund.

### Key Changes from the Prior Year

**Admission waivers** increased $57,324, or 3.6%. The Transfer Scholarship, in its second year as a separate fund, grew by $60,073 to $144,055 and reached 132 students, up from 89. The Director's Scholarship increased $28,897, while the Dean's and President's Scholarships decreased by a combined $55,146.

**Athletic waivers** increased $47,853, or 5.6%, led by women's soccer ($19,150), women's basketball ($17,883), women's lacrosse ($16,650), and baseball ($11,005). Athletic room waivers were essentially unchanged at $134,932. Decreases of $13,554 in football and $6,481 in men's basketball tuition waivers were matched by equal increases in the room waivers for those two sports.

**Academic waivers** increased $16,135, or 6.9%. Music waivers increased $32,645, and Contemporary Art and Theater waivers increased $8,165. The Honors Tuition Waiver, which totaled $32,200 in 2024-2025, was not awarded in 2025-2026 because that budget was replaced by the Manne Honors Scholarship.

**Room waivers** decreased $38,086, or 7.7%, with lower amounts in every fund. The largest decreases were in the graduate assistant room waivers for Residence Life ($10,993) and Athletics ($8,865), and in summer housing waivers ($8,250).

**Graduate tuition waivers** decreased $21,594, or 10.4%. Decreases in the employee tuition waiver for BRCTC employees ($20,280) and in waivers for graduate assistants in Athletics ($14,316) were partially offset by an increase of $11,788 in the graduate employee tuition waiver.

**Other waivers** were essentially unchanged, decreasing $2,958, or 0.2%. The Metro Scholarship remains the largest single waiver at $1,280,876, awarded to 259 students. An increase of $39,595 in the Dependent Tuition Waiver was offset by decreases in the HSTA Waiver ($27,895), the Yellow Ribbon institutional waiver ($15,946), and the Coach's Incentive Program ($13,666).

### Four-Year Trend

Total institutional waivers have declined from $5,534,749 in 2022-2023 to $5,166,708 in 2025-2026, a decrease of $368,041, or 6.6%. Most of that decline

occurred in 2024-2025. Figure 1 and Table 2 show the four-year trend by category.

**Figure 1. Institutional Waivers by Category, 2022-2023 through 2025-2026**

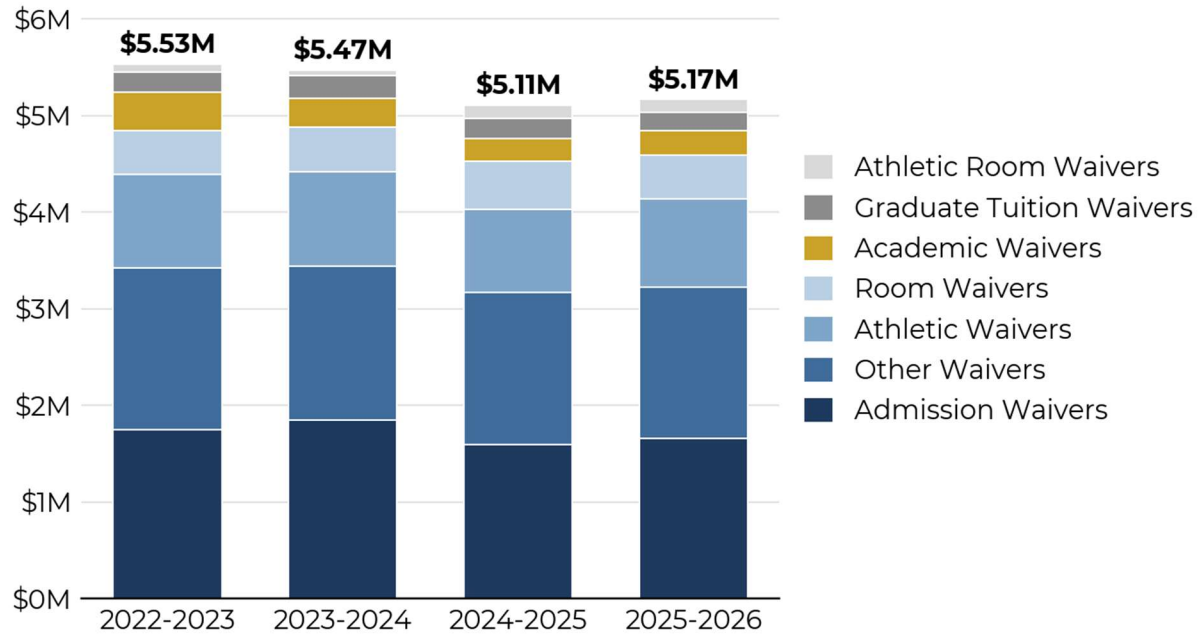



**Table 2. Institutional Waivers by Category, Four-Year Trend**

| Category | 2022-2023 | 2023-2024 | 2024-2025 | 2025-2026 |
|---|---|---|---|---|
| Academic Waivers | 393,619 | 295,120 | 234,889 | 251,023 |
| Admission Waivers | 1,745,119 | 1,851,773 | 1,599,341 | 1,656,665 |
| Athletic Waivers | 969,830 | 978,311 | 859,265 | 907,118 |
| Athletic Room Waivers | 87,344 | 52,440 | 133,679 | 134,932 |
| Graduate Tuition Waivers | 209,218 | 239,381 | 208,637 | 187,043 |
| Other Waivers | 1,676,199 | 1,589,974 | 1,573,522 | 1,570,564 |
| Room Waivers | 453,420 | 463,447 | 497,449 | 459,363 |
| **Total** | **5,534,749** | **5,470,446** | **5,106,781** | **5,166,708** |
| Change from prior year | | (1.2%) | (6.6%) | 1.2% |
| Individual students awarded | 1,331 | 1,419 | 1,263 | 1,284 |

*Amounts are in whole dollars. Prior-year amounts reflect current Banner data and may differ slightly from amounts previously reported.*

## Waiver Detail by Fund

Tables 3 through 9 list each waiver fund with activity in 2024-2025 or 2025-2026.

### Table 3. Academic Waivers

| Fund Code - Fund Name | 2024-2025 | | 2025-2026 | | Change |
|---|---|---|---|---|---|
| | Count | Amount | Count | Amount | |
| HONWAI - Honors Tuition Waiver | 25 | 32,200 | – | – | (32,200) |
| IWACCT - Acad Waiver Accounting | 1 | 1,000 | 6 | 3,000 | 2,000 |
| IWBIOL - Acad Waiver Biology | 14 | 4,000 | 10 | 4,000 | – |
| IWBUSA - Acad Waiver Business Admin | 4 | 3,500 | 6 | 5,000 | 1,500 |
| IWCATH - Acad Waiver Cont Art & Theater | 16 | 31,835 | 25 | 40,000 | 8,165 |
| IWCHEM - Acad Waiver Chemistry | 5 | 3,000 | 5 | 2,862 | (139) |
| IWCOMM - Acad Waiver Communications | 3 | 3,000 | – | – | (3,000) |
| IWCSME - Acad Waiver CompS, Math, & Eng | 3 | 2,556 | 6 | 5,000 | 2,444 |
| IWECFN - Acad Waiver Econ & Finance | 3 | 2,000 | 3 | 2,000 | – |
| IWEDUC - Acad Waiver Education | 6 | 2,750 | – | – | (2,750) |
| IWENML - Acad Waiver Eng & Modern Lang | 4 | 2,300 | 2 | 3,000 | 700 |
| IWESPS - Acad Waiver Envir St & Phy Sci | – | – | 4 | 4,000 | 4,000 |
| IWHIST - Acad Waiver History | 4 | 4,000 | 4 | 4,000 | – |
| IWMUSI - Acad Waiver Music | 37 | 125,517 | 47 | 158,162 | 32,645 |
| IWNURS - Acad Waiver Nursing | 6 | 4,000 | 4 | 4,000 | – |
| IWPSGS - Acad Waiver Pol Sci, GS, & G | 5 | 2,500 | 4 | 4,000 | 1,500 |
| IWPSYC - Acad Waiver Psychology | 3 | 2,056 | 3 | 4,000 | 1,944 |
| IWRSES - Acad Waiver Rec, Sport, & ES | 2 | 1,000 | – | – | (1,000) |
| IWSCCJ - Acad Waiver Soc, Crim, & CJ | – | – | 4 | 4,000 | 4,000 |
| IWSOCW - Acad Waiver Social Work | 3 | 2,875 | 4 | 4,000 | 1,125 |
| MBRBA - Martinsburg RBA Waiver | 1 | 4,800 | – | – | (4,800) |
| **Total** | **145** | **234,889** | **137** | **251,023** | **16,135** |

## Table 4. Admission Waivers

| Fund Code - Fund Name | 2024-2025 | | 2025-2026 | | Change |
|---|---|---|---|---|---|
| | Count | Amount | Count | Amount | |
| ACAHOU - Admissions F&H Waiver | 1 | 5,500 | 6 | 30,250 | 24,750 |
| ADMWAI - Admissions Award | 3 | 1,250 | – | – | (1,250) |
| DEAAWD - Dean's Scholarship | 97 | 216,845 | 79 | 189,977 | (26,868) |
| DIRAWD - Director's Scholarship | 722 | 1,058,457 | 749 | 1,087,354 | 28,897 |
| IWTRAN - Transfer Scholarship | 89 | 83,982 | 132 | 144,055 | 60,073 |
| PREAWD - President's Scholarship | 67 | 233,307 | 59 | 205,029 | (28,278) |
| **Total** | **979** | **1,599,341** | **1,025** | **1,656,665** | **57,324** |

## Table 5. Athletic Waivers

| Fund Code - Fund Name | 2024-2025 | | 2025-2026 | | Change |
|---|---|---|---|---|---|
| | Count | Amount | Count | Amount | |
| BASEWA - Baseball Waiver | 19 | 46,145 | 20 | 57,150 | 11,005 |
| FBWAIV - Football Waiver | 70 | 357,732 | 67 | 344,178 | (13,554) |
| GENATH - General Athletic Scholarship | 18 | 82,250 | 20 | 82,250 | – |
| LCRSWA - Women's Lacrosse Waiver | 5 | 4,500 | 11 | 21,150 | 16,650 |
| MBBWAI - Men's Basketball Waiver | 14 | 83,251 | 12 | 76,770 | (6,481) |
| MGLFWA - Men's Golf Waiver | 3 | 3,500 | 3 | 3,500 | – |
| MSOCWA - Men's Soccer Waiver | 9 | 26,100 | 9 | 26,100 | – |
| SBLLWA - Softball Waiver | 16 | 70,500 | 16 | 70,500 | – |
| TENWAI - Men's Tennis Waiver | 2 | 2,750 | – | – | (2,750) |
| WBBWAI - Women's Basketball Waiver | 15 | 71,587 | 14 | 89,470 | 17,883 |
| WGLFWA - Women's Golf Tuition Waiver | 4 | 4,450 | 3 | 3,400 | (1,050) |
| WSOCWA - Women's Soccer Waiver | 16 | 37,500 | 16 | 56,650 | 19,150 |
| WVBWAI - Women's Volleyball Waiver | 12 | 66,500 | 12 | 70,500 | 4,000 |
| WXCNTW - Women's Cross Country Waiver | 1 | 500 | 3 | 3,000 | 2,500 |
| XCNTWA - Men's Cross Country Waiver | 3 | 2,000 | 3 | 2,500 | 500 |
| **Total** | **207** | **859,265** | **209** | **907,118** | **47,853** |

## Table 6. Athletic Room Waivers

| Fund Code - Fund Name | 2024-2025 | | 2025-2026 | | Change |
|---|---|---|---|---|---|
| | Count | Amount | Count | Amount | |
| BASHOU - Baseball F&H Waiver | 2 | 3,162 | – | – | (3,162) |
| FBHOU - Football F&H Waiver | 19 | 52,268 | 22 | 65,822 | 13,554 |
| MBBHOU - M Basketball F&H Waiver | 4 | 36,749 | 6 | 43,230 | 6,481 |
| VBLHOU - Volleyball F&H Waiver | 1 | 4,000 | – | – | (4,000) |
| WBBHOU - W Basketball F&H Waiver | 6 | 37,500 | 5 | 25,880 | (11,620) |
| **Total** | **32** | **133,679** | **33** | **134,932** | **1,253** |

## Table 7. Graduate Tuition Waivers

| Fund Code - Fund Name | 2024-2025 | | 2025-2026 | | Change |
|---|---|---|---|---|---|
| | Count | Amount | Count | Amount | |
| GRADAT - Grad Assist - Athletics | 11 | 93,216 | 11 | 78,900 | (14,316) |
| GRADCO - Grad Assist - COB | 2 | 14,400 | 2 | 11,400 | (3,000) |
| GRADJA - Grad Assist - JA, AR & WG | – | – | 1 | 4,140 | 4,140 |
| GRADWA - Graduate Waiver | 3 | 4,720 | 3 | 4,794 | 74 |
| GRBRCT - Employee Tuition Waiver - BR | 4 | 21,660 | 1 | 1,380 | (20,280) |
| GRSTAF - Employee Tuition Waiver - GR | 16 | 74,641 | 16 | 86,429 | 11,788 |
| **Total** | **36** | **208,637** | **34** | **187,043** | **(21,594)** |

## Table 8. Other Waivers

| Fund Code - Fund Name | 2024-2025 | | 2025-2026 | | Change |
|---|---|---|---|---|---|
| | Count | Amount | Count | Amount | |
| DEPEND - Dependent Tuition Waiver | 12 | 47,733 | 15 | 87,327 | 39,595 |
| FCAREW - Foster Care Tuit Waiv | 2 | 10,899 | 2 | 12,496 | 1,597 |
| HSTAWV - HSTA Waiver | 15 | 73,412 | 9 | 45,517 | (27,895) |
| IACIPT - Coach's Incentive Program | 2 | 27,724 | 2 | 14,058 | (13,666) |
| IWAMCO - AmeriCorps Waiver | – | – | 2 | 9,454 | 9,454 |
| MCWAIV - GSLT Tuition Waiver | 18 | 101,111 | 18 | 107,837 | 6,726 |
| METRO - Metro Scholarship | 254 | 1,278,451 | 259 | 1,280,876 | 2,425 |
| STAFWA - Employee Tuition Waiver - UG | 7 | 15,670 | 3 | 10,424 | (5,246) |
| YRPSU - Yellow Ribbon Institutional | 4 | 18,522 | 1 | 2,576 | (15,946) |
| **Total** | **314** | **1,573,522** | **311** | **1,570,564** | **(2,958)** |

## Table 9. Room Waivers

| Fund Code - Fund Name | 2024-2025 | | 2025-2026 | | Change |
|---|---|---|---|---|---|
| | Count | Amount | Count | Amount | |
| HOUWAI - Intern - ResLife (F+H) | 2 | 11,177 | 1 | 8,080 | (3,097) |
| RAWAIV - RA Waiver (F+H) | 31 | 340,536 | 33 | 338,309 | (2,227) |
| RESGA - Grad Assist - Res Life (F+H) | 4 | 27,153 | 2 | 16,160 | (10,993) |
| RESWAI - Grad Assist - Athletics (F+H) | 11 | 72,409 | 10 | 63,544 | (8,865) |
| ROOMWA - GSLT Housing Waiver | 7 | 28,774 | 6 | 24,120 | (4,654) |
| SUMHOU - Summer Housing Waiver | 10 | 17,400 | 6 | 9,150 | (8,250) |
| **Total** | **65** | **497,449** | **58** | **459,363** | **(38,086)** |

| | | | | | |
|---|---|---|---|---|---|
| **Grand Total** | **1,778** | **5,106,781** | **1,807** | **5,166,708** | **59,927** |

*Count is the number of students awarded in each fund. A student who receives more than one waiver is counted in each fund. Amounts are in whole dollars, and totals may not sum due to rounding. Consistent with prior-year reports, graduate departmental scholarships (fund type GRDS), which totaled $46,716 in 2025-2026, are not included in this report.*

**Shepherd University Board of Governors**
**November 5, 2026**
**Presentation Agenda, Item 4**

# ACADEMIC AFFAIRS DIVISION UPDATE AND ANNUAL REPORT

Dr. Jack DeRochi, Provost and Executive Vice President for Academic Affairs, provided the Committee with an Academic Affairs Annual Report. An annual set of data related to instructional capacity, retention, and graduation rates is provided below. These data, whenever possible, provide comparisons to Shepherd's HEPC-approved comparison set of institutions as well as other West Virginia regional universities.

## Division of Academic Affairs Update

In addition to the unit highlights provided below, the Provost's Office notes the following activities that relied upon the collaborative efforts of faculty and staff across the entire division.

## Academic Affairs Transformation

The 2025–2026 Academic Affairs Transformation Process was successfully completed in 2026, establishing a new organizational structure of colleges, departments, and schools. Implementation and transition efforts continue as the newly established academic units refine their operations, leadership responsibilities, and processes. Resources have been allocated to each unit through stipends and reassigned time to support program coordination, assessment, and other departmental and school priorities. These investments are intended to strengthen academic leadership, support continuous improvement, and enhance student success.

## New Academic Programs

Intent to Plans were approved for the following programs since last year's annual report:

- Master of Social Work
- Minor in Artificial Intelligence
- B.A.S. in Leadership and Artificial Intelligence
- Master of Science in Nursing, concentrations in Family Nurse Practitioner and Psychiatric Mental Health Nurse Practitioner

The 100% online Master of Arts in Mental Health Counseling program was successfully launched in Fall 2026, expanding access to graduate education

and providing additional opportunities for students seeking flexible learning options. This new program, combined with the revised and streamlined online MBA program and enhanced marketing efforts, contributed to notable increase in new graduate enrollments (+ 31) in Fall 2026. These efforts reflect Shepherd's commitment to expanding graduate education, responding to workforce needs, and reaching new student populations.

**Update on Academic Affairs Leadership Searches**

As part of the transformation process, along with anticipated retirements and resignations, Academic Affairs successfully completed several key leadership searches:

- Dr. Michelle Perez, Assistant Provost for Student Academic Enrichment
- Dr. Richard Thompson, Dean of the College of Science, Health, and Wellness
- Tashana Curtis, University Registrar

Searches are nearing conclusion for the Dean of the College of Business and Technology and Director of Assessment. These appointments are essential to strengthening our academic programs, expanding our impact within the region, and improving the overall student experience.

**Expansion and Quality of Online Learning**

The Office of Online Learning (OOL) was established to expand Shepherd University's capacity to provide the highest quality of online education to our students. The OOL provides dedicated leadership and oversight for expanding our portfolio of 100% online graduate programs and ensuring the overall quality and effectiveness of online education. Yildiz Nuredinoski was appointed Director of Online Learning, and an additional instructional designer position was approved to support faculty development, course design, and the implementation of Quality Matters standards. The OOL has also advanced the development of a comprehensive framework and associated policies to guide online course development, assessment, and continuous improvement.

**Student Pathways and Completion Team (PACT)**

The Student Pathways and Completion Team (PACT) was formed to bring together academic leaders, Student Academic Enrichment (SAE), Information Technology, the Registrar, and the Director of Assessment to identify barriers

to student academic progress and facilitate systemic solutions that improve student progression and degree completion.

In the Spring 2026, PACT analyzed course override data identifying barriers and bottlenecks to student progression. These findings informed several solutions including adjustments to course sequences by academic units, updates to course prerequisites, refinements to advising models by SAE, and efforts to address scheduling barriers during the Fall 2026 schedule development process.

**Award of Title III Grant**

The Office of Sponsored Programs continued to demonstrate success in securing external funding to advance Academic Affairs priorities. Among its recent accomplishments is a $2.6 million U.S. Department of Labor Title III, Strengthening Institutional Program grant, the largest program-specific grant in Shepherd's history.

This five-year grant, titled "ASCEND" to emphasize the focus on improving student supports and the overall student experience, will support key institutional initiatives in the following four areas:

1. Strengthen academic programs through curriculum and instruction enhancements that imbed AI competencies, digital literacy, and career-relevant skills across disciplines.

2. Improve institutional management with operational efficiencies affected by strategic integration of AI technologies.

3. Establish fiscal stability by reducing operational costs through automation and efficiency improvements while reallocating institutional resources to high-impact student success initiatives.

4. Augment student success and workforce outcomes through 24/7 personalized support systems and experiential learning opportunities.

The continued success of sponsored programs underscores Shepherd University's ability to secure resources that advance strategic priorities and promote long-term institutional sustainability.

## College of Arts, Humanities, and Social Sciences

Dr. Kurtis Adams, Dean

### Overview

Enrollment across the College of Arts, Humanities, and Social Sciences' (CAHSS's) 22 programs exhibited growth and, with some moderate softening, enrollment is distributed fairly evenly across most programs. From Fall 2024 to Fall 2025, the strongest gains came in Music's B.A. (23 to 30 majors, +30%), History (39 to 47, +21%), Criminal Justice (71 to 85, +20%), and Political Science (36 to 42, +17%). The newly launched Teaching M.E.T. enrolled its first cohort of nine majors. Other programs experienced modest enrollment declines. Several programs including Art, Communication, and Elementary Education continue solid sustained growth.

One-year retention for the Fall 2024 entering cohort improved notably in several programs. Political Science (50% to 75%), History (55.6% to 80%), Communication (66.7% to 90%), and Sociology (60% to 80%). The most recent six-year graduation cohort available, which is for students entering in Fall 2019, shows History (57.1%) and Art (52.4%) leading the college. Most programs meet or exceed the 31.0% university-wide rate. Overall, the data reflect varied enrollment trajectories across programs alongside encouraging retention gains and graduation rates.

CAHSS's academic units remain the primary engine of the university's Core Curriculum. Units in the CAHSS deliver 61% of Shepherd's core liberal arts curriculum. This contribution is reflected in the proportion of each program's student credit hours devoted to the Core with Global Studies (90.2%), English (82.5%), History (77.1%), Appalachian Studies (67.3%), Political Science (61.8%), Communication (58.9%), and Sociology (52.7%) all exceeding the university-wide average of 39.0%. These figures demonstrate that CAHSS's institutional contribution extends well beyond providing instruction to its own majors. Through its central role in the Core, the college advances student progress toward degrees across the university cultivating skills in communication, critical thinking, creativity, and civic understanding—all essential for success in the 21st century workforce.

### Retention & Persistence Initiatives

In 2025–26, all academic programs in the CAHSS carried out recruitment and retention plans, each with targeted actions to attract new students and help current students persist. Of 43 planned actions, programs reported 22 as completed with 13 additional to be completed Fall 2026. As of September

2026, highlights include a 150% increase in Honor Choir Festival attendance, growth in the student-run shepTV staff from 5 to 26 students, a revived Costa Rica study abroad program, and a new 2+2 transfer agreement with Blue Ridge Community and Technical College for Political Science.

**Academic Initiatives**

During 2025–2026, Shepherd University's School of Education and Educator Preparation Program developed a standards-aligned, 15-credit Multi-Categorical Special Education Endorsement addressing regional workforce needs. The program incorporates clinical experiences, comprehensive assessments, and district partnerships while using existing faculty and resources. Following institutional approval and revisions addressing feedback from external stakeholders, the endorsement received final approval from the West Virginia Board of Education in August 2026. Available beginning Fall 2026 to undergraduate and graduate students across all teaching specializations, it expands certification opportunities, addresses special education teacher shortages, and prepares educators to serve students with disabilities in K–12 settings.

**Student Achievements**

- Graphic Design students received a total of 12 awards at The Real Show 26, a national design competition. Graphic Design major Andrew Elspas won Best of Show—the competition's top award.

- Twenty students in Education courses visited the Library of Congress to study the use of primary sources in teaching practice.

- The Criminal Justice Program's reentry simulation engaged students and community members in navigating the challenges formerly-incarcerated individuals face with limited resources. Organized with community partners, the event combined hands-on learning with a panel of formerly-incarcerated individuals to deepen understanding of reentry barriers and identify opportunities for system improvements and community collaboration.

- Shepherd's student-run TV station, shepTV, launched successfully in April 2026. It has since begun presenting live streams of campus events including the 2026 McMurran Convocation.

**Faculty Scholarship & Achievement**

In the 2025-2026 academic year, 21 faculty members from CAHSS presented at professional conferences with an additional 10 faculty members scheduled

to present at conferences for the current academic year. Highlights of the faculty's work include:

- Drs. Sam Greene, Associate Professor of Political Science, and Benjamin Bankhurst, Professor of History, received a $50,000 HEPC West Virginia-Ireland Education Alliance grant in cooperation with Blue Ridge CTC. This grant funds travel for 12 students and two faculty members to Ireland for a summer faculty-led program.

- Dr. Heidi Hanrahan, Professor of English, has published a new book, *American Women Writers of the 19th Century,* which was named to the 2026 Outstanding References Sources List.

- Dr. Carrie Messenger, Professor of English, authored a creative nonfiction essay “Fainting Couch,” which recently appeared in the literary magazine Fourth Genre, an important literary magazine in the genre of creative nonfiction.

- Dr. Michael Vaclav, Assistant Professor of English, published his essay, titled “Wayward Witches: Macbeth and the Specter of the Overbury Scandal,” in the December issue of English Literary History.

- Dr. Jason Allen, Associate Professor of Education, was accepted into the Library of Congress Fellowship Program: Transformative Teaching with Primary Sources.

**Community Impact**

- Shepherd Music presented 16 mainstage student performances in the Frank Center and 9 faculty/student small ensemble performances during the 2025-2026 season with a total attendance of 3,493 patrons.

- The Criminal Justice Lecture Series presented 3 events in 2025-2026 with approximately 45 students and community members in attendance

- The Ram Band appears in 21 performances during the Fall semester performing for thousands of audience members and many prospective Shepherd students, in West Virginia, Maryland, Virginia, and Pennsylvania.

## College of Business and Technology

Dr. Jim Dovel, Interim Dean

**College-Level Activities and Accomplishments**

The college successfully transitioned to the new structure, received appointments for an interim dean and an interim associate dean, and hired a new administrative associate. The permanent dean search is concluding successfully. Major college accomplishments include completing the AI Collaboratory and securing the necessary approvals of Intents to Plan for an AI Minor and a Bachelor of Applied Science in Leadership and Artificial Intelligence. Other major efforts include increasing program-level visibility, advertising to potential students, and improving class scheduling to align with demand and reduce scheduling conflicts.

### Department of Business and Sport Administration

Business Administration majors grew significantly from 257 in Fall 2021 to 329 in Fall 2025. Overall majors are expected to drop slightly in Fall 2026, partly because of a historically large graduating class of 93 in 2025-26. Accounting (49 to 51) and Economics (17 to 18) majors remain roughly steady and still outpaced the university trend. However, student credit hours still grew significantly, driven by growth in Business Administration (Accounting rose from 615 to 765 and Economics from 1173 to 1452). Recreation and Sport Studies majors were flat over the preceding five years, falling from 125 to 122 after peaking at 139 in Fall 2023. MBA enrollment ranged from 57 to 73 over the last five years. Large graduating classes in 2024-2025 and 2025-2026, along with a credit-hour change from 36 to 30, put temporary downward pressure on MBA enrollment. However, Fall 2026 preliminary results indicate a significant increase in new enrollment. Several factors contributed to the Department's continued success. Growth opportunities and continuous improvement and innovation directions within the program and its concentrations are below.

**Accounting:** For the entering class of 2022 (the most recent year available), Shepherd ranked 11th out of 263 very small programs (defined as 5–9 candidates) for first-time CPA exam pass rates. The University also led West Virginia in first-time and overall pass rates and average scores, achieving an 80.0% pass rate and an average score of 77.7%—well above the national averages of 58.7% and 72.9%, respectively. Shepherd students also outperformed peers in Maryland, Pennsylvania, and Virginia.

**Business Administration:** The first draft of the IACBE re-accreditation self-study has been submitted. Program improvement efforts include: mapping all BADM courses with specific assessment outcomes, increasing use of open educational resources (OER) to reduce student textbook costs, aligning three

Risk Management and Insurance Concentration classes to the highly respected industry certification; enhancing faculty credentials for the rapidly growing Financial Planning Concentration. Faculty conduct significant research leading to numerous peer-reviewed conference presentations and journal publications. Experiential learning is now part of every student's experience and includes internships externships, and senior capstone students working with local businesses and organizations. Recent student success includes winning first-place in the Jumpstart Jefferson Pitch competition, the Pitch the County competition at the Jefferson County Tourism Summit, and the international CapSource Live Case Competition.

**Economics:** The small number of majors in Economics results in reporting variability. The Economics program supports the University and the college with service courses in the University and Business core. Economics faculty significantly support the Business Administration degree, which is successful at placing students in graduate school. Dr. Szarka, Assistant Professor of Economics, should be commended for being awarded the Alexis de Tocqueville Fellowship at the Mercatus Center and two OER grants totaling $32,500.

**Recreation:** Drs. Mellissa Hall, Associate Professor of Recreation, and Stacey Kendig, Professor of Recreation, are currently completing the program's Council on Accreditation of Parks, Recreation, Tourism, and Related Professions (COPOART) self-study accreditation report. The Recreation program has significant opportunities to grow by responding to marketing interest, strengthening the program by combining with the newly formed department, and continuing its strong alignment with Athletics (85 of the 125 of the program's majors are student-athletes). There is significant opportunity to improve the alignment with the already successful MBA 4+1 pipeline.

**MBA:** The QM online standards upgrade to all MBA courses in the online degree is ongoing. Growth in the updated modality is attracting students with a continued strong pipeline in our accelerated 4+1 MBA program. The program plans to share courses with the DNP and future MNP programs in Health Administration. Additional courses in SHRM-aligned Human Resources, artificial intelligence, and Sport Management are underway.

### Department of Computer Science, Math, and Engineering

After significant realignment over the past several years, the department is moving quickly to collaborate within the newly formed College of Business and Technology. Significant opportunity exists to share resources and improve

all college programs. A more focused department has increased Computer Information Systems (CIS) majors from 103 to 150 in the last five years.

Faculty are playing a role in the AI Collaboratory, the AI Minor, and numerous shared projects. They are making significant accomplishments in AI through research, publishing, teaching, and student projects. Faculty are presenting at numerous peer-reviewed conferences and publishing in peer-reviewed journals and textbooks. It is primed for growth with the new AI Minor and demand for these skills. The current Applied Mathematics and Data Science degree offering, although small, aligns well with Business, Computer Science, and required Mathematics offerings. Demand for Mathematics support through student credit hours (SCH) rose (1839 to 2369) over the last five years, while full-time faculty support has decreased. Demand for quantitatively capable graduates in education, business, and technology is very high.

**Recent Faculty and Program Accomplishments**

- The Shepherd University Accounting Club Connected 25 Students with Employers at the Annual Meet the Firms Event. Participating businesses included ACMI Certified Public Accountants; Archer Lewis LLC; CohnReznick LLP; Decker & Company PLLC; Deleon & Stang CPAs & Advisors; HW CPAs + Advisors; Navy Federal Credit Union; Rutherford & Johnson PC; and SEK, CPAs & Advisors.

- Dr. George Ray, Associate Professor of Business Administration, published “Marketing introduces uncertainty into programmatic advertising: An analysis with Shannon entropy”. Issues in Information Systems, 27(4), 325–337. https://doi.org/10.48009/4_iis_2026_130. This supports the new AI Collaboratory and advanced marketing education.

- Drs. Osman Guzide, Professor of Computer Information Science, Qing Wang, Professor of Mathematics, Robert Monahan, Assistant Professor of Mathematics, and Weidong Liao, Professor of Computer Information Science, presented “A Discussion of Activities and Outcomes of the S-STEM Project: Advancing Academic Success and Career Development for Talented, Low-Income Computer Science, Mathematics, and Engineering Majors” to the 2026 AAAS S-STEM Scholars & PI Meeting during October 9-11 in Washington, DC.

**College of Science, Health, and Wellness**
Dr. Rick Thompson, Dean

**New College Structure**
As part of the Academic Affairs Transformation the new College of Science, Health and Wellness maintains the School of Nursing and the Department of Natural and Physical Sciences. The newly formed Department of Psychology, Social Work, and Counseling joined the College. The Health Promotion and Exercise Science program also join the College as an important addition to the School of Nursing. Progress is already being made to model the student placement and professionalism approaches of the Nursing program for the students within the Health Promotion and Exercise Science program.

**Critical Lab Upgrades**

Chemistry lab renovations including the installation of additional fume hoods and updates to lab stations were completed this summer and early fall. These renovations will significantly improve the student learning environment and overall lab safety for all students who use these labs.

**External Outreach**

Over the course of the year the Nursing program entered into agreements with several health care systems. These programs provide scholarship funds (some as much as $25,000) to students in exchange for a post-graduation work commitment of three years. The School of Nursing has entered into agreements with Meritus Health Systems, Valley Health, WVU Berkeley and WVU Jefferson Medical Centers. These programs provide students with scholarships of up to $25,000 in exchange for a three-year employment commitment following graduation. Along with existing support programs such as the WV Nursing Scholarship program, they provide student financial assistance. These post-graduation experiences, strong Nursing program, and high NCLEX pass rates secure an almost 100% job placement for our graduates.

**New Academic Programs within the College**

In addition, the Nursing program has had their Intent to Plan for two track Master of Science in Nursing (MSN) program for the preparation of Nurse Practitioners approved by the Board of Governors. This MSN curriculum development also refocuses the current Doctor of Nursing Practice (DNP) program solely on the doctoral training portion of the program.

The new fully online master's program in Mental Health Counseling launched in fall 2026. All courses are Quality Matters aligned for best practice in online modality.

**Faculty and Student Partnerships and Research**

DNP students participated in various community health fairs and other activities as part of their coursework. Annually, students enrolled in Developmental Psychology courses taught by Dr. Heidi Dobish, Associate Professor of Psychology, serve as guides and mentors to approximately 150 7th graders from Harper's Ferry Middle School who spend a day on the Shepherd campus learning about what it is like to attend college.

Drs. Sytil Murphy, Associate Professor of Environmental Science, Jacqui Cole, Associate Professor of Chemistry, and Lindsey Levitan, Professor of Psychology, hosted the annual Seeding Your Future program. This program brings middle or early high school aged students to campus throughout the year for programs related to such areas as robotics, optics and human vision, and GIS mapping.

Both the Developmental Psychology event and the Seeding the Future program provide early outreach to inspire these students about college attendance and specifically Shepherd University.

Undergraduate research (papers, conference presentations, publications) takes place throughout the academic year and the summers. In April 2026 , 20 Shepherd students presented their work at the West Virginia Academy of Sciences conference. Twelve Shepherd faculty also presented.

During 2025-2026, four associate professors, Drs. Brenda Johnston(Nursing), Sytil Murphy (Physics), Jacqui Cole (Chemistry), and Sara Reynolds (Biology), all published. Other faculty have been busy with grant funding such as the NSF S-STEM and Neuroscience grants.

**Honors Program Report**
Sally Brasher, Director

- 114 active Honors Students.

- In the Fall 2025/winter 2026 we sent out approximately 1000 letters with follow-up emails to prospective eligible students inviting them to apply to the program. The Director attended all Open House and Accepted Student Day programs to recruit prospective students.

- The Director held in-person interviews with 70 applicants and accepted an incoming four-year and transfer track class of 42 students.

- The Honors Program offered a spring priority registration and orientation session for incoming first year and transfer students. This entailed a day-long visit to Shepherd including a coordinated event with Student Affairs, Enrollment Management, Student Success and Advising Assistance departments. Students were actively advised and registered for fall classes by the end of the day.

- The Honors Program updated the curriculum to encourage recruitment and retention in the program. One change included the introduction of a 3-credit hour Honors Symposium course that students are required to take in their senior year. This is a special topics symposium which encourages students to exam a topic from their area of knowledge and work as a group to produce a final interdisciplinary program plan. As it is interdisciplinary it features faculty and industry speakers from a wide variety of perspectives and interests.

- The Honors Center in Martin Residence Hall created a Study Center for student use. Dinner and discussion events are held twice each Fall to build first-year students community. Honors field trips to the Walter's Gallery art museum in Baltimore, and the Frederick Douglas Museum in Washington D.C. were offered fall 2026.

**The George Tyler Moore Center for the Study of the Civil War**
Dr. Jennifer Murray, Director

The Civil War Center (CWC) is a distinctive platform to bring together a broad audience- Shepherd students and faculty, community members, teachers, public historians, academic scholars, and Civil War enthusiasts—to continue to learn and think critically about the Civil War and the ways in which that conflict shapes who we are as a nation and people today, some 160 years later.

- Between November 2025-October 2026, the CWC hosted 13 programs, with 697 attendees. These programs include lectures and battlefield tours/walks.

- Our annual fall conference, September 25-27, 2026, focused on the modern Civil War battlefield preservation movement, *Forty Years of Triumph: A Retrospective of Preservation Success at Antietam and Beyond*. The conference drew 70 paid attendees and was revenue generating, which helps offset expenses of the CWC. Five students attended the conference.

- Other unique immersive experiences include two canoe tours, "Antietam As Seen From the Antietam," done in May and September 2026. Both were revenue generating.

- Three History majors (Civil War Era focused) completed internships in prestigious positions this summer. Elizabeth "Betsy" Cushwa interned at the National Civil War Medicine Museum (Frederick); William Faith interned with the National Park Service at Monocacy National Battlefield; Kelly Ramos interned with the National Park Service at Antietam National Battlefield. All three received stipends for their unpaid internships (generously provided by Antietam Institute and a private donor).

- Established the Dennis E. Frye Endowed Chair in Civil War Studies and Director of the Civil War Center.

- Received notable donations from three private donors this summer/fall; will continue to cultivate relations with prospective donors.

**Gender and Women's Studies**

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

The Gender and Women's Studies (GWST) minor provides students with an interdisciplinary approach to the study of gender and women's issues, incorporating perspectives and methodologies from multiple academic disciplines. The program's required core course, GWST 201: Introduction to Gender and Women's Studies, exemplifies this interdisciplinary model. The course, which also fulfills a social science option within the Core Curriculum, is taught collaboratively each fall by faculty representing social science, history, and English literature. A seminar course, GWST 350, is taught each spring; this past spring Dr. Heidi Hanrahan taught 19th Century American Women Writers.

This fall 2026, Drs. Heidi Hanrahan, Sally Brasher, and Amy DeWitt are team-teaching GWST 201, further strengthening the program's interdisciplinary focus. As part of the course, students will participate in an experiential learning trip to Washington, D.C., visiting the National Museum of Women in the Arts followed by the National Museum of the American Indian. These experiences will provide students with opportunities to connect course concepts to museum collections, cultural representation, history, and the ways gender and identity are understood and represented across different contexts.

**Appalachian Studies**

Dr. Ben Bankhurst, Coordinator

- The Appalachian Studies program continues to apply for external funding to support public and student programming to make up a funding shortfall caused by cuts made to programing previously sponsored by the West Virginia Humanities Council and the West Virginia Center for the Book. To this end, the program has submitted four grant applications in 2026, three of which have been successful. The three successful grant applications provided funding for the following activities: student research into 19th century Appalachian Opera Houses (including the Shepherdstown Opera House); $50,000 (through the West Virginia/Ireland Trade Commission and the HEPC) in funding to support student travel and internships in Northern Ireland in summer 2027; and finally, Mid-Atlantic Arts provided much needed funding in support of the 30th annual Appalachian Heritage Music Festival in September 2026.

- The program sponsored events including the Appalachian Heritage Festival (attendance rates for multiple events surpassed 50 participants); a showing of the "Mothman Prophecies" followed by a discussion of "Dark Tourism" with the Director of Mainstreet Point Pleasant at the Shepherdstown Opera House (total attendance was 108 people!); a discussion of the American Revolution in the Shenandoah Valley as part of the SU "Lectures and Libations" (over 60 participants).

## Faculty Affairs, Center for Faculty Excellence, Office of Online Learning, Registrar and Scarborough Library

Dr. Richard Stevens, Associate Provost for Faculty Affairs

### Faculty Profile – Fall 2026

111 Full-time Instructional Faculty
- 72 are tenured (64.9%)
- 27 are tenure track (24.3%)
- 12 are non-tenure track (10.8%)

Instructional faculty with terminal degrees*: 95.5%
*Defined as all faculty who hold a doctorate, MFA, or MSW.

### Promotion, Tenure, and Faculty Merit

Academic Affairs had six faculty participate in the 2025-2026 promotion and/or tenure cycle. Of the six, three faculty were promoted to Associate Professor with tenure, one earned tenure, and two faculty were promoted to full professor. Three additional faculty completed their third-year review. The 2026-2027 cycle is underway, and 15 faculty have submitted their portfolios for review.

The faculty merit review process begins annually in March and is completed in April. Each year, full-time faculty may voluntarily apply for merit. Spring 2026 had 72 faculty deemed meritorious by the Faculty Merit Committee. No merit increases have been awarded since 2012.

### Center for Faculty Excellence (CFE)

Dr. Laureen Donovan, Director of Teaching and Learning; Mr. Rich Lanham, Instructional Technologist; and Ms. Yildiz Nuredinoski, Director of Online Learning and Instructional Designer

In academic year 2025-2026, the CFE offered 37 free professional development opportunities, 19 in Fall 2025 and 18 in spring 2026. Topics included: Brightspace rubrics, Brightspace grades, Brightspace Student View Interfolio promotion and tenure, Microsoft Stream, Microsoft To-Do, American Association of Colleges and Universities (AAC&U) VALUEs, redesigning assessment in age of AI, Assessment design to address academic integrity, accessibility services, OER in the classroom, and critical AI literacy skills.

The CFE hosted both new adjunct orientation and new full-time faculty orientations in August.

Faculty Affairs hosted its annual Faculty Professional Development Day in August 2026. This year it was part of a reorganized faculty training week. Hans Fogle, Vice President for Communications and External Affairs, kicked off the day-long event with a sneak-preview of the new webpages. Sessions address Title II compliance, OER, AI, faculty wellness, and classroom pedagogy.

The CFE sponsored one faculty member who attended the Great Teachers Workshop in June 2026: Professor Jennifer Yablonsky, Assistant Professor of Graphic Design. The CFE also sponsored 16 faculty to attend virtual Quality Matters training to complement the renewed commitment to quality online courses graduate degrees.

This year, IT Services upgraded 84 faculty and staff computers across campus. Through grant funding, Shepherd provided technology upgrades in 16 classrooms in the Butcher, Byrd Science, EOB, Center for Contemporary Arts I & II, Knutti, Scarborough Library, Snyder, Stutzman-Slonaker, and White. Some rooms also received new flooring, painting, and ceiling tiles as necessary.

Dr. Benjamin Bankhurst, Professor of History, was selected as Shepherd's 2026 nominee for the West Virginia Professor of the Year award.

**Office of Online Learning**
Yildiz Nuredinoski, Director

- Working with eight faculty members, the Director has completed seven online graduate courses in the MBA and MA in Mental Health Counseling. Additional courses in these degrees are top development priorities.
- With the Provost's Office and the Online Quality Academic Committee, the Director adopted the Shepherd Online Framework; Regular and Substantive Interaction (RSI) in Online Courses; Quality Matters Essentials Compliance for Online Degree Programs; Standard Online Learning Template Usage; Artificial Intelligence Integration Policy for New Online Programs; Online Blueprint Course Development Agreement; and Online Course Content Review and Approval Process. The following policies are in development: the Online Course Quality Review Policy, Proposed Course Development Approval Model, and Course Design Cycle.

- The Director earned three Quality Matters credentials: Applying the QM Rubric, Peer Reviewer, and Online Facilitator Certification. The Director

is also developing a Shepherd-specific faculty training, launching Fall 2028, that will replace the external Quality Matters course, save the University money, and prepare faculty to teach effectively online. In addition, the Director developed onboarding for the incoming instructional designer, is completing the Small College Consulting Academy: Online Strategy & Operations, and serves on the Online Quality Academic Committee and Online Steering Committee.

- Yuja Panorama was adopted to assist with Title II compliance. The online learning office has provided multiple training opportunities in spring, summer and fall 2026 to help faculty and others be ready for January 2027 deadline for course compliance.

**Registrar's Office**
Tashana Curtis, Registrar

Tashana Curtis was appointed as the Registrar in February 2026. Her focus was to increase student focus and automate manual processes for the unit. The unit has worked closely with IT Services, Student Academic Enrichment, and Financial Aid to improve communication among those units and to ensure FERPA compliance in these processes.

- Established two dedicated email addresses to improve communication with students, faculty and staff (registrar@shepherd.edu and veterans@shepherd.edu.

- Enhanced DegreeWorks Student Experience by adding resources and information on the dashboard to support academic planning and student success:
    a. Resources Tab: Added links to myShepherd, frequently asked questions (FAQs), and the Office of the Registrar;
    b. Important Dates: Incorporated key academic dates to help students stay informed of important deadlines;
    c. FERPA Disclosure Designation: Added a designation to support awareness and appropriate handling of student privacy and disclosure preferences.

- National Student Clearinghouse – MyHub Implementation. Student Self-Service process now allows current students and alumni to access verified academic records and obtain enrollment and degree verification in seconds.

- Adopted Curriculum software system to aid on automation of curricular change processes by faculty. Full implementation expected January 2027.

- Banner Modernization and Process Improvement

    - Implemented Student Self-Service (SSB9) Registration – transitioning from RAIL to myShepherd to provide students with an modernize registration experience. This transition supports improved access to registration services and advances the university's ongoing efforts to modernize student-facing systems and administrative processes.

    - Collaborated with Continuing Education (EDPD) to improve their registration process to better support their students.

    - Implemented Banner Communication Management (BCM) to enhance internal communication related to registration, graduation, academic records, important deadlines, etc., while improving the accuracy and consistency of student notifications. Provided training and instruction manual to various offices across the institutions.

**Scarborough Library**
Theresa Smith, Director

Scarborough Library advances Shepherd University's academic mission by supporting student learning, faculty scholarship, and the preservation of the University's history. FY26 priorities included enhancing study spaces, expanding access to digital resources, advancing information literacy and Open Educational Resources (OER) initiatives, and meeting digital accessibility requirements under Title II of the Americans with Disabilities Act (ADA). Circulation numbers were 7912 which include over 4100 room reservations for study space. Physical book check outs totaled 2328 and electronic resource usage was 1,127,168. Total gate count was 25,628.

- Facilities Enhancements: Funding from Women Investing in Shepherd (WISH) and the President's Club enabled the purchase of four individual study pods equipped with built-in desks, ergonomic seating, LED lighting, and air circulation. Introduced at the beginning of the fall 2026 semester, the pods have quickly become a popular study option, recording 357 checkouts in their first two months of use. The addition of

these pods has reduced student turn-aways by 22%. In addition, a Scarborough Society grant enabled completion of painting throughout the library's main floor including the 24-Hour Room.

- Instruction and Research Support: Collection Development Librarian Tara Carlisle addressed information-literacy skills in LBSC 300: Digital Information Literacy and LBSC 103: Information Literacy for Social Sciences. Individual consultations and liaison outreach extended this support across multiple disciplines.

- Digital Accessibility and ADA Title II Compliance: Librarians continue updating LibGuides and library web pages to meet digital accessibility requirements under ADA Title II and collecting Accessibility Conformance Reports (ACRs) from each database vendor to assess the accessibility of subscribed resources.

## Student Academic Enrichment

Dr. Michelle Perez, Assistant Provost of Academic Enrichment

The 2025-26 academic year marked a period of transition and strategic development for Student Academic Enrichment (SAE). Following the appointment of Dr. Michelle Pérez as Assistant Provost for Student Academic Enrichment, the division focused on strengthening the systems, partnerships, and programs that support student achievement, persistence, and completion. SAE provides leadership for Academic Advising, Academic Support Services, Career Services, First-Year Experience, TRIO Student Support Services, TRIO Upward Bound, and Study Abroad. Throughout the year, the division concentrated on three strategic priorities: redesigning the academic advising enterprise, building a more proactive student persistence infrastructure, and expanding student engagement and experiential learning opportunities.

**2025-26: Achievements:**

- Reorganized first-year advising and reached full professional advising staffing

- Created new persistence and registration recovery processes

- Developed course planning and intent-to-return survey

- Expanded experiential learning coordination including Study Abroad

**Strengthening Academic Advising**
The most significant initiative undertaken during the year was the redesign of Shepherd University's academic advising enterprise. Recognizing advising as a critical component of both student onboarding and long-term academic achievement, SAE implemented a new advising model focused on supporting students during their first year of enrollment. Professional advisors assumed responsibility for advising first-year students, creating a more consistent onboarding experience while providing dedicated support for academic planning, registration, and university navigation. A fully staffed Advising Assistance Center enabled more intentional caseload management and ensured dedicated advising support for each academic college, exploratory students, nursing students, and provisionally admitted students. SAE also began developing major pathways, career-integrated advising resources, and enhanced advisor assessment processes to support continuous improvement.

**Student Retention & Persistence**

SAE expanded its focus on institution-wide persistence strategies designed to identify barriers and connect students with support before they disengage from the university. Academic Advising launched the institution's first Ram Registration initiative, providing students with real-time advising and registration support after priority registration periods. SAE also developed an Intent-to-Return Survey and began designing interventions focused on key decision points within the student lifecycle. In collaboration with Alumni Affairs, plans were developed for a Destination Survey to better understand post-graduation outcomes and highlight the accomplishments of Shepherd graduates. Additional efforts included modernization of transfer articulation agreements and development of a Student Exit Survey to better understand attrition and inform future retention strategies.

**Experiential Learning & Student Support**

Experiential learning and academic support remained an important component of Shepherd University's student achievement strategy. During 2025-26, SAE revised the First-Year Experience curriculum to strengthen student transition, academic goal setting, campus engagement, and resource utilization. SAE also assumed leadership of Academic Affairs' experiential learning initiative, focusing on identifying opportunities across campus, strengthening coordination among academic units, and improving institutional tracking of participation and outcomes. Additional engagement opportunities included tutoring services, the Common Reading Program, Career Services programming, transfer student engagement initiatives, Study

Abroad experiences, and grant-funded support through TRIO Student Support Services and Upward Bound. Together, these programs provide academic support, mentoring, experiential learning opportunities, and developmental programming that contribute to student achievement and educational attainment.

## Accreditation and Academic Policy

Dr. Jason Best, Associate Vice President for Accreditation and Academic Policy, HLC Accreditation Liaison Officer

### Institutional Accreditation

The National Council for Higher Education Accreditation (CHEA) notes that "Accreditation is [the] review of the quality of higher education institutions and programs. In the United States, accreditation is a major way that students, families, government officials, and the press know that an institution or program provides a quality education."

The Higher Learning Commission (HLC) is Shepherd's institutional accreditor. As part of the ten-year HLC Standard Pathway for accreditation, Shepherd recently completed its successful Year 4 Mid-Cycle Comprehensive Evaluation. Institutional efforts to address numerous curricular and noncurricular recommendations from HLC regarding Shepherd's institutional planning, institutional processes, and institutional resources is ongoing. An interim report designed to address elements within HLC's Criterion 3 on Teaching and Learning for Student Success (specifically: Education Programs, Exercise of Intellectual Inquiry, Assessment of Student Learning, and Student Success Outcomes) is also in development.

### University Assessment

Shepherd uses assessment to support student learning; assessment processes support teaching and learning by establishing mechanisms for creating feedback used to improve student performance within educational settings. Dr. Ann Wendle, Associate Professor of Counseling and Director of Assessment, worked individually with programmatic assessment coordinators to support their specific discipline-based assessment initiatives and with the College Deans to support more deliberate faculty engagement in student learning assessment as a part of academic continuous improvement initiatives.

### West Virginia Higher Education Policy Commission (WV-HEPC)

In February of 2026, the WV-HEPC joined the Learning Mobility Collaborative, a nationwide movement designed "to align education and workforce systems to empower learners with the ability to build, own, and articulate their learning — knowledge, skills, competencies, and credentials — across

fragmented education and employment silos and life stages." This effort builds on Credential WV, a statewide initiative launched in 2023 by the WV-HEPC and the West Virginia Community and Technical College System "to expand access to stackable, skills-based microcredentials that help students earn industry-recognized credentials aligned with workforce needs." Dr. Best currently serves as part of the leadership team for the WV Collaborative to Advance Learning Mobility (WV CALM) Workgroup on Integration of Prior Learning for Student Success, which develops and recommends policies, processes, and programs to ensure accessible, consistent, and transparent recognition of prior learning across WV-HEPC institutions.

**Institutional Research**
Sara Maene, Director

Institutional research "provide[s] objective, systematic and thorough research that supports the institution's enrolment goals, planning, policy formation and decision making." Institutional research has five main functions: to identify information needs; collect, analyze, interpret, and report data and information; plan and evaluate; serve as stewards of data and information; and educate information producers, users, and consumers (https://aair.org.au/resources/what-is-institutional-research).

Summary, AY 2025-26:

- Led and successfully completed response to federal Department of Education's new IPEDS ACTS (Admissions Consumer and Transparency Supplement) reporting requirement, including work with Financial Aid and Finance to extract and supply data as required

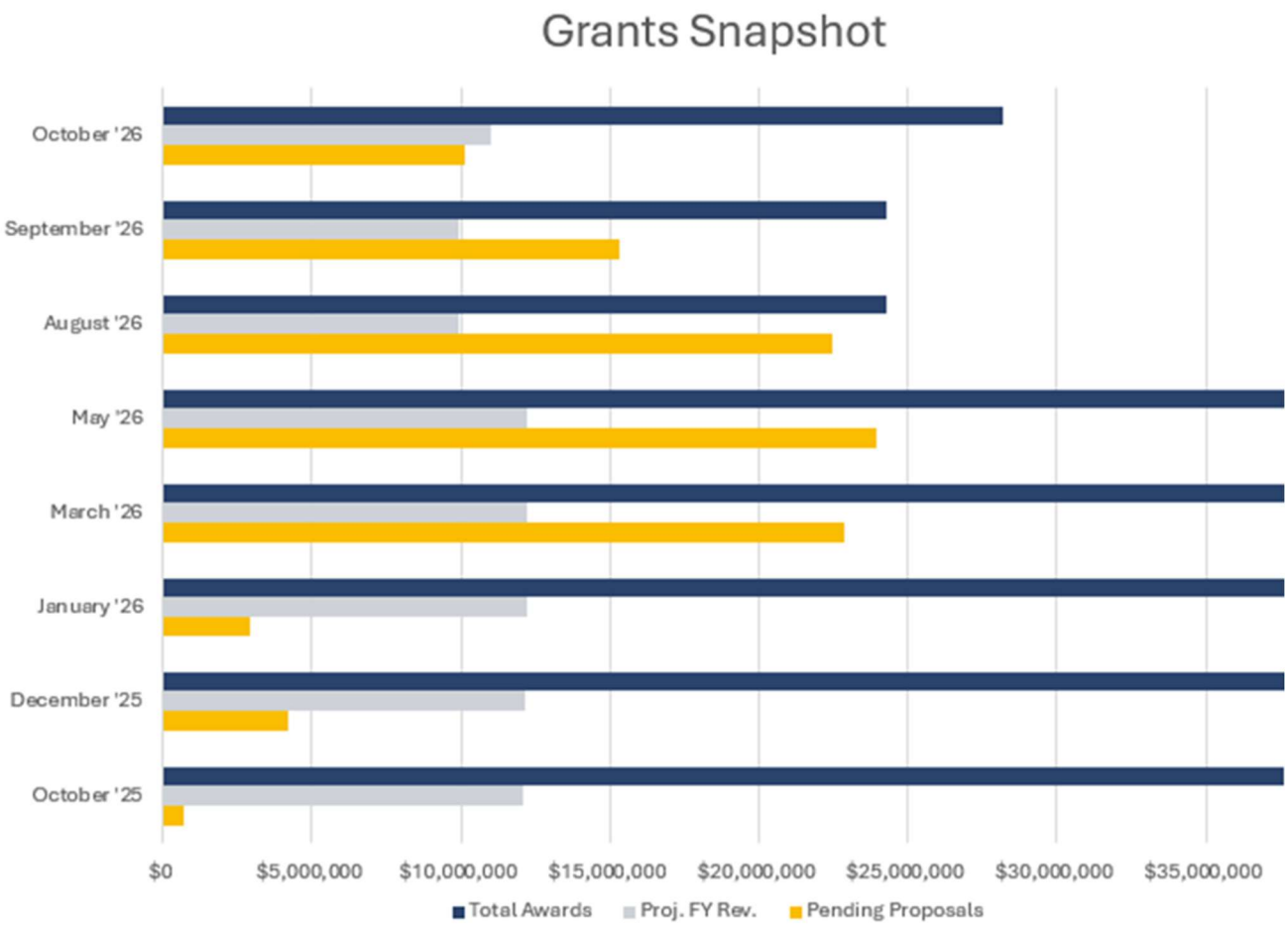
- Worked with AVP for Accreditation and Academic Policy to prepare data for HLC 2026 visit

- Worked with AVP for Accreditation and Academic Policy to prepare data for 2026-27 program review cycle

**Office of Sponsored Programs**
Emily Samide, Director

**FY2027 Grant Portfolio**

- To Date FY2027 Projected revenue from active and closed grants: $10,973,924
- To Date FY2027 Total value of all grants (active, awarded and/or closed): $28,179,398




**FY2027 Notable Numbers** - To date, OSP has:

- Supported submission of 11 proposals; with 6 grants awarded and a 55% success rate.
- Engaged 2 novice Project Directors / Principal Investigators as grant leads.
- Secured the largest university wide programmatic grant in Shepherd's history.

**Additional Service** - The DOSP serves as:

- Chair of the Shepherdstown Grants Committee.
- Shepherd Internal Review Board (IRB) Administrator, processing a minimum of 20 research proposals/year.
- Chair of the FY27 statewide HEPC Grants Staff Working Group.
- Treasurer of the Shepherd Entrepreneurship and Research Corporation.
- External IRB member for American Public University Systems (APUS - Charles Town).
- Volunteer grant committee review member for the Eastern West Virginia Community Foundation (EWVCF).

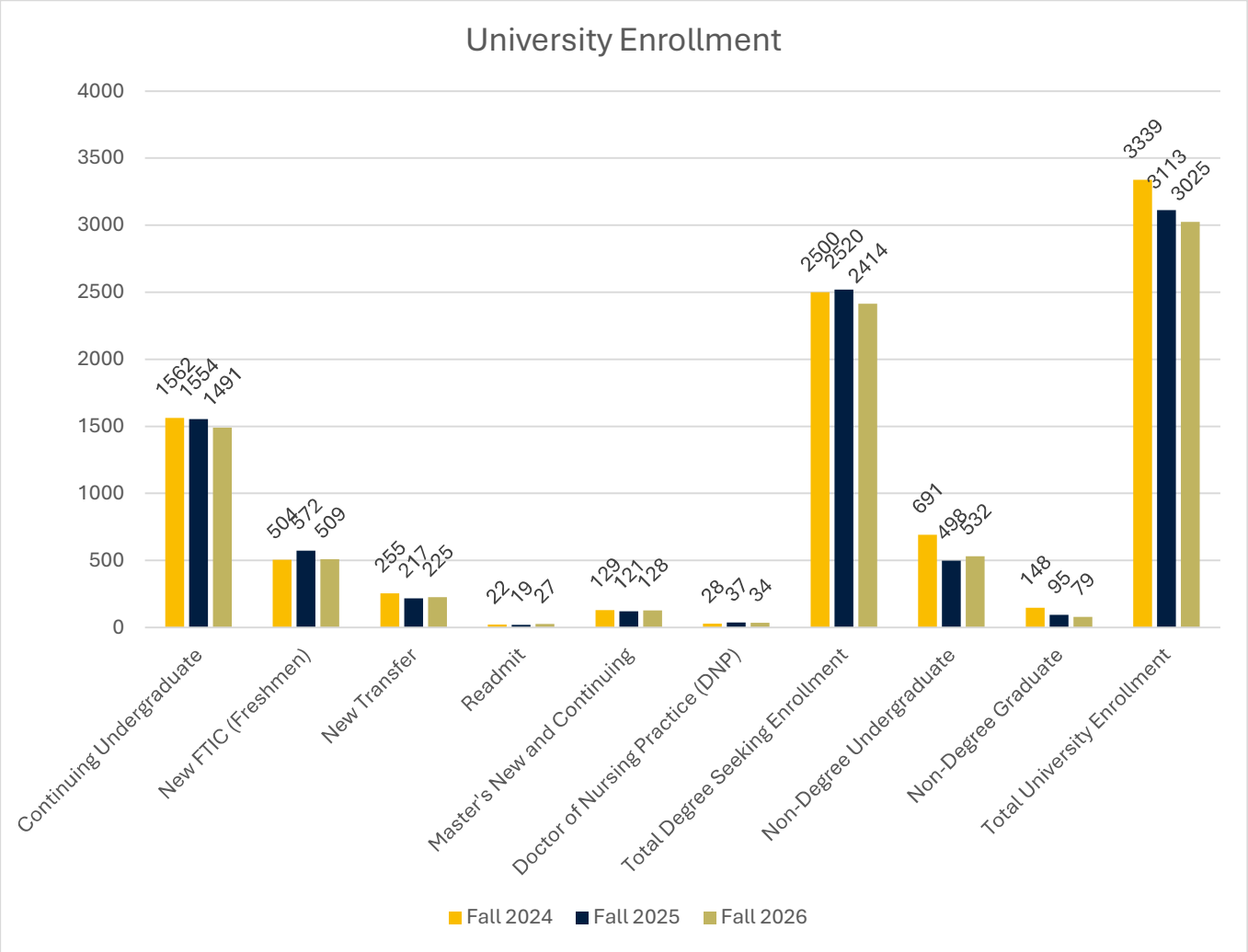
**Newly Awarded Grants to Date: $3,916,229**

- DOL - Department of Labor, Strengthening Institution Program (SIP): Shepherd University's AI Enabled Student Success Capacity Building and Educational Navigation for Degree Completion (ASCEND), Dr. Jack DeRochi – Academic Affairs. $2,615,426
- DOL - Department of Labor, TRIO Talent Search: Advancing College Education in West Virginia (ACE WV), Dr. Evora Baker - Student Academic Enrichment. $1,170,135
- HEPC – Higher Education Policy Commission, West Virginia and Ireland Education Alliance: Irish West Virginian Connections: Dialogue, Tourism, and Common Heritage, Drs. Benjamin Bankhurst and Samuel Greene – CAHSS and CSHW. $50,000
- HEPC - Higher Education Policy Commission, Open Education Resources (OER): Shepherd University's Open Learning WV Impact Initiative, Dr. Robert Szarka – CBT. $7,500
- PAWV - Preservation Alliance of West Virginia, Frontier to Statehood Preservation Fund (FSPF): Preservation and Improvement of the Civil War Center, Dr. Jennifer Murray – Civil War Center. $73,168

**Enrollment Management**
Will Bell, Associate Vice President for Enrollment Management

The 2026 enrollment cycle brought mixed results for the Office of Admissions. Despite an increase in first-year applications (up 3%) and in admits (up 3.5%), deposits decreased 8% year over year. The decrease was driven by 13.5% decrease in deposits from Berkeley County, particularly from Musselman and Spring Mills High Schools, two significant feeder schools for Shepherd

The incoming freshman grade point average decreased slight to 3.57 – down from 3.63 last year. The Scholastic Aptitude Test (SAT) average decreased slightly – down to 1012 from 1023 compared to the fall 2025 class. In addition, the American College Test (ACT) composite remained steady at 20 for incoming Shepherd students.



## FTIC Freshman Admissions

Shepherd continues to focus recruitment efforts in the Mid-Atlantic region, attending college fairs and visiting high schools in West Virginia; Maryland; Virginia; Pennsylvania; Washington, DC; and Delaware. Approximately 70% of this year's freshman class are West Virginia residents. Forty-two percent of students in this year's freshmen class enrolled with Advanced Placement (AP) or college credits through a dual enrollment program. Sixty students (12% of this year's class) were dual enrollment students at Shepherd at some point during their time in high school.

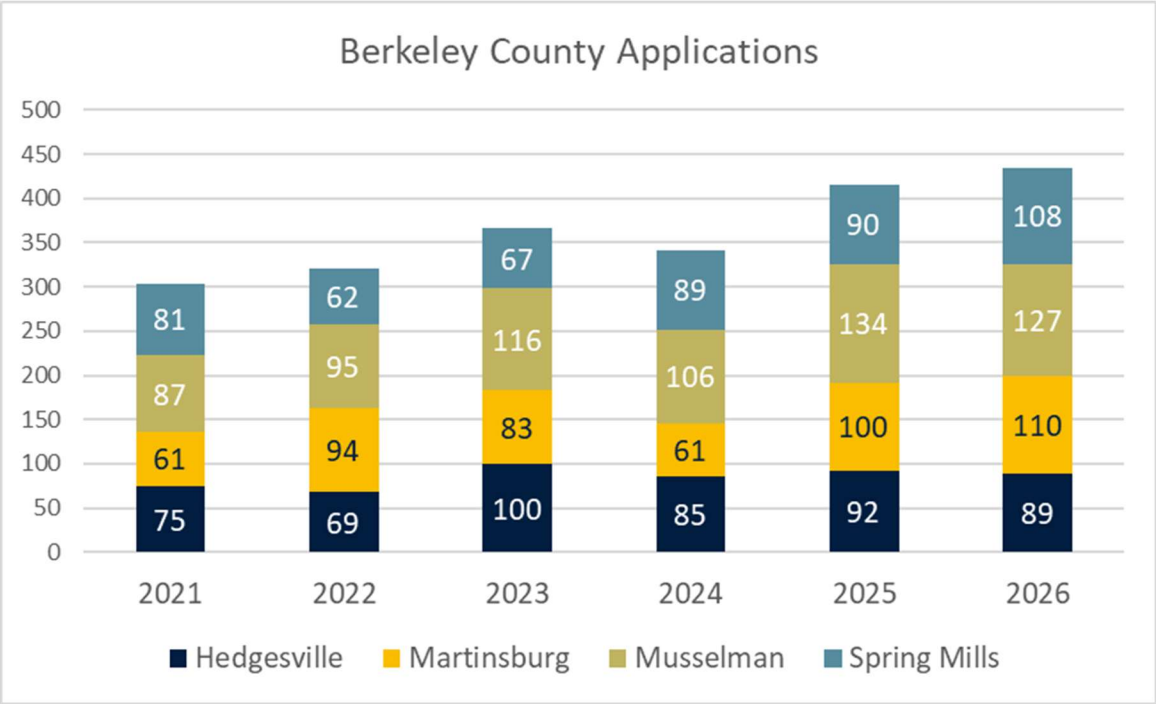
| | Fall 2023 | Conversion | Fall 2024 | Conversion | Fall 2025 | Conversion | Fall 2026 | Conversion |
|---|---|---|---|---|---|---|---|---|
| Applications | 2568 | | 2076 | | 2108 | | 2165 | |
| Admits | 1762 | 68.61% | 1629 | 78.47% | 1633 | 77.47% | 1689 | 78.01% |
| Deposits | 660 | 37.46% | 594 | 36.46% | 697 | 42.68% | 640 | 37.89% |
| Deposits Canceled | 42 | 6.36% | 32 | 5.39% | 71 | 10.19% | 49 | 7.66% |
| Net Deposits | 618 | | 562 | | 626 | | 591 | |
| Enrolled | 566 | 91.59% | 504 | 89.68% | 572 | 91.37% | 510 | 86.29% |

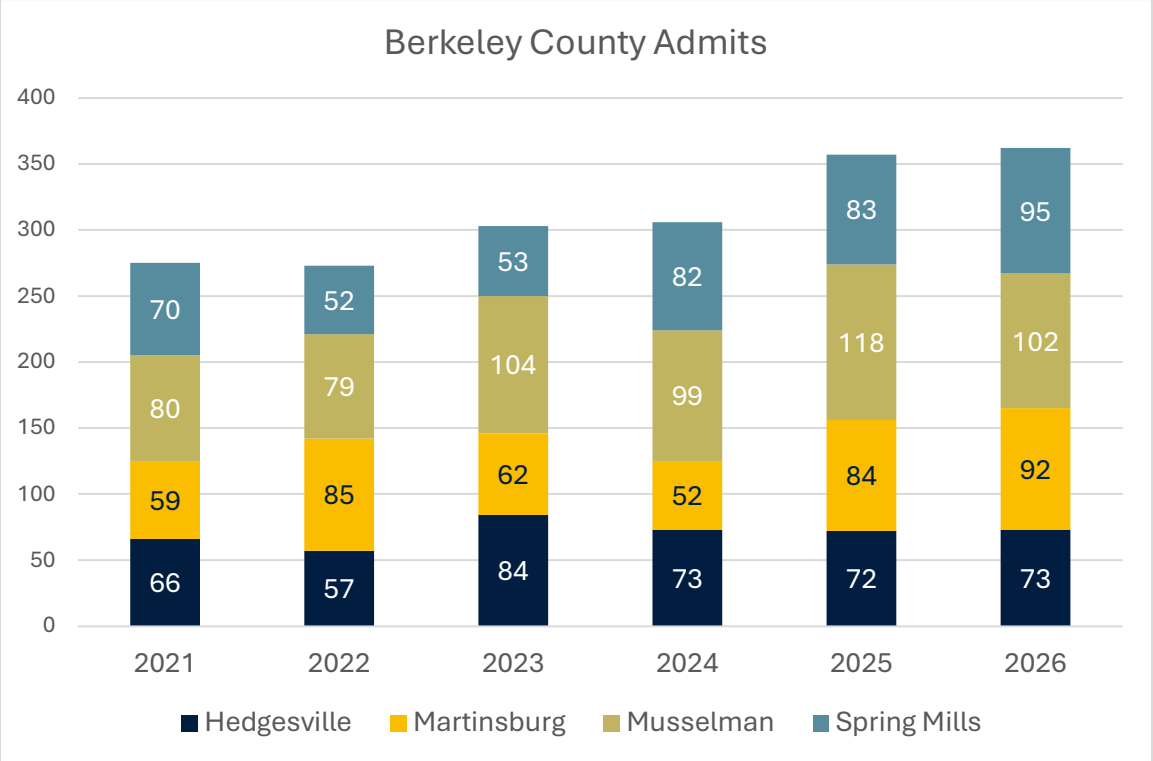
*Admissions, October 2026*

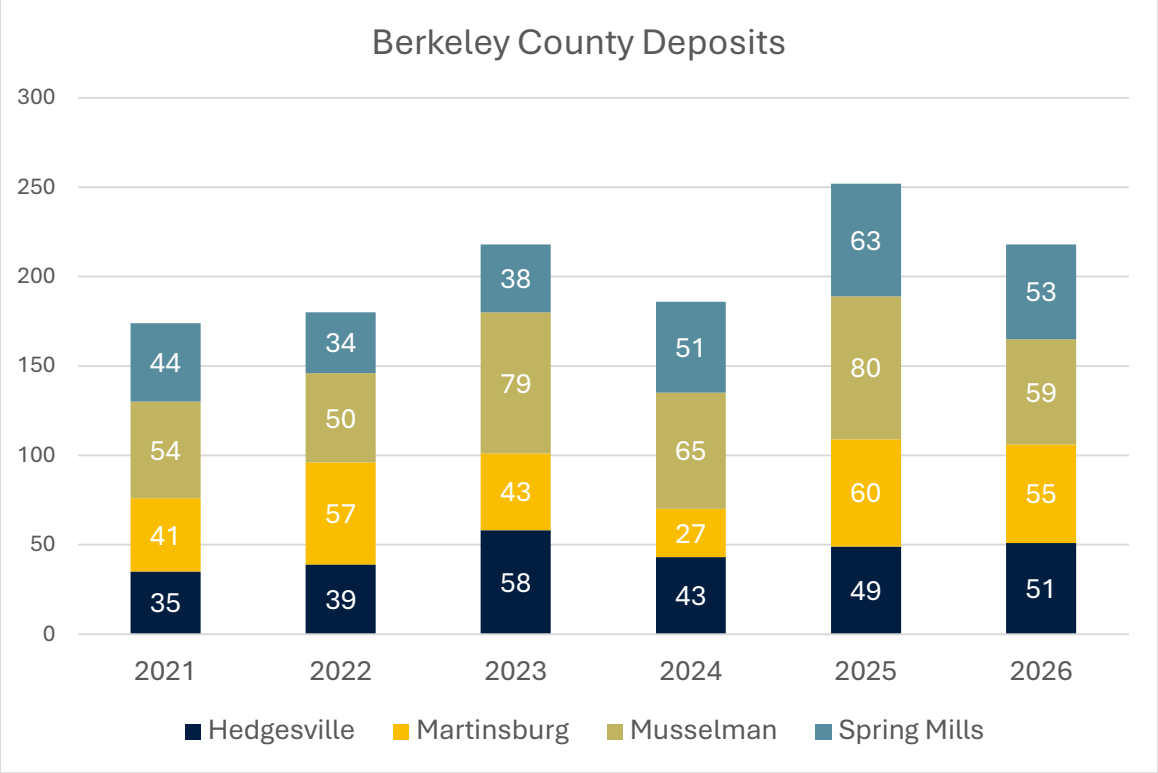
## Berkeley County Data

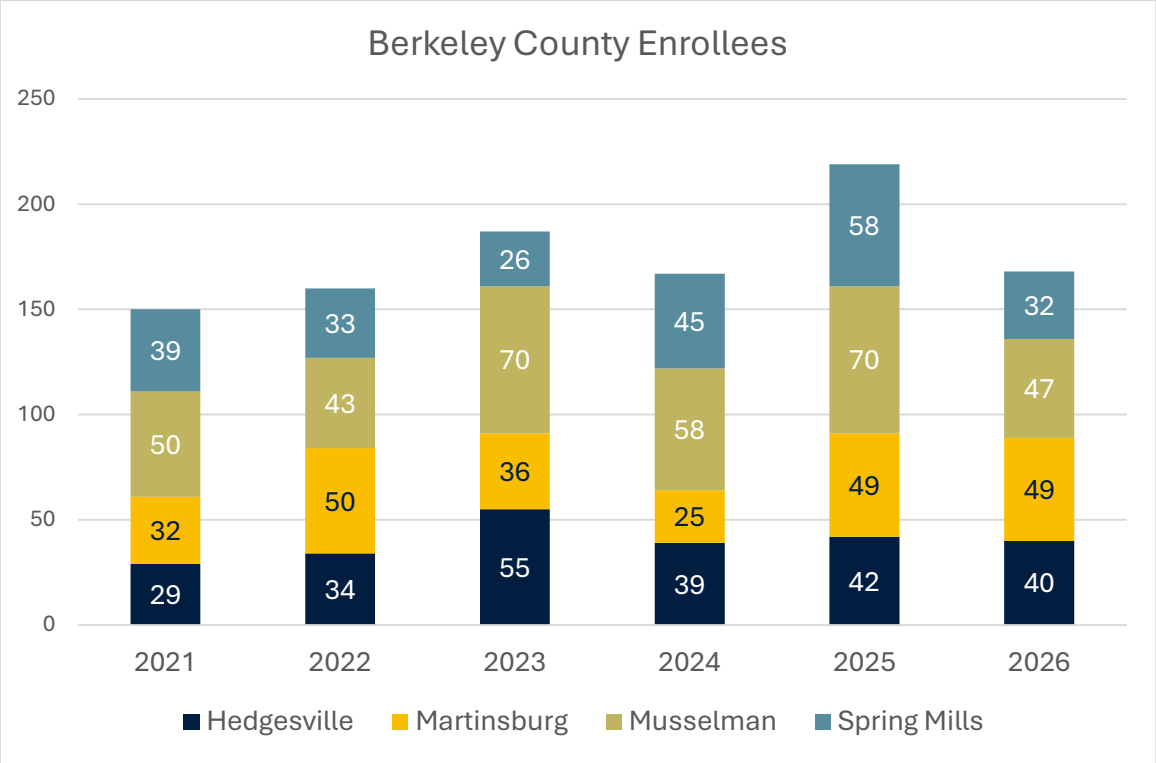
This year Shepherd enrolled 51 fewer students from Berkeley County Schools when compared to 2025. The most significant decrease occurred at Musselman and Spring Mills High Schools where a combined 49 fewer students enrolled at Shepherd this year when compared to 2025. As a part of the data submission to National Student Clearinghouse, a data analysis was performed on Berkeley County enrollees. Among the 2026 applicants submitted to Student Clearinghouse, 141 Berkeley County students had no college listed; the number of applicants with no college listed in 2025 was 116. No college listed means there is no data for that student in National Student Clearinghouse, and that student likely did not enroll at a college/university.

Additional charts below show applicant, admit, deposit, and enrolled data by Berkeley County high school.




Berkeley County Deposits
300
250
200
150
100
50
0
2021
2022
2023
2024
2025
2026
35
41
54
44
39
57
50
34
58
43
79
38
43
27
65
51
49
60
80
63
51
55
59
53
Hedgesville
Martinsburg
Musselman
Spring Mills


Berkeley County Enrollees
250
200
150
100
50
0
2021
2022
2023
2024
2025
2026
29
32
50
39
34
50
43
33
55
36
70
26
39
25
58
45
42
49
70
58
40
49
47
32
Hedgesville
Martinsburg
Musselman
Spring Mills

## Fall 2026 Non-Enrollers: Shepherd's Top Competitors for Undergraduate Students

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

| Row Labels | First Time in College | Transfer | Grand Total |
|---|---|---|---|
| NO COLLEGE LISTED | 598 | 157 | 755 |
| WEST VIRGINIA UNIVERSITY | 131 | 10 | 141 |
| BLUE RIDGE COMMUNITY AND TECHNICAL COLLEGE | 65 | 20 | 85 |
| HAGERSTOWN COMMUNITY COLLEGE | 37 | 8 | 45 |
| MARSHALL UNIVERSITY | 36 | | 36 |
| FAIRMONT STATE UNIVERSITY | 28 | 3 | 31 |
| SALISBURY UNIVERSITY | 25 | | 25 |
| SHENANDOAH UNIVERSITY | 25 | 4 | 29 |
| SHIPPENSBURG UNIVERSITY | 21 | 2 | 23 |
| TOWSON UNIVERSITY | 20 | 4 | 24 |
| HOOD COLLEGE | 19 | 7 | 26 |
| FROSTBURG STATE UNIVERSITY | 19 | 3 | 22 |
| WEST VIRGINIA WESLEYAN COLLEGE | 17 | | 17 |
| JAMES MADISON UNIVERSITY | 15 | 4 | 19 |
| MOUNT ST MARY'S UNIVERSITY | 14 | 2 | 16 |
| PENNSYLVANIA STATE UNIVERSITY | 14 | | 14 |
| STEVENSON UNIVERSITY | 13 | 2 | 15 |
| FREDERICK COMMUNITY COLLEGE | 12 | 3 | 15 |
| GEORGE MASON UNIVERSITY | 11 | | 11 |
| LAUREL RIDGE COMMUNITY COLLEGE | 11 | 2 | 13 |
| MILLERSVILLE UNIVERSITY OF PENNSYLVANIA | 11 | 1 | 12 |
| UNIVERSITY OF MARYLAND - COLLEGE PARK | 10 | 5 | 15 |
| WEST VIRGINIA STATE UNIVERSITY | 10 | | 10 |
| COMMONWEALTH UNIVERSITY OF PENNSYLVANIA | 10 | | 10 |
| CONCORD UNIVERSITY | 9 | 1 | 10 |
| WIDENER UNIVERSITY | 9 | | 9 |
| VIRGINIA POLYTECH & STATE UNIV | 8 | | 8 |
| ELIZABETHTOWN COLLEGE | 8 | | 8 |
| WEST LIBERTY UNIVERSITY | 8 | | 8 |
| RADFORD UNIVERSITY | 8 | | 8 |

*(Admissions, National Student Clearinghouse Data, October 2026)*

## Transfer Admissions

Transfer student enrollment increased by 4% this fall. The implementation of Smart Panda/Raptor will help the Office of Admissions and the Office of the Registrar process transfer decisions and degree evaluations in an expedited manner. Students continue to look at community college as a means to attain their educational goals; Shepherd must continue to implement policies and procedures to become a transfer friendly institution.

| | Fall 2023 | Conversion | Fall 2024 | Conversion | Fall 2025 | Conversion | Fall 2026 | Conversion |
|---|---|---|---|---|---|---|---|---|
| Applications | 577 | | 565 | | 567 | | 550 | |
| Admits | 381 | 66.03% | 383 | 67.79% | 388 | 68.43% | 380 | 69.09% |
| Deposits | 288 | 75.59% | 316 | 82.51% | 308 | 79.38% | 290 | 76.32% |
| Deposits Canceled | 19 | 6.60% | 19 | 6.01% | 26 | 8.44% | 15 | 5.17% |
| Net Deposits | 269 | | 297 | | 282 | | 275 | |
| Enrolled | 231 | 85.87% | 251 | 84.51% | 217 | 76.95% | 226 | 80.14% |

*(Admissions, October 2026)*

# ENROLLMENT MANAGEMENT DIVISION UPDATES

## Undergraduate Admissions

- As of October 12, spring applications are up 7%; admits are up 5%; and deposits are up 6%. Fall applications are up 9%; admits are up 4%; and deposits are up 16%. Of particular note is first-year out-of-state applications are up 43.5% (168 this year compared to 117 last year at this time). A detailed funnel chart for the spring and fall cycles is below.
- Admissions staff continue to be very busy during the fall travel season. Staff are attending college fairs and visiting high schools in West Virginia, Maryland, Virginia, Pennsylvania, Washington, DC, Delaware, and New Jersey.
- Shepherd hosted the West Virginia Association of Collegiate Registrars and Admissions Officers (WVACRAO) Berkeley, Jefferson, and Morgan County College Fair on October 19. Students from nine local high schools as well as home school organizations attended the fair.

| Applications | | Spring 27 | Spring 26 | Spring 25 | Spring 24 | | Fall 27 | Fall 26 | Fall 25 | Fall 24 |
|---|---|---|---|---|---|---|---|---|---|---|
| Freshman | 2% | 44 | 43 | 35 | 74 | 8% | 338 | 314 | 298 | 348 |
| Transfer | 10% | 77 | 70 | 110 | 91 | 42% | 27 | 19 | 15 | 32 |
| Readmits | 0% | 7 | 7 | 11 | 11 | -100% | 0 | 1 | 1 | 0 |
| **Total Applicants** | 7% | **128** | **120** | **156** | **176** | 9% | **365** | **334** | **314** | **380** |
| | | | | | | | | | | |
| **Admits** | | **Spring 27** | **Spring 26** | **Spring 25** | **Spring 24** | | **Fall 27** | **Fall 26** | **Fall 25** | **Fall 24** |
| Freshman | 6% | 17 | 16 | 16 | 28 | 2% | 188 | 184 | 155 | 137 |
| Transfer | 0% | 35 | 35 | 60 | 25 | 75% | 7 | 4 | 6 | 2 |
| Readmits | 50% | 6 | 4 | 6 | 0 | 0% | 0 | 0 | 0 | 0 |
| **Total Admits** | 5% | **58** | **55** | **82** | **53** | 4% | **195** | **188** | **161** | **139** |
| | | | | | | | | | | |
| **Deposits** | | **Spring 27** | **Spring 26** | **Spring 25** | **Spring 24** | | **Fall 27** | **Fall 26** | **Fall 25** | **Fall 24** |
| Freshman | -29% | *5* | *7* | *11* | *8* | 16% | *29* | *25* | *31* | *24* |
| Transfer | 10% | *22* | *20* | *28* | *18* | 0% | *0* | *0* | *3* | *2* |
| Readmits | 50% | *6* | *4* | *5* | *0* | 0% | *0* | *0* | *0* | *0* |
| **Total Deposits** | 6% | **33** | **31** | **44** | **26** | 16% | **29** | **25** | **34** | **26** |
| | | | | | | | | | | |
| **Net Deposits** | | **Spring 27** | **Spring 26** | **Spring 25** | **Spring 24** | | **Fall 27** | **Fall 26** | **Fall 25** | **Fall 24** |
| Freshman | -29% | *5* | *7* | *11* | *8* | 16% | *29* | *25* | *31* | *24* |
| Transfer | 10% | *22* | *20* | *28* | *17* | 0% | *0* | *0* | *3* | *2* |
| Readmits | 100% | *6* | *3* | *4* | *0* | 0% | *0* | *0* | *0* | *0* |
| **Total Deposits** | 10% | **33** | **30** | **43** | **25** | 16% | **29** | **25** | **34** | **26** |

## Regent's Bachelor of Arts

Beth Hansen, Coordinator

Fall 2026 Regent's of Bachelor of Arts (RBA) program enrollment increased 39% over Fall 2025, while the program established five new community and workforce recruitment partnerships. These efforts reflect a renewed focus on strengthening the RBA's visibility and creating accessible pathways to degree completion for adult and nontraditional students.

A major priority this year has been modernizing and streamlining the RBA program. This work has included reviewing existing emphases and course offerings to eliminate outdated or under-enrolled options, better aligning available coursework with student needs, and exploring opportunities to strengthen the program in areas relevant to today's workforce.

The RBA has also expanded its community and workforce outreach. New and strengthened partnerships include the Jefferson and Berkeley County employee tuition-discount pilot, as well as Jefferson County School District, the VA, the 167th Airlift Wing, Jefferson County Chamber of Commerce,

Jefferson and Berkeley Medical Centers, and other regional employers and community partners.

Internally, the program has focused on improving the student experience and program administration through the digitization of student records and the prior-learning portfolio process, development of new student and faculty guides, improved student-progress tracking, and more consistent recruitment and retention efforts.

Together, these initiatives position the RBA for continued enrollment growth while ensuring that Shepherd University provides a flexible, relevant, and supportive degree-completion pathway for adult learners.

| | Fall 2021 | Fall 2022 | Fall 2023 | Fall 2024 | Fall 2025 | Fall 2026 |
|---|---|---|---|---|---|---|
| Applications | 49 | 51 | 55 | 68 | 60 | 51 |
| Accepts | 38 | 38 | 41 | 55 | 54 | 42 |
| Deposits | 22 | 28 | 35 | 49 | 42 | 42 |
| Net Deposits | 21 | 27 | 35 | 44 | 36 | 40 |
| Enrolled | 19 | 26 | 31 | 40 | 27 | 40 |

## Dual Enrollment
**Barb Kandalis, Coordinator**

The dual enrollment cohort for fall 2026 was the largest in the program's history. This year we had a record number of applicants, admits, and enrolled students. A chart below details applicants, registered students, and standing in high school.

Each year, a percentage of our dual enrollment senior high school students apply to attend Shepherd to pursue a degree, are accepted, and enroll at the University. Of the 205 dual enrollment seniors who attended in 2025, 94 students applied to Shepherd, and 60 students chose to become a Shepherd Ram for Fall 2026. Our goal is to continue to increase these numbers as the higher education landscape becomes more

| Student Cohort | Applied | Registered | High School Juniors | High School Seniors |
|---|---|---|---|---|
| Fall 2017 | 72 | 60 | 10 | 50 |
| Fall 2018 | 115 | 103 | 23 | 75 |
| Fall 2019 | 184 | 150 | 21 | 129 |
| Fall 2020 | 205 | 181 | 28 | 153 |
| Fall 2021 | 127 | 118 | 21 | 97 |
| Fall 2022 | 203 | 162 | 43 | 119 |
| Fall 2023 | 310 | 260 | 92 | 178 |
| Fall 2024 | 359 | 282 | 87 | 195 |
| Fall 2025 | 370 | 289 | 84 | 205 |
| Fall 2026 | 445 | 356 | 126 | 230 |

## Dual Enrollment to Degree Seeking at Shepherd

| **Fall 2025 Cohort** | | |
|---|---|---|
| Dual Enrollment Seniors | 205 | |
| Applied as Degree Seeking, Fall 2026 | 94 | 46% |
| Enrolled, Fall 2026 | 60 | 29% |

| **Fall 2024 Cohort** | | |
|---|---|---|
| Dual Enrollment Seniors | 195 | |
| Applied as Degree Seeking, Fall 2025 | 86 | 44% |
| Enrolled, Fall 2025 | 62 | 32% |
| Persistence Fall 2025 to Fall 2026 | 48 | 77% |

| **Overall Fall Cohort (2017-2025)** | | |
|---|---|---|
| Dual Enrollment Seniors | 1201 | |
| Applied as Degree Seeking | 608 | 51% |
| Enrolled | 371 | 31% |

## Continuing Education and Lifelong Learning

Cindy Powers, Director

Shepherd University's Continuing Education department remains focused on providing Educational Professional Development (EDPD) opportunities for K-12 educators. Following the pandemic enrollment surge, registrations have declined due to free licensure-related training offered by the West Virginia

Department of Education, reduced district reimbursement for CEU coursework, a statewide decline in licensed teachers, and departmental staffing and systems transitions. With major transitions completed, the department is now focused on enrollment recovery and growth. A key advantage is our affordability for MD and VA educators who still need the CEUs, as well as Shepherd's ability to offer courses that support salary advancement for West Virginia educators, while many state-sponsored offerings focus primarily on licensure requirements. Over the past six months, the department has strengthened its partnership with the School of Education, improved registration processes, established a Memorandum of Understanding with Frederick County Public Schools, launched an EDPD listserv, and began developing a marketing strategy with University Communications.

Lifelong Learning has experienced continued growth in program offerings, registrations, and overall participation in courses, lectures, workshops, and day trips. During the past year, the program revitalized its advisory board and strengthened partnerships with faculty and local businesses through the return of the popular pre-pandemic Lectures and Libations series. Marketing and outreach efforts were also expanded through collaborations with ACFF, CATF, local libraries, senior living communities, Experience Shepherdstown, and local businesses. Additional accomplishments include the launch of Community Conversations, a year-round series of weekly Zoom discussions; increased participation in international tours; the successful transition of the President’s Lecture Series from President Hendrix to President Wesson; and the rebranding and expansion of the Brown Bag Lecture Series into the new Spark Lecture Series.

## **Graduate Studies**

Sherry Donovan, Coordinator

Shepherd offers six master’s degrees, one dual master’s degree, and one doctoral degree.

- The Master of Business Administration degree program received the approval to reduce the number of required credits to 30. All current students chose to complete an Academic Change form to update to the 2026-27 catalog year and take advantage of the new 30 credit requirement.
- We received approval from West Virginia Board of Education for the Special Education endorsement program to begin accepting students.

| Graduate Student Enrollment | | | | | | |
|---|---|---|---|---|---|---|
| **Degree Program** | **Fall 2021** | **Fall 2022** | **Fall 2023** | **Fall 2024** | **Fall 2025** | **Fall 2026** |
| Master of Arts in Appalachian Studies | 11 | 10 | 15 | 17 | 15 | 13 |
| Master of Arts in Appalachian Studies/Master of Business Administration Dual | **NA** | **NA** | **NA** | **NA** | **NA** | 2 |
| Master of Arts in College Student Development and Administration – ***Deleted*** | 28 | 20 | 14 | **NA** | **NA** | **NA** |
| Master of Arts in Curriculum and Instruction – ***Deleted*** | 17 | 9 | 16 | 1 | **NA** | **NA** |
| Master of Arts in Teaching | 39 | 36 | 31 | 18 | 20 | 14 |
| Master of Arts in Mental Health Counseling | **NA** | **NA** | **NA** | **NA** | **NA** | 12 |
| Master of Business Administration | 65 | 72 | 61 | 72 | 58 | 60 |
| Master of Education in Educational Leadership | **NA** | **NA** | **NA** | 20 | 19 | 12 |
| Master of Education in Teaching | **NA** | **NA** | **NA** | **NA** | 9 | 10 |
| Master of Science in Data Analytics and Information Systems – ***Suspended*** | 6 | 3 | 3 | 1 | **NA** | **NA** |
| Doctor of Nursing Practice | 27 | 26 | 27 | 28 | 37 | 34 |
| **Total Graduate Enrollment** | **193** | **176** | **167** | **157** | **158** | **157** |

## New Degree in Development

The development of a new Master of Science in Nursing was approved. This degree builds upon our existing nursing programs by creating additional graduate pathways and expanding opportunities for students pursuing advanced Nurse Practitioner preparation.

## Graduate Program Partnerships

An accelerated degree pathway was approved by the College of Science, Health, and Wellness for the B.S. in Environmental Sciences and M.A. in Teaching.

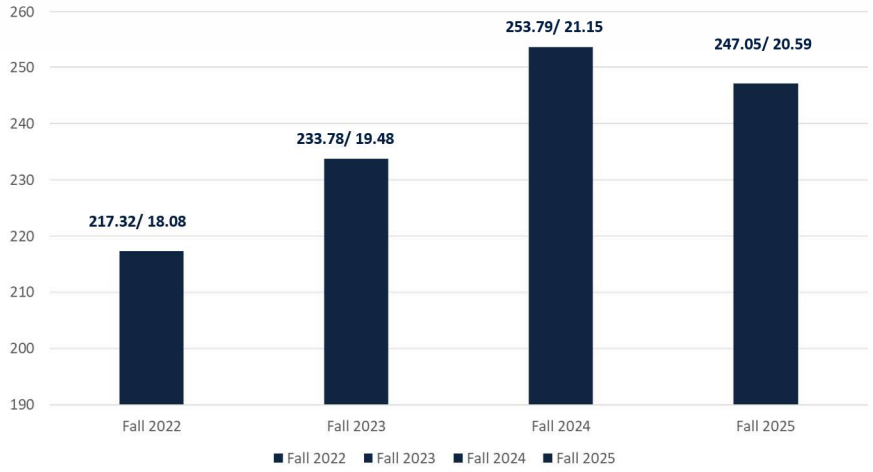
SHEPHERD
UNIVERSITY

# Academic Affairs Annual Report

## Instructional, Retention, and Graduation Data

SHEPHERD UNIVERSITY

# SCH per Faculty FTE



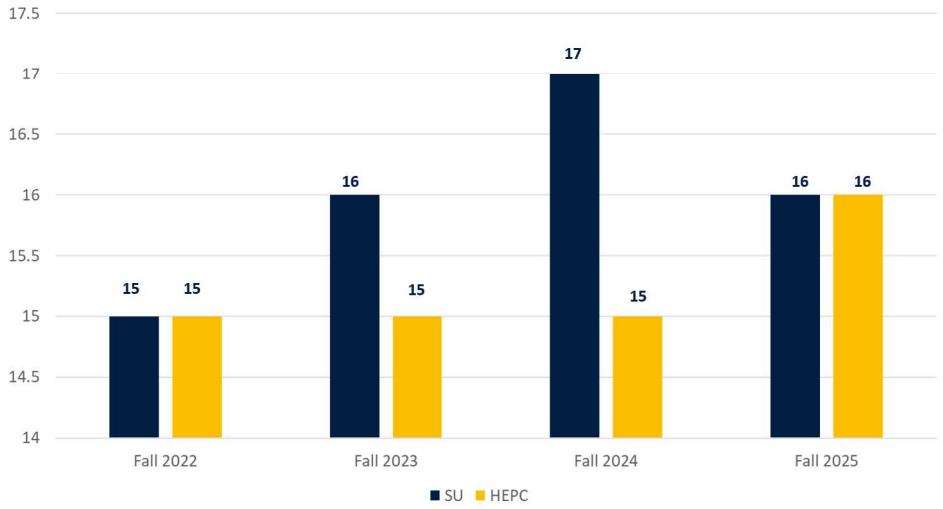

Average SCH per faculty FTE in Fall semester / avg. per 3 credit hour course for faculty teaching full load.

For context, RPK Consulting has identified approximately 400 annual (or 200 per semester) SCH per faculty FTE as an "ideal" average in academic portfolio analysis.

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# Student/Faculty Ratio

## *HEPC Comparison Group*

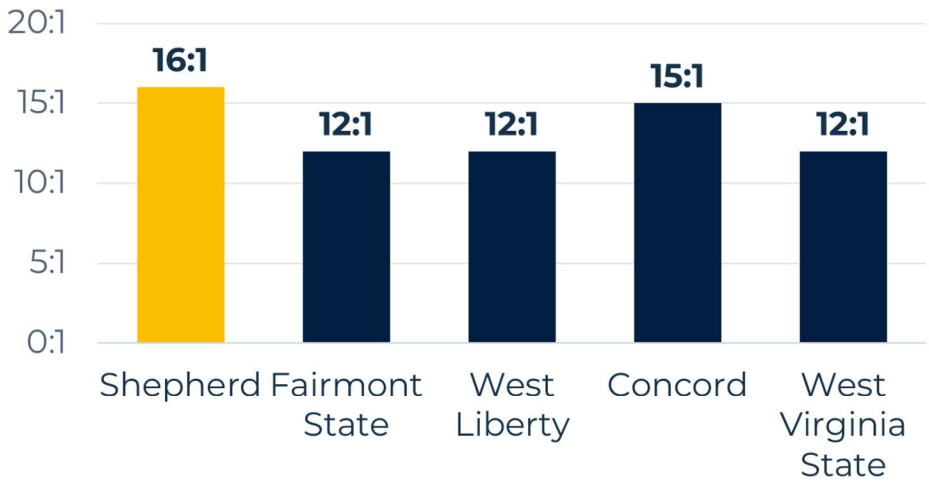



This is the ratio of students to faculty, derived by dividing the total undergraduate FTE students by the total FTE faculty. "HEPC Comparison Group" refers to number of regional public universities selected by HEPC in 2017 as our comparison group. See final slide for list of these schools.

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# Student-Faculty Ratio

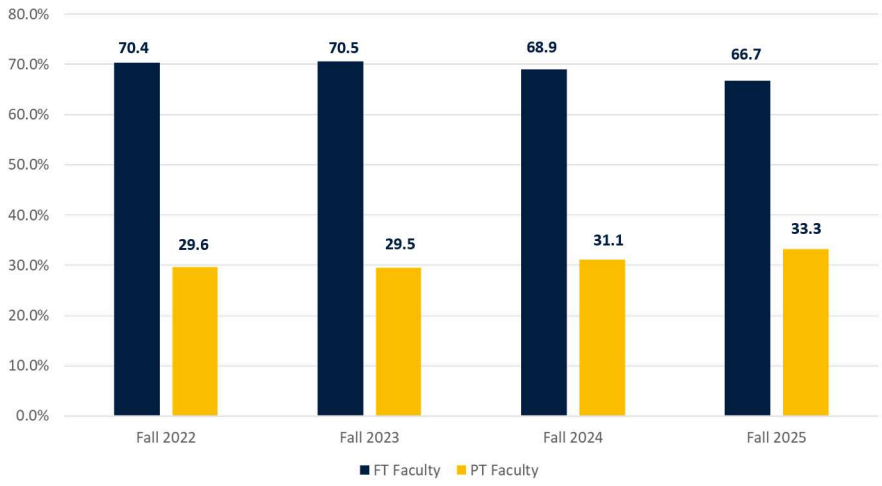
IPEDS 2023–24 / reported in the 2025 HEPC Almanac




WV HEPC, 2025 Almanac, institution profiles

SHEPHERD UNIVERSITY

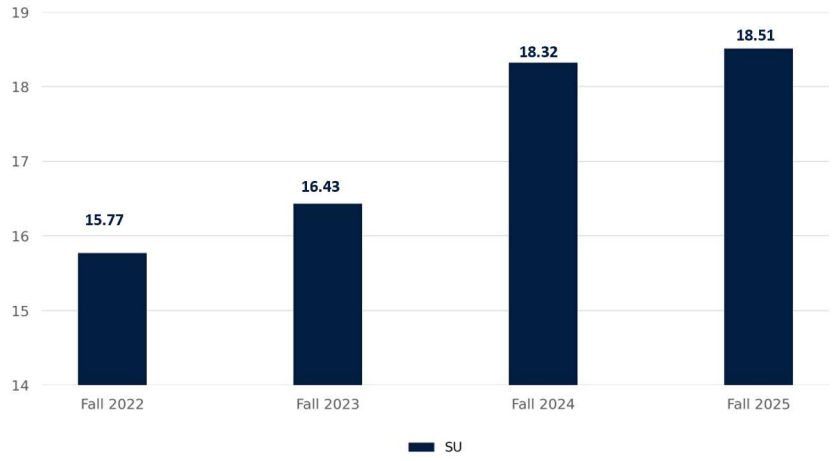
# Percentage Instruction by FT vs. PT Faculty




This is the percentage of all credit hours that are taught by full-time (FT) faculty or by part-time (PT) faculty.

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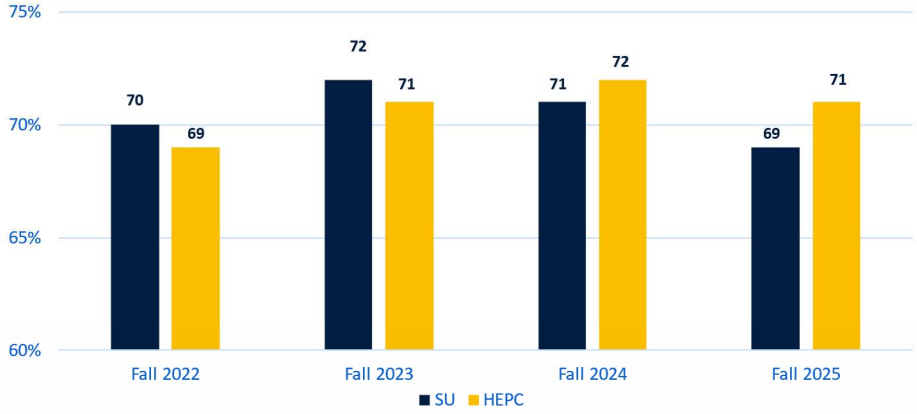
# SU Average Class Size



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# First-Year Retention Rates

## *HEPC Comparison Group*

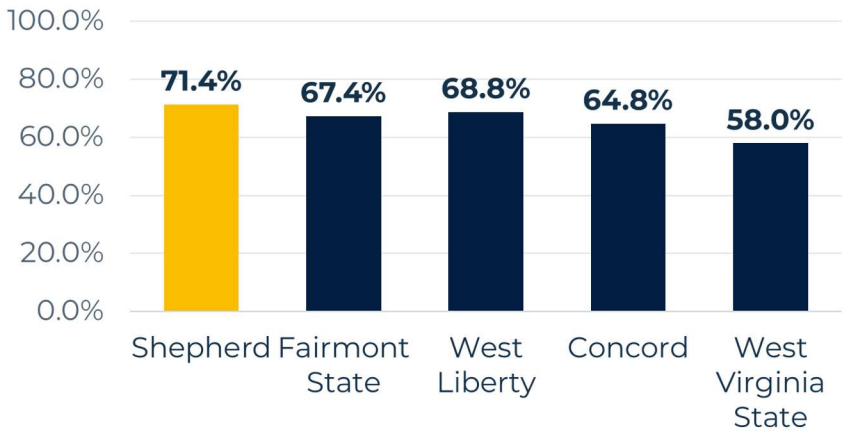



This is the percentage of entering first-time-in-college, full-time, degree-seeking freshmen who return to Shepherd the next fall after entry.

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# First-Year Retention

Fall 2023 FTFT entry cohort retained at the same institution in Fall 2024



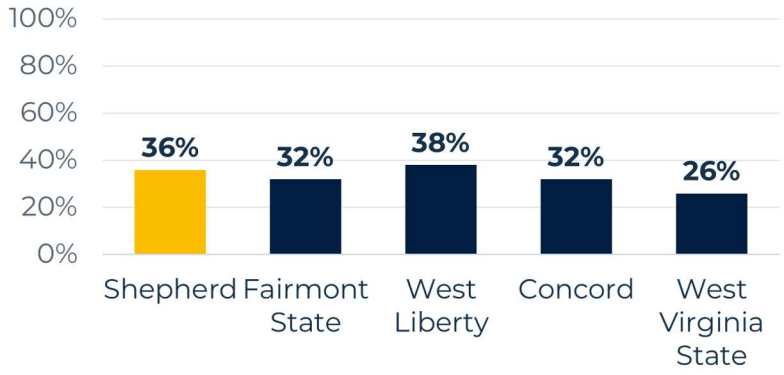

**Shepherd's Fall 2024 cohort rate was 68.8%.**

WV HEPC, 2025 Almanac, institution profiles

SHEPHERD UNIVERSITY

# Four-Year Graduation Rate

Fall 2019 full-time, first-time cohort / completion at any WV public institution



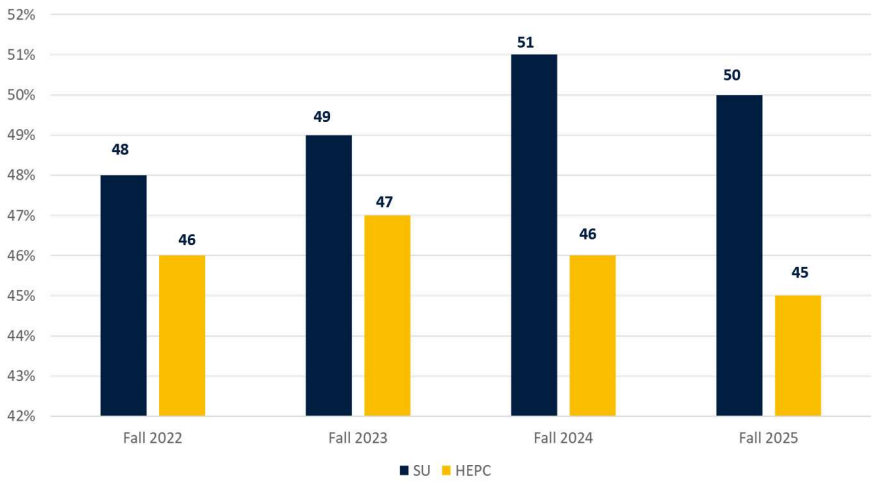

The HEPC measure follows students across WV public institutions. Differs from IPEDS

WV HEPC, 2025 Almanac, institution profiles

SHEPHERD UNIVERSITY

# Six-Year Graduation Rates

## *HEPC Comparison Group*

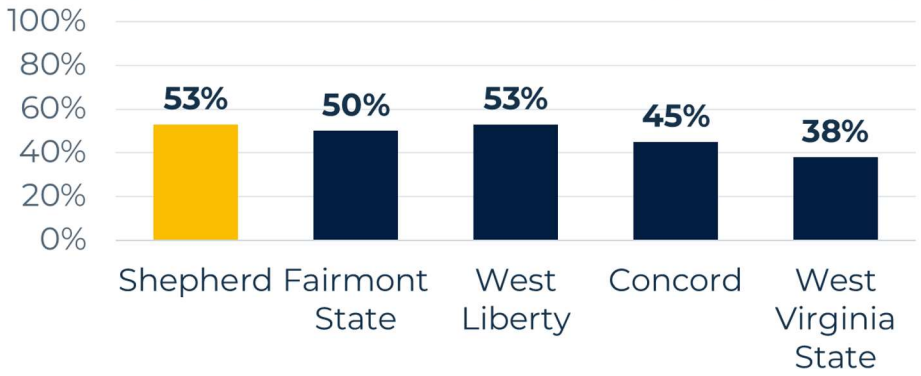



This is the percentage of entering first-time-in-college, full-time, degree-seeking freshmen who complete the baccalaureate at Shepherd within six years of entry.

SHEPHERD UNIVERSITY

# Six-Year Graduation Rate

Fall 2019 full-time, first-time cohort / completion at any WV public institution




**Shepherd and West Liberty share the highest rate in this set under the HEPC definition.**

WV HEPC, 2025 Almanac, institution profiles

SHEPHERD
UNIVERSITY

# HEPC Comparison Group (2017)

- Athens State University (AL)
- Bemidji State University (MN)
- Black Hills State University (SD)
- Eastern Connecticut State University (CT)
- Eastern Oregon University (OR)
- Elizabeth City State University (NC)
- Fort Lewis College (CO)
- Fort Valley State University (GA)
- Francis Marion University (SC)
- Indiana University-East (IN)
- Keene State College (NH)
- Lander University (SC)
- Massachusetts College of Liberal Arts (MA)
- Northwestern Oklahoma State Univ. (OK)
- SUNY Oneonta (NY)
- University of Arkansas at Monticello (AR)
- University of Maine at Farmington (ME)
- Western Colorado University (CO)

**Shepherd University Board of Governors**
**November 5, 2026**
**Presentation Agenda, Item 5**

# ANNUAL REPORT OF THE REPRESENTATIVE TO THE WV ADVISORY COUNCIL OF FACULTY

Dr. Max Guirguis, Professor Political Science and member of the Advisory Council, will present a report to the Board. Dr. Guirguis' most recent report to the University faculty is below.

The Advisory Council of Faculty (ACF) held its annual retreat at Bridgeport Conference Center in Bridgeport, WV, on October 16-17, 2026. Three guest speakers were in attendance: Delegate Joe Statler (District 77), Chair of House Education Committee; Dr. Dan Kimble, WVU's Director of State Government Relations; and Dr. Clark Egnor, HEPC's Director of International Programs. Dr. Chris Rasmussen, the HEPC's Vice Chancellor for Academic Affairs, was unable to attend as planned due to sickness.

I. Guest Presentations

1) Delegate Statler's Presentation
Delegate Statler began his presentation by providing foundational information on the legislative process, noting that many education bills go through the Finance Committee because they usually involve the expenditure of state funds. Some may also go through the Judiciary Committee if they implicate legal rights and responsibilities. However, the presiding officer in either house has the discretion to choose a single referral or multiple referrals, depending on the nature and provisions of the bill.

In West Virginia, K-12 schooling and higher education have historically accounted for 44-46 percent and 9-10 percent of total annual appropriations, respectively. While these numbers have dipped as of late, the public education category remains the largest single cost in the state budget, stabilizing at approximately 50 percent of the state's general revenue spending. It should be noted, however, that the two systems are treated differently under state budget mechanisms. Whereas K-12 education funding is explicitly required by the West Virginia Constitution, higher education funding is discretionary and thus subject to reductions and fluctuations.

Delegate Statler expects the state legislature to take up the issue of revamping the decades-old system of funding public schools, as the state's Board of Education and Department of Education have presented the legislative leadership with a new funding proposal for consideration in the upcoming 2027 legislative session. For context, the current model distributes funding across districts based primarily on raw annual student headcounts. In other words, it treats all students as having the same cost, regardless of the actual level of services needed. The new funding formula, however, distributes financial resources based on the specific needs of students and a three-year enrollment average. This means that in addition to the baseline amount per student, school districts would also receive weighted funding for special education students, English language learners, technical programs, poverty index, and rural location.

It is against this background that Delegate Statler discussed the possibility of state cuts to higher education in the next fiscal year. Should the new funding formula increase K-12's share of the budget, it may be tempting, if not inevitable, to put higher education on the chopping block, along with other discretionary budget items. This prospect is magnified by the fact that many state agencies will ask the legislature for more funds to cope with the persistent inflation. Already seeing the writing on the wall, Delegate Statler described the next fiscal year as "tight for higher education."

In this stringent and uncertain fiscal environment, institutions will have to rely more on private fundraising and tuition fees for revenue. This may prove to be a challenging endeavor, given the continuing decline in the number of college-goers across the nation in general and West Virginia in particular. Larger enrollment declines are anticipated as the "demographic cliff" takes hold, and as more high school graduates explore alternatives to traditional four-year college education. The shrinking pool and changing aspirations of high school graduates have effectively rendered student recruitment a zero-sum game among peer institutions. Delegate Statler concluded his presentation by highlighting dual enrollment as one of the best recruitment and pipeline tools for higher education today. High school participants are the easiest to convert into full-time degree-seeking students, since they already have an interest in higher education and a relationship with the institution.

2) Dr. Kimble's Presentation
Dr. Kimble began his presentation by reiterating Delegate Statler's concern that a portion of higher education funding may be redirected toward K-12 education if the budgetary framework shifts. At the same time, the total number of high school graduates is projected to decline steadily through

2041. The convergence of these two factors means that institutions will have to grapple with fiscal pressures for the foreseeable future.

On a more positive note, no rate hikes are anticipated for the Public Employees Insurance Agency (PEIA), which seems to have come out of its financial strain. In fact, PEIA is projected to end the current fiscal year with a surplus in excess of $125 million. The premiums increase (3 percent) and spousal surcharge ($200 per month) approved in the last legislative session have improved the financial health and stability of the state's health insurance agency, at least for the time being.

There is also some good news for education majors. The Higher Education Policy Commission (HEPC) will request more funding for the Underwood-Smith Teaching Scholars Program. This is a competitive scholarship program that provides up to $10,000 per year for a maximum of four years to specific education majors in exchange for a service obligation. More specifically, students must commit to teaching full-time at a West Virginia public school for at least five years after graduation. Eligible fields include math, science, elementary education, and special education.

Dr. Kimble finished his presentation by noting that the best time to contact delegates and senators is during the late summer and fall, specifically between September and November, when lawmakers are in the process of developing priorities and gathering ideas for new legislation before returning to the state capitol for the new legislative session in January. Timing also matters because lawmakers are bound by the strict pre-filing rules governing the submission of bills. Once the live session begins, lawmakers will be pressed for time and less accessible, as they attend committee hearings, participate in the floor debates, and consider the 3,000 or so bills that will be filed during the 60-day regular session.

3) Dr. Egnor's Presentation
Dr. Egnor gave a presentation on state-level international educational programs. West Virginia institutions engage in a variety of international activities supported by the HEPC that include study abroad, international partnerships, international student recruitment, J-1 Visa Exchange Visitor Program, curriculum internationalization, and grant-funded projects designed to help institutions build their international capacities. Another exciting and growing area is faculty mobility, which can take the form of short-term visits and semester- or year-long exchanges to teach, conduct research, or train at partner institutions overseas.

Dr. Egnor emphasized that the single most important factor in the success of internationalization efforts and initiatives is faculty involvement. Institutional leadership can sign academic partnership agreements, the campus international offices can manage the logistics, and the HEPC can provide or help secure the funding, but faculty members are the ones who put these programs into active operation. Admittedly, for many faculty, the demands on their time may already be too great to take on significant international activities, but there are simple ways to integrate an international or intercultural dimension into the structure and delivery of the coursework without engaging in physical travel or the laborious task of redesigning an entire curriculum. For instance, faculty can use international documentaries in the classroom to help students connect with global cultures and build empathy. Faculty can also embed a global perspective into their courses by inviting guest speakers to address the students in-person or remotely. This can take the form of a classroom visit, a formal keynote speech, an informal chat, or a panel discussion, depending on the availability of the speakers, the complexity of the topic, and the level of interest among students. Small but consistent steps can pave the way for more internationalization opportunities that involve broader faculty and student participation.

International collaboration has become more feasible through the availability of interactive technology, such as video conferencing, forum discussion platforms, and cloud-based file storage. A number of online educational initiatives have been developed specifically to promote campus-based cultural immersion of students or "internationalization at home." One such initiative is Collaborative Online International Learning (COIL), a virtual exchange program that allows American students to interact with international peers through structured classroom partnerships and digital teamwork. The central idea of COIL is that a faculty member in the United States would partner with a faculty member in another country so that students can work together as part of the regular course. In practice, this would entail adopting a shared syllabus, implementing collaborative learning activities, and harmonizing the grading criteria. The HEPC has long supported the COIL initiative through grants and training to enhance collaborative teaching and research. Increasing numbers of West Virginia faculty members are utilizing COIL to offer their students meaningful international experiences right at home through virtual technology at no out-of-pocket cost.

Different state institutions are pursuing different pathways to build the cultural competence of their students and promote campus internationalization. Concord University and West Liberty University are bringing students and faculty together across cultures through virtual exchange experiences and shared academic projects. Fairmont State University is reinforcing intercultural learning through curricular integration

by weaving international perspectives into course content and learning outcomes. Marshall University is fostering collaborative learning activities via the COIL program by forging strong ties with peer institutions in Ireland. Shepherd University is enhancing faculty and student mobility by establishing synergistic linkages and reciprocal agreements with international partners through its mature study abroad program. No single model is deemed superior or universally best; each model is purposeful and useful in its own way. The HEPC's role in the internationalization process is similar to the facilitator's in that it is not to impose a preferred course of action, but to guide and support institutions in their efforts to internationalize, regardless of the pathways they choose.

II. Discussion of Faculty Concerns

The majority of the business meeting was dedicated to a discussion of various faculty concerns. The key points of this multi-perspective discussion include: 1) Course evaluations, 2) Grade inflation, 3) Faculty workloads, and 4) Faculty evaluation of supervisors and administrators.

1) Course Evaluations

Student course evaluations are the standard tool for assessing instructional performance for promotion and tenure purposes. While due consideration is accorded to teaching, service, and research, teaching effectiveness is typically the metric that matters most at teaching institutions, which makes course evaluations the most critical component of the promotion and tenure dossier. Indeed, the promotion or tenure decision may hinge on the quality of course evaluations. This can be problematic due to the uncertainty and subjectivity associated with this widely used assessment tool. One concern expressed was that the response distribution is inherently skewed toward the lower end of the scale. Another concern was that many students tend to complete the assessment tool based on their performance rather than the instructor's performance in the course. A third concern was that overemphasis on course evaluations can lead to pandering and turn instructors into "crowd-pleasers" to receive more favorable feedback. A fourth concern was that digital questionnaires allow chronically absent students to evaluate the teaching quality, course content, and learning outcomes when they are ill-equipped to do so. Despite the validity of these observations, there was a broad recognition of the necessity for assessment and feedback to inform the P&T review process and guide the decision-makers. But there was an equally broad recognition of the need to improve the current faculty assessment system. Four points were made in that regard:

i- The assessment tool ought to include questions about the depth, complexity, and rigor of the course, and the decision-makers ought to give

due weight to these factors rather than simply focus on the raw metrics and critical comments.

ii- Prompts could be added to the comment section in the end of the assessment questionnaire to keep student comments focused, actionable, and constructive. The lack of structural guardrails invites rambling feedback. One prompt, for instance, could be to comment on the value or usefulness of the course as a learning experience.

iii- Some institutions have changed the name of the assessment tool from "student evaluation of teaching" to "student perception of teaching," as a reminder that the feedback can be based assumptions, perceptions and expectations rather than objective judgment. For instance, a college freshman used to unlimited extra credit opportunities and test retakes in high school may unfairly give a harsh assessment to a competent instructor who does not provide the expected leniency.

iv- Faculty members under P&T review should be given the opportunity to comment on their course evaluations and respond to critical student feedback in a separate statement, which decision-makers should be required to consider as they evaluate the candidates.

2) Grade Inflation

Several newspapers have recently reported that the state's high school graduation rate, which is a core indicator of student success, has reached a record high of approximately 93 percent. However, student achievement data from Statewide Summative Assessment tells a very different story, with English proficiency at 48 percent, math proficiency at 39 percent, and science proficiency at 29 percent. The West Virginia Department of Education has pointed to grade inflation across districts to explain the blatant disconnect between the record-high graduation rate and the poor performance on state-administered assessments. This issue is fundamentally tied to the retention conversation that is occurring across higher education institutions. The fact of the matter is that academic preparedness and student retention are inseparable. When students who are used to earning high grades with little effort transition to a more demanding learning environment, they often experience a major shock and become significantly more prone to drop out than their well-adjusted counterparts. As such, no ambitious retention plan can bear fruit without addressing the substantial academic deficiencies of incoming students. Not to be overlooked is the fact that faculty are on the receiving end of the drive to keep students enrolled. They feel a tension between promoting institutional retention goals and upholding proper academic standards. The consensus at the meeting was that lenient grading and lowering academic rigor are not the answer, as they misrepresent the abilities of graduating students, and in turn undermine the value of the degree on the job market.

3) Faculty Workloads

Faculty workloads are increasing well beyond traditional boundaries. Today, faculty members are taking on additional administrative duties, governance responsibilities, and service commitments. Some of the extra work borne by faculty is "hidden labor" that often goes unnoticed and unvalued. Examples include the time and effort spent overhauling a course to adopt an OER textbook, redesigning assignments and checking student work for academic integrity to prevent AI cheating, and making various adaptations to comply with a broader range of federal and state guidelines. Though little can be done about external forces that increase faculty workloads, such as AI proliferation and legislative changes, institutional reforms can be initiated to reward diligence, retain talent, boost morale, and make the multitude of tasks more palatable and hidden labor more visible. One possible reform is to classify institutional service assignments into high, medium, and low intensity categories instead of counting all committees equally. Another is to maintain internal salary alignment and pay equity. A third is to institute a meaningful merit pay system or fund the existing one. A fourth is to implement some form of an automatic cost-of-living adjustment. While there is no denying that institutions need to conserve resources to deal with the fiscal challenges ahead, a little financial incentive can go a long way, especially that West Virginia faculty compensation woefully lags behind national and regional benchmarks. Balancing competing priorities is a delicate tightrope that institutions need to navigate without leaning heavily in one direction.

4) Faculty Evaluation of Supervisors and Administrators

The current process for evaluating supervisors and administrators lacks structure, transparency, and uniformity across the state. Some institutions conduct more evaluations than others. Some conduct their evaluations more frequently than others. Some use anonymous evaluations, some use confidential evaluations, and some use neither in that the name of the evaluating faculty member appears on the assessment document itself. Further, it is unclear who gets to view these evaluations, and how the expressed concerns are being addressed. In light of these inconsistencies, flaws, and ambiguities, it is no surprise that the response rate is always very low, which diminishes the validity of the results and defeats the purpose of the process. Subsequent to this lively discussion, the ACF decided to petition the HEPC to issue guidance on evaluating supervisors and administrators in an attempt to standardize and build confidence in the process. The ACF will also form a workgroup to create a model evaluation policy and share it with the HEPC.

**Shepherd University Board of Governors**
**November 5, 2026**
**Presentation Agenda, Item 6a**

# STUDENT AFFAIRS DIVISION UPDATE

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

## Campus Services

- **Shepherd University** hosted a day of the **Leadership West Virginia** program during the cohort's visit to the Eastern Panhandle. The program brings together 50-60 emerging leaders from across the state to cultivate collaboration, strengthen understanding, and explore the challenges and opportunities facing West Virginia.

- New snack vending machines have been installed across campus, offering a broader selection of snacks and quick meal options, along with improved pricing for students, faculty, and staff.

- **Shepherd Dining Services** continued to enhance the campus dining experience through a variety of special events, including a do-it-yourself applesauce station, Night in Paris, Walking Italian Subs, a Vegetarian Month tasting, World Mental Health Day pumpkin painting, and a Supper Club event attended by 30 students and eight staff members. These programs provided opportunities for community building, cultural engagement, and student wellness.

## Dean of Students

- **Save-A-Life Day**, held on September 24, attracted more than 150 participants, and resulted in the distribution of 100 Naloxone kits. All individuals who received a kit completed training provided by event staff, helping to increase awareness and preparedness for responding to opioid overdoses. Jake Mellow, Dean of Students, joined with Wendy Baracka and Amanda Shank from Counseling Services, represented Shepherd University at the event alongside representatives from the Jefferson County Health Department. The collaborative effort highlighted Shepherd's ongoing commitment to student well-being, community health, and overdose prevention education.

- As of 10/20/2026

- 122 Absentee Notices have been sent which puts us on track for an all-time high since COVID, likely a result of more faculty notifying their students of the need for excused absences.
- 145 Student Conduct Cases
- 32 BIT Reports
- 31 Student of Concern Reports

**Office of Educational Access and Title IX**

- **Celebrations Around the World** (October 19, 2026): The Global Student Leadership Team hosted its fall cultural event on Potomac Lawn, featuring foods, stories, customs, and traditions from diverse global celebrations. The event fostered cross-cultural learning and appreciation through interactive conversations and shared experiences.

- **Athletics NCAA Prevention Education/Title IX/Clery/Stop Hazing Training**: From August 1 to October 1, all student-athletes and Athletics staff completed annual in-person training covering NCAA violence prevention requirements, Title IX, Clery Act reporting, hazing prevention, consent, bystander intervention, healthy relationships, and reporting responsibilities to promote safe and accountable athletic environments.

- **Digital Accessibility Meeting**: On October 16, representatives from Educational Access/Accessibility, University Communications, IT, Faculty Affairs, Instructional Design, and Student Affairs met to discuss the draft digital accessibility policy, accessibility resources, campus-wide standards, and ADA compliance. The discussion focused on strengthening accessibility practices and supporting consistent implementation across campus.

**Student Activities and Leadership**

- Shepherd's **30th Annual Appalachian Heritage Festival**: Held September 24-26, the festival celebrated its 30th anniversary with author talks, music and culture workshops, an intergenerational square dance, local art exhibits, and performances by nationally recognized artists. The event was supported by numerous Shepherdstown businesses and community partners.

- **Homecoming Spirit Week**: Twelve student teams competed October 12-17 in events including a service project, Lip Sync Battle of the Bands, Field Day, Banner Competition, and Parade. Phi Mu Alpha Sinfonia won the overall competition, followed by Delta Zeta and Kappa Kappa Psi. The 2026 Homecoming Court was also recognized for leadership and achievement.

- **Founders Day Returns**: Student Affairs and the Homecoming Committee revived Shepherd's Founders Day celebration on October 16, featuring remarks from student and university leaders, a campus procession led by the Ram Band, spirit activities, and a post-event gathering with music and refreshments.

**Student Success Center**

- **Shepherd Success Academy (SSA):** Since September, SSA has grown to 39 participants. As of midterm, SSA students earned an average GPA of 2.62, compared to 2.28 for a comparison group, with additional outreach provided to students identified through referrals and midterm performance.

- **Early Alert:** The Student Success Center responded to 124 Early Alerts involving 97 students, providing personalized outreach, support, and referrals to promote student success and retention.

- **New Success Coach:** The Student Success Center welcomed Destinee Myers in October, returning the team to four full-time Success Coaches. She will support new student programs, orientation, and success coaching.

- **Walk-In Hours:** Success Coaches expanded access through weekly walk-in hours, resulting in approximately 35 student meetings by mid-October.

- **New Faculty Orientation:** Success Coaches participated in New Faculty Orientation on October 16, highlighting Student Success Center services, Success Coaching, and the Early Alert System to strengthen faculty collaboration and early intervention efforts.

- **Fall Programming and Interactive Learning Activities:** The Student Success Center hosted Midterm Momentum events on September 29 and October 6, providing study strategies, academic support, and essential supplies to help students prepare for midterms.

- **Bring a Bestie Week (Oct 12 through Oct 21):** Held October 12-21, this initiative encouraged students to introduce friends to Success Coaches and Student Success Center resources, promoting connection, peer support, and awareness of available services.

- **International Students Support:** Following the September 23 International Student Gathering, the Student Success Center saw increased engagement from international students, strengthening connections and support opportunities. Shepherd currently has 24 individuals in active F-1 status, including 21 enrolled students, while three participating in post-completion Optional Practical Training (OPT) continue to maintain their F-1 student status.

- **Fraternity & Sorority Life:** Chapters and councils are reviewing bylaws and governance practices with the FSL Coordinator. Nine of ten chapters participated in Homecoming, and eight participated in Lip Sync Battle. Membership, particularly among fraternities, remains a concern, and plans are underway for a Greek Leadership Development Program beginning in Fall 2027.

- **Veteran Support:** Efforts are underway to expand support for military-affiliated students through community partnerships, a planned Veterans Day Luncheon and Resource Fair, exploration of national military-friendly rankings, and development of a military-affiliated support coalition.

**Shepherd University Board of Governors**
**November 5, 2026**
**Presentation Agenda, Item 6b**

# ATHLETICS UPDATE

## PSAC Athletic Administrators Meeting

- Athletics Director Carrie Bodkins attended the fall PSAC Athletic Administrators Meeting, including discussions regarding Lackawanna College's Division II membership timeline and transition.
- Lackawanna submitted an expedited two-year Division II membership application in September and expects notification regarding its status in February.
- The two-year process differs from the traditional three-year process by eliminating the requirement for an additional year of Division II scheduling before the membership process begins. Lackawanna would need to meet applicable Division II legislation during its first year.
- Lackawanna currently appears on all PSAC East schedules; however, games do not count toward conference standings or NPI (NCAA Power Index), although they do count toward overall win-loss records and individual statistics. Entering the two-year membership process is important for future scheduling and competitive considerations.

## NCAA Compliance and Legislation

- Shepherd University completed and submitted the required annual NCAA attestation confirming compliance with all mandatory campus sexual violence policy requirements, including student-athlete and coach education conducted at the beginning of the academic year. The required form, signed by the Director of Athletics, Title IX Coordinator, and University President, has been submitted, affirming the institution's adherence to the policy.
- Held the first institutional compliance committee meeting of the academic year. The committee will meet twice each semester. Reviewed the committee's purpose, compliance education and activities completed to date, proposed legislation for the 2027 NCAA Convention, emergency "5-for-5" legislation implemented this fall, and minor violations which SU staff have self-reported.
- Preparing for the NCAA Convention in January, with several proposed legislative items of interest:

- NIL Institutional Involvement: Would allow institutions to play a greater role in connecting student-athletes with NIL opportunities and helping them navigate those opportunities. Institutions would still be prohibited from entering into NIL agreements or directly paying student-athletes, and athletics staff would remain prohibited from being employed by NIL entities.
- Sponsorships on Uniforms: Would permit additional commercial or nonprofit trademarks and logos on student-athlete equipment, uniforms, and apparel during non-NCAA championship competition and certain pregame and postgame activities, subject to limitations on number and placement.
- Flag Football Championship: The proposed NCAA championship has met the required threshold of 40 participating schools.

**Athletic Training Staffing**

- The full-time athletic training position remains open. However, we were able to add a late athletic training extern to provide additional support, and we are adding a part-time, hourly athletic trainer to further assist with coverage and support for our student-athletes and existing staff.

**Student Interest Survey**

- Received 109 responses for 2026–27 survey, representing approximately 20-25% of incoming students.
- More than half of respondents were female, and most were first-year students from West Virginia and Maryland.
- E-sports, track and field, flag football, and swimming were among the sports identified as areas of student interest.

**Equity in Athletics Disclosure Act (EADA)**

- Finalizing the annual EADA report for submission ahead of the extended November 11 deadline.

**Student-Athlete Advisory Committee (SAAC)**

- SAAC has been very active this fall, emphasizing community engagement, service, and appreciation for those who support Shepherd Athletics.

- Distributed ribbons and bands to student-athletes, coaches, and athletics staff in support of Suicide Prevention Awareness Month and Breast Cancer Awareness Month.
- Prepared more than 30 snack bags for the Martinsburg Union Rescue Mission to support individuals experiencing homelessness.
- Scheduled a bake sale for October 29, with all proceeds benefiting Make-A-Wish.
- Prepared thank-you cards for officials during PSAC Officials Week.
- Will recognize campus partners—including grounds, athletic training, academic advising, and facilities staff—at its November 5 meeting.

**Shepherd University Athletic Club (SUAC) and Fundraising**

- Successfully hosted the seventh annual SUAC Homecoming Party, supporting engagement and membership growth.
- Building momentum toward a new scoreboard at the Shepherd Soccer Complex, with $11,000 committed or raised to date.
- Recognized four recipients of the Scott Bradford Doleman Scholarship during the Homecoming celebration.
- Launching the “Thankful to Be a Ram” fundraising campaign in November. Each program will participate, with additional funds awarded to the programs raising the most money. The department-wide goal is $75,000.

**Fall Athletics Update**

- Football: 5–3 overall.
- Volleyball: 19–3 overall and ranked third in the Atlantic Region.
- Women’s Soccer: Ranked seventh in the Atlantic Region and has secured a PSAC playoff berth.
- Men’s Soccer: 9-4-3, the Rams begin play in the PSAC Tournament November 1.
- Shepherd student-athletes have earned seven conference player-of-the-week honors to date.

**Shepherd University Board of Governors**
**September 24, 2026**
**Presentation Agenda, Item 6c**

# DEVELOPMENT, ANNUAL GIVING, AND ALUMNI AFFAIRS UPDATE

## President's Club

On October 3, President's Club members were invited to breakfast with Dr. Wesson, who recognized their leadership and generosity while sharing his vision for Shepherd University's future. Through their support, the President's Club provides flexible funding that allows the University to address immediate priorities, invest in faculty and staff programs, and create transformative opportunities that enrich the student experience.

Colleges Hosting at Homecoming: Development partnered with the academic colleges to launch a new Homecoming initiative designed to strengthen alumni engagement and create meaningful opportunities for collaboration between alumni, faculty, and students. The events encouraged alumni to reconnect with their academic programs, explore mentorship and internship opportunities, and consider returning to campus as guest speakers, panelists, and industry experts.

Faculty representing a variety of disciplines participated in the events, fostering valuable conversations with alumni and visitors. Deans Adams, Thompson, and Dovel provided strong support for the initiative and are exploring opportunities to expand these efforts through semester-based engagement events. Long-term goals include increasing alumni mentorship, internship opportunities, and professional networking experiences for students.

Fundraising with the Colleges: Development staff continue to meet regularly with the Deans to identify strategic fundraising priorities and plan college-specific fundraising and engagement events that align with each college's goals and needs.

Annual Giving Campaign:  The first annual giving postcard has been mailed to donors, announcing the following key campaign dates:

- Giving Tuesday: December 1, 2026
- Day of Giving: March 4, 2027

The Giving Tuesday campaign theme will celebrate "155 Years of Shepherd: One Shepherd. One Day to Give."
Donors will be encouraged to commemorate Shepherd University's 155-year legacy through gifts at the following levels:

- $18.71
- $187.10
- $1,871.00
- $18,710.00
-

Additional communication and engagement activities are being planned to build momentum and participation leading up to both campaigns.

**Devil's Due Partnership**

Wylie McDade of Devil's Due Distillery launched Shepherd Select Double Oak Bourbon during Shepherd University's first home football game on September 5, 2026. The limited-release partnership includes five barrels of bourbon available through the distillery, its website, Shepherdstown Liquor Store, Penn Liquors in Martinsburg, and Big Apple Liquors in Inwood.

During Homecoming Weekend, Mr. McDade presented Shepherd University with the first proceeds check totaling $3,165.00. These funds will support student-focused programs and initiatives, further strengthening the connection between community partnerships and student success.

**Homecoming Events:**

- Honored 4 alumni at the Thursday night (October 15) Alumni Awards Ceremony - David Decker '89 as Outstanding Alumnus of the Year; Justin Arner '09, Alex Lemley '10, Brooklyn Vetter '14 as the ninth class of Finest Under 40.  These were also featured in the Saturday, October 17 Homecoming Parade and recognized on-field during the game, between the 1st and 2nd quarters.

- Full field of players for the 35th Annual Alumni Association Golf Tournament (Friday, October 16)

- Well-attended Alumni Breakfast on McMurran Lawn on Saturday, October 17, and alumni feedback has been very positive about the weekend.

**Closing out fall semester with the following opportunities:**

- Wednesday, October 29 - Alumni Association board of directors members participated in Shep-or-Treat
- Saturday, October 31 - Alumni Association hosted the Ram Road Trip: Shepherd vs Shippensburg away game tailgate
- Friday, November 6 - Alumni Association hosting a Regional Mixer at the Devil's Due Distillery to promote the Shepherd Select bourbon partnership

**Fall Semester Alumni Highlight Series:**

- The McCooks (Mike ’21 & ’23, Molly ’23 & ’24, & Maddy ’25 & ’26) – August 2026
- Jillian Sobrino ’21 – September 2026
- David Decker ’89 – October 2026
- Alex Lemley ’10 – November 2026
- Brooklyn Vetter ’14 – upcoming for December 2026

All can be found at https://www.shepherd.edu/suaa/alumni-highlights/

**Spring Planning:**

- 6th Annual Professional Connections Day (a collaborative alumni-to-student networking event between Alumni Affairs and Career Services) to be held at the beginning of March
- 5th Annual SUAA Legacy Gala supporting the Alumni Association Endowed Scholarship Fund in mid-March
- 3rd Annual SUAA Regional Mixer at the Hagerstown Boxcars in June

Full dates and details to come.

**Alumni Association Membership:**

- The SUAA Marketing & Membership Committee are meeting to discuss increasing efforts toward more personal outreach from Board Members to their networks, as well as adjusting overall communication strategy.

**Shepherd University Board of Governors**
**November 5, 2026**
**Presentation Agenda, Item 6d**

# Shepherd University Foundation Update

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

**COMPREHENSIVE**
**FUNDRAISING SUMMARY**
**New Gifts and Pledges**
**7/1/2026 – 9/30/2026**

| Gift Category | 7/1/2026-9/30/2026 | | 7/1/2025-9/30/2025 | | 7/1/2024-9/30/2024 | |
|---|---|---|---|---|---|---|
| Annual Giving | $343,983 | | $317,224 | | $359,404 | |
| Endowments | $34,150 | | $156,119 | | $28,379 | |
| Capital | $0 | | $4,100 | | $12,500 | |
| **Total:** | **$378,133** | | **$477,443** | | **$400,283** | |
| | | | | | | |
| **Donor Category** | **# Donors 7/1/2026-9/30/2026** | **$ Donated 7/1/2026-9/30/2026** | **# Donors 7/1/2025-9/30/2025** | **$ Donated 7/1/2025-9/30/2025** | **# Donors 7/1/2024-9/30/2024** | **$ Donated 7/1/2024-9/30/2024** |
| Alumni | 330 | $147,884 | 358 | $143,427 | 369 | $137,257 |
| Friends | 265 | $130,102 | 218 | $139,741 | 288 | $103,903 |
| Corporations/Foundati | 50 | $83,039 | 61 | $101,927 | 57 | $102,661 |
| Others/Estates | 24 | $17,108 | 22 | $92,348 | 39 | $56,462 |
| **Total:** | **669** | **$378,133** | **659** | **$477,443** | **753** | **$400,283** |

**Comprehensive Fundraising Report: 7/1/2026 through 9/30/2026 – New Gifts and Pledges**

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

- Total gifts and pledges for the first three months of the current fiscal year yielded $378,133. This a 20% decrease which is directly related to the timing of significant endowment gifts received in September 2025.

- Total annual giving yielded $343,983. This is an 8.44% increase over the same period in 2025.

- Total donors for the current fiscal year are 669, which is a 1.52% increase over the same period in 2025. Total alumni donors for the current fiscal year is 330, which is a decrease of 7.82%.

**Shepherd University Foundation Updates and Events**

**Wilmington Trust Investments Update**

Total SUF Portfolio as of 9/30/2026:

- $53,997,742
- 69% equity, 3% real assets, 7% hedge funds, 19% fixed income, and 3% cash

The SUF Finance and Investment Committee met with the Wilmington Trust team to review the portfolios on October 15.

**WISH Reception, September 23**

Women Investing in Shepherd (WISH), a women's giving circle sponsored by the Shepherd University Foundation, awarded four grants totaling $146,500 collectively to community nonprofits Community Markets Inc. and Morgan County Starting Points, and Shepherd learning projects Faculty-led Student Career Exploration and Recruitment Initiative and the Shepherd University Writing Project (each grant was $36,625).

A reception honoring the recipients was hosted by the Shepherd University Foundation on Wednesday, September 23 at Erma Ora Byrd Hall and was sponsored by WISH member Lisa Wolff '87. More than 125 members and guests were in attendance. WISH has given out just under $1.5 million dollars in grant funding to date for Shepherd entities and local nonprofits.

**Scholar Photo Day, October 13**

Photographer Sam Levitan returned to campus on October 13 for the annual Scholar Photo Day. We were thrilled to welcome 14 students at the event who provided incredible testimonials regarding the impact of their Foundation Scholarships.

**Thank a Donor Campaign, October 13 and 14**

The 2026 Thank a Donor campaign was held on October 13 and 14. Over 225 postcards were signed by students, faculty, and staff to send to Shepherd donors thanking them for their gifts.

This year, the Student Government Association and Rambassadors helped out with promotion of the event and manning the “thank you” signing table. The SGA took over Student Affairs social media account on Tuesday, October 13 to promote the event to the student body.

A video featuring photos and footage of the campaign will be sent to donors later this fall.

**Art and Lecture, October 27**

The Scarborough Society Art and Lecture Series was excited to welcome author Stephanie Bruno on October 27. Bruno discussed her debut book *The Recipe for Yellow,* a story set in the Shenandoah Valley exploring the depths of family, grief, and self-discovery.

**Cocktail Reception, October 29**

The Foundation hosted a private reception celebrating the inauguration of Dr. Cameron B. Wesson, 17th President of Shepherd University at the Slaters home.

**Shepherd University Board of Governors**
**November 5, 2026**
**Presentation Agenda, Item 7**

# ANNUAL REPORT OF THE CLASSIFIED EMPLOYEES COUNCIL

The Classified Employee Council (CEC) continues to prioritize and promote staff development. This year, we were fortunate to have Diana Patterson step into the role of Staff Development Chair following the departure of longtime CEC member Lori Moy. This funding supports both classified and non-classified employees by providing reimbursement for eligible professional development expenses, including course-related book fees and training costs for employees seeking to enhance their skills in specific areas.

Additionally, the Children's Scholarship Committee welcomed a new chair, Paul Teter, who graciously volunteered to take on this important responsibility. We are sincerely grateful for his willingness to serve. For the 2026–2027 academic year, the committee awarded two scholarships totaling $2,000. One $1,000 scholarship was awarded to a dependent of a classified employee, and the other $1,000 scholarship was awarded to a dependent of a non-classified employee.

The Shepherd community, including our council, remains concerned about the Public Employees Insurance Agency (PEIA) and its impact on public employees. We remain hopeful that the state will explore options for supplementing the program rather than increasing employee premiums. We would also like to extend our sincere appreciation to Yulia Friman and Tammy Gill for keeping us informed of developments and policy changes emerging from ACCE and the State Legislature.

Finally, the CEC has continued making progress toward greater inclusion and representation of non-classified staff. Through ongoing discussions, we are exploring the possibility of establishing an all-staff council that would help bridge existing gaps and ensure that all campus employees have a voice and appropriate representation.

A list of all CEC representatives is on the CEC website.