

# Shepherd

UNIVERSITY

## Board of Governors



## Meeting Agenda

February 23, 2012

### Board Members

Gat Caperton, Chair

W. Mark Rudolph, Vice Chair

Marcia Brand, Secretary

John Beatty

Lacy I. Rice III

Jason Best, Faculty

D. Scott Roach

Elizabeth Greer, Student

Diane Shewbridge, Classified Staff

Holly McCall

Veronique N. Walker

John Younis

Suzanne Shipley, President

**SHEPHERD UNIVERSITY  
BOARD OF GOVERNORS MEETING**

**3:30 p.m.**

**February 23, 2012**

**Lower Conference Room**

**Robert Byrd Center for Legislative Studies**

**Shepherdstown, WV**

**AGENDA**

Regular Session

1. Call to Order Chair Gat Caperton
2. Public Comments

Consent Agenda

1. Adoption of the Minutes from November 17, 2011 Board Meeting Chair Caperton
2. President's Report President Suzanne Shipley
3. Approval of Stutzman-Slonaker Hall Renovations Mr. Rick Staisloff, Executive Officer for Strategic Initiatives

Presentation Agenda

1. Common Reading Program Ms. Judith McIntyre, Director of First-Year Experience (FYEX)  
Ms. Rebecca McCoy, Student Essay Winner  
Dr. Raymond Smock, Director of the Byrd Center for Legislative Studies  
Mr. Adam Booth, Adjunct Faculty in the Department of Music
2. Advisory Council of Faculty (ACF) Annual Report Dr. Sylvia Shurbutt, Professor of English and ACF University Representative
3. Quarterly Financial Management Report Mr. Staisloff
4. Student Affairs Annual Report Dr. Thomas Segar, Vice President for Student Affairs
5. Human Resources Annual Report Mr. Alan Perdue, General Counsel  
Dr. Marie DeWalt, Director of Human Resources

Discussion Agenda

1. Institutional Accreditation Annual Report Dr. Richard Helldobler, Vice President for Academic Affairs  
Dr. Scott Beard, Dean of Graduate Studies and Continuing Education and Professor of Music  
Dr. Dorothy Hively, Special Assistant to the Vice President for Academic Affairs and Assistant Professor of Education

Regular Session

1. New Business Chair Caperton

Adjournment

# Shepherd University Board of Governors

## Minutes of the Meeting of November 17, 2011

The Shepherd University Board of Governors met on November 17, 2011 in a regular meeting. Members participating were: John Beatty, Jason Best, Marcia Brand, Gat Caperton, Elizabeth Greer, Lacy I. Rice III, D. Scott Roach, Diane Shewbridge, and John Younis. Also present were Shepherd University President Suzanne Shipley, members of the executive staff and others. Board members Holly McCall, Veronique N. Walker, and W. Mark Rudolph were absent from the meeting.

### 1. PUBLIC COMMENTS

No public comments were made.

### 2. MINUTES OF THE MEETING OF SEPTEMBER 22, 2011

**M (Best), S (Roach), PASSED**, that the minutes of the September 22, 2011 meeting of the Board of Governors be adopted as presented at the meeting.

### 3. PRESIDENT'S REPORT

Dr. Shipley extended congratulations to Dr. Marcia Brand upon the announcement by Department of Health and Human Services Secretary, Kathleen Sebelius, that she was awarded the 2011 Presidential Rank Award. This is the most prestigious award in the Federal career civil service.

Dr. Shipley asked Dr. Thomas Segar, Vice President for Student Affairs, to present to the board the staffing changes that include Dave Cole, Dean of Students; Christana Johnson, Assistant Vice President for Student Success; and Holly Frye, Assistant Vice President for Student Engagement.

With candy bars celebrating Coach Cater's 25<sup>th</sup> year at Shepherd at each board member's place, Dr. Shipley requested that everyone continue to vote for Coach Cater as Liberty Mutual's Coach of the Year.

Dr. Shipley expressed special thanks to board member Veronique Walker for her participation in the Education Ethics Conference held at Shepherd in October as both a participant and presenter.

Finally, Dr. Shipley shared with members of the Board the "Great Colleges to Work For" survey results. She indicated that there were larger numbers of participants this year, and that we requested more data from *The Chronicle* in order to better understand employees' responses. We are currently mining the data for information. She referenced her written report, which highlights employees' great satisfaction with Shepherd's focus on students and shared sense of community. Themes of concern seem to center around the additional increased work on committees; a widening gap between senior administration and faculty; and the expectation of respect from supervisors for the work being done by frontline employees. These findings are being shared with the Faculty Senate and Classified Employees' Council after already debriefing with Administrative Council.

To increase campus dialogue across the University, the first of a series of campus conversations will be held on Monday, December 12. This session will focus on salaries and will provide participants with information about national trends and current issues facing Shepherd for faculty and staff salaries while providing an opportunity to request more information and voice opinions.

4. **ANNUAL FINANCIAL MANAGEMENT REPORT AND QUARTERLY FINANCIAL MANAGEMENT REPORT**

Mr. Rick Staisloff, Acting Vice President for Administration and Finance, and Mr. Mike Lowery, engagement partner from Deloitte and Touche, presented to the Board the Annual Financial Management Report. The presentation included a review of the Financial Statements as of and for the Years Ended June 30, 2011 and 2010, and Independent Auditors Reports.

Mr. Staisloff announced that Comptroller Shelley Tharp would be leaving Shepherd after 13+ years of service to accept a position at West Virginia University. The Board expressed their appreciation to Ms. Tharp for her contributions to the institution with a round of applause.

Mr. Staisloff then presented to the Board the Quarterly Financial Management Report for the period ending September 30, 2011.

5. **ADVANCEMENT ANNUAL REPORT**

Dr. Diane Melby, Vice President for Advancement, presented to the Board the Office of Advancement's Annual Report.

6. **ENROLLMENT MANAGEMENT ANNUAL REPORT**

Ms. Kimberly Scranage, Vice President for Enrollment Management, presented to the Board the Enrollment Management Annual Report.

7. **STRATEGIC INDICATORS**

Mr. Rick Staisloff, Acting Vice President for Administration and Finance, presented to the Board the University's Strategic Indicators.

8. **MOTION TO EXECUTIVE SESSION**

**M (Roach), S (Shewbridge), PASSED**, That pursuant to Section 4 of Article 9A of Chapter 6 of the WV Code, it was moved that the Board enter into executive session for the purpose of discussion of matters relating to honoraria and awards.

**M (Brand) S (Shewbridge), PASSED**, that the following resolution be adopted by the Board.

**RESOLVED**, That the Shepherd University Board of Governors approves the awarding of the honorary Doctorate of Letters to Ms. Diane Rehm and directs that this action be reflected in the Board's meeting minutes following the public announcement of this conferral of honors.

**M (Best) S (Brand), PASSED**, that the following resolution be adopted by the Board.

**RESOLVED**, That the Shepherd University Board of Governors approves the renaming of Birch Hall to become the Dr. David L. Dunlop Hall, and Maple Hall to become the Charles F. Printz Hall, and directs that this action be reflected in the Board's meeting minutes following the public announcement of this conferral of honors.

9. **NEW BUSINESS**

None.

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Gat Caperton  
Chair

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Marcia Brand  
Secretary

## **PRESIDENT'S REPORT**

### *University Compliance*

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In light of recent events at other colleges and universities, I wanted to provide an update to the Board about the processes and procedure in place around compliance, specifically in the areas of crime on campus and athletic oversight.

As a part of our compliance with the Clery Act, which requires scrupulous reporting of specified criminal statistical information, the University has a crime reporting committee that meets regularly with the University Police Chief to review criminal incidents and to facilitate awareness and sensitivity to the importance of reporting any possible crime that may have occurred on campus. In addition to the University Police Chief who serves as chair, the Clery Compliance Committee is comprised of the Athletic Director, the Director of Counseling, the Dean of Students, the two associate directors of residence life, the Assistant Director for Greek and Commuter Life, and the Assistant Vice President for Student Engagement

Co-chaired by the Dean of Students and the Assistant Vice President for Student Affairs for Student Success, the Behavioral Intervention Team (BIT) is comprised of staff from Residence Life, Counseling Services, Student Health Services, and University Police. Weekly meetings begin with the co-chairs naming each student identified with documented or anticipated behavioral concerns at a previous meeting. The staff member designated as the point person for following up with the student provides an update on the effectiveness of the intervention. BIT members then add new students to the list, discussing concerns and strategies for assisting the student, and identify a BIT member to implement preventative or intervening measures. Students are removed from the list after discussion and the BIT has reached a consensus that no additional follow up is needed.

The Shepherd University Athletic Department's commitment to compliance extends to all areas related to athletics and athletic camps. Currently in place are three key personnel who have compliance responsibilities within athletics. They include:

- the Faculty Athletic Representative, who oversees all academic compliance issues, attends conferences to receive regulation updates, and reports to both the President and the Board of Governors on the academic progress and retention of Shepherd athletes;
- the Athletic Compliance Officer, who oversees eligibility requirements, drug testing, and roster verification per NCAA regulations;
- the Senior Women's Administrator, who oversees all Title IX (gender equity in sports) issues. She compiles all federal reports related to Title IX that are reviewed with the President and Vice President for Academic Affairs prior to filing the reports.

Athletic camps are staffed by Shepherd University coaches and student athletes who serve as supervisors and clinicians on the field and for the overnight camps in the residence halls. For one of the larger, multi-day football camps, individual high schools bring teams that are supervised in the residence halls by residence life staff as well as by high school coaches and staff.

The policies and processes in place at Shepherd to ensure compliance have been effective and continue to be revised and updated regularly.

## *Staffing*

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### **New Vice President for Administration and Finance**

Deborah Judd assumed the role of Vice President for Administration and Finance on February 15. Ms. Judd comes to Shepherd from Frederick Community College where she held several positions since 2005, most recently as Associate Vice President, Fiscal and Auxiliary Services. A graduate of Pennsylvania State University with a Bachelor of Science degree in accounting, Ms. Judd is a certified public accountant with valuable experience in the private sector. Ms. Judd will be introduced to members of the Board at the February meeting.

## *Academic Affairs*

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### **West Virginia “Professor of the Year”**

Dr. Laura Clayton, Professor in the Department of Nursing Education, is one of five finalists for the 2011 West Virginia “Professor of the Year” Award. Dr. Clayton joins an elite group of faculty at Shepherd who have been nominated for this prestigious award. Current Shepherd faculty who have received this award include Dr. Sylvia Shurbutt in 2006 and Dr. Ed Snyder in 2010. Dr. Scott Beard was a finalist and runner-up for the award in 2009.

### **West Virginia Collegiate Business Plan Competition**

Students Elizabeth Montgomery in the Regents of Bachelor of Arts program and Krista Youngblood, a business major with a concentration in entrepreneurship, are both finalists in the West Virginia Collegiate Business Plan Competition for 2012. Sponsored by West Virginia University’s Entrepreneurship Center in the College of Business and Economics, the competition is designed to provide college students from around the state the opportunity to make a business idea come to life. Key to this program is the support of the state higher education institutions as well as seasoned business professionals who provide expert guidance.

## *Capital Projects*

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### **CCA Phase II**

Construction continues on schedule for the CCA II building. The contractor, Morgan-Keller, is currently completing excavation work for the foundation.

### **Pedestrian Underpass**

Bid documents for the WV Route 480 pedestrian underpass have been released. The underpass, which will connect the East and West campuses, will provide a safe pedestrian walkway underneath this state highway. The state Department of Highways has approved the construction documents and work to relocate utilities along the road has begun. Major construction on the project will not occur until this summer and is scheduled to be completed for the beginning of the fall semester.

## *Enrollment Management*

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### **Annual Financial Aid Workshop for High School Counselors**

Shepherd hosted an annual financial aid workshop on campus for local high school counselors in December. Brian Weingart, Senior Director of Financial Aid of the WV Higher Education Policy Commission, provided updates on state financial aid programs, while Sandra Oerly-Bennett,

Shepherd's Director of Financial Aid, provided participants updates to federal and institutional financial aid programs. Cynthia Copney, Director of the Shepherd TRiO Program, presented the progress being made on the implementation of the TRiO program on campus. Randall Friend, Director of Admissions, unveiled the Shepherd University iPad application. Based on suggestions from counselors at last year's workshop, a panel discussion of student-athletes was moderated by BJ Pumroy, Director of Athletics with Josh Wise (men's soccer), Tiffany Banks (women's soccer), Katelynn Mumaw (women's tennis), and Chelsie Oals, (softball) providing their insights into the counselor's role in the recruiting process.

### **College Goal Sunday**

College Goal Sunday, a nationwide outreach initiative funded by the YMCA, provides information about, and access to, federal financial aid to students of underserved and underrepresented populations. As one of 19 locations selected in the state, Shepherd University hosted the third annual College Goal Sunday on Sunday, February 12. Financial aid experts, along with other partners, were available in White Hall to offer information and assistance in submitting the Free Application for Federal Student Aid (FAFSA) free of charge to students and families. Representatives from the Volunteer Income Tax Assistance (VITA) program also participated and offered tax preparation services to students and families. A Department of Rehabilitation Services representative was on-hand to provide information to those qualifying for education-related services based on disability.

### **ACCUPLACER Implementation**

Through a collaboration between the Registrar's Office, the Academic Support Center, and the Department of Information Technology, implementation of a platform offered through The College Board to directly upload AACUPLACER test score data into the University's information system, Banner, is underway. The use of this technology will eliminate time-consuming data entry and facilitate with greater ease and efficiency the registration process for incoming students during advisement and registration sessions.

## *Advancement*

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### **Year-To-Date Giving Summary: 7/1/11 through 12/31/11**

The Giving Summary provides annual data for year-to-date comparisons with the previous fiscal year. Data provided includes outright gifts and payments received on pledges, grants, and deferred commitments during the reporting period.

- As of December 31, 2011, \$1,661,802 had been received. This is \$457,408 less than what had been received by the same date in 2010. The decrease is attributed to fulfillment of pledges to capital projects.
- Giving to annual programs has increased by \$15,230 (four percent) over the previous year. In addition, the number of gifts has increased by 17 percent.
- Giving to endowments has increased by \$34,453 (six percent) when compared to December 2010.
- Payouts from competitive grants have increased by 52 percent over last year. This reflects increased grants activity, especially for the TRIO grant. This million dollar project is now staffed, and funded activities are being implemented.
- Overall, the number of donors is now up by about 13 percent thus far this year. Giving by alumni, friends, corporations and government sources is now tracking well with last year's performance.

## **Comprehensive Fundraising Report: 7/1/11 through 12/31/11**

The Comprehensive Fundraising Report provides analysis of cumulative data from the start date of the fiscal year through the end of the reporting period. The report includes data from all external fundraising programs managed through the Office of Advancement and the Shepherd University Foundation. Please note: this report cannot be directly compared with the former Comprehensive Campaign Report because the new report does not include contributions to the CATF.

- Since the beginning of the fiscal year, \$2,767,113 has been pledged and/or paid.
- Gifts to endowment equal \$623,742 while gifts to annual programs equal \$419,928.
- \$1,323,378 has been awarded through the competitive grants process.
- \$400,000 in deferred gifts has been documented.
- In addition, the following gifts by group have been pledged or paid:

436	Friends	\$146,048
437	Alumni	\$575,208
78	Corporations	\$79,685
4	Foundations	\$24,925
156	Others	\$617,869

## *Athletics*

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### **Liberty Mutual Coach of the Year Award**

Throughout the fall the Athletic Department and Institution lobbied for support for Head Football Coach Monte Cater's candidacy for the Liberty Mutual Coach of the Year Award. The efforts of the fall had Coach Cater sitting in first place in the popular poll as of November 14. When online voting concluded on December 1, he was in third place. Despite his tremendous success over the years, a 9-2 record, and a 22<sup>nd</sup> place in the Final Coaches Poll, he was not moved into the finalist list by Liberty Mutual. Five finalists were selected from the top 15 vote getters. The winner of the contest was Tim Beck from Pittsburgh State University in Kansas, winners of the NCAA Division II Championship.

### **SWAA Recruiting Event**

The Shepherd University Women's Athletic Alliance (SWAA) sponsored a free recruiting information seminar at the Wellness Center. The event was geared toward providing information about recruiting processes to student-athletes, parents and coaches. A panel discussion included coaches for women's sports, the Director of Financial Aid, the Director of Admissions, and the Compliance Coordinator. Topics included the recruiting timeline, NCAA rules and regulations, financial aid/scholarships, the admissions process and tips, and etiquette for student-athletes and parents during the recruiting process. More than 100 people attended the event, far surpassing expectations.

### **New Scoreboards in the Butcher Center**

New scoreboards have been placed on the North and South walls of the Butcher Center, replacing the original scoreboards that had hung in the end zones since the opening of the Butcher Center in 1987. The scoreboards feature LED lighting and wireless control boards, and will provide for a future revenue stream with the sale of sponsorship panels.



## **Fire at the Butcher Center**

On November 17, a small electrical fire behind the East bleachers in the Butcher Center postponed a scheduled basketball doubleheader with Alderson-Broaddus. The building was evacuated, and firefighters used a circular saw to reach the fire through the bleachers. Using chemical spray, they extinguished the fire without further damage to people or property. The games with Alderson-Broaddus were rescheduled for January 2, and the damaged section of bleachers has since been repaired.

## *Upcoming Events*

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### **Saturday, February 25**

Department of Music Salon Series Featuring Shepherd Three, W.H. Shipley Recital Hall

### **Friday, March 2**

Matewan, Sponsored by the Shepherdstown Film Society, Special Screening in Celebration of Shepherdstown's 250<sup>th</sup> Anniversary, Reynolds Hall

PASS Presents Cashore Marionettes, Frank Center Theater

### **Saturday, March 3**

Eastern Regional Jazz Festival Concert with Special Guest Artist Gary Hobbs, Frank Center Theater

### **Saturday, March 10**

Friends of Music Concert Series Two Rivers Chamber Orchestra, Frank Center Theater

### **Friday, March 16**

Spring Break, University Closed

### **Tuesday, March 20**

Friends of Music Concert Series King's Singers, Frank Center Theater

### **Friday, March 30**

Relay for Life, Wellness Center

### **Saturday, March 31**

A Cappella Choral Concert Featuring the Herbert Howells' "Requiem," Frank Center Theater

### **Tuesday, April 3**

Percussion Ensemble Concert, Frank Center Theater

**Friday, April 6**

*Good Night and Good Luck* movie, Sponsored by the Shepherdstown Film Society, presented in conjunction with Shepherd University's Common Reading Program

Wind Ensemble, Frank Center Theater

**Tuesday, April 10**

Jazz Night, Frank Center Theater

**Monday, April 16**

Composition Recital, W.H. Shipley Recital Hall

**Tuesday, April 17**

Small Ensembles Concert, W.H. Shipley Recital Hall

For other Shepherd events, event locations and times, please check our home page calendar

<http://www.shepherd.edu/university/calendars/>

## **APPROVAL OF STUTZMAN-SLONAKER HALL RENOVATIONS**

Stutzman-Slonaker Hall is home to areas of the School of Natural Sciences and Mathematics, the nursery school, biology faculty and labs, psychology faculty offices, and Family and Consumer Sciences classrooms. The building was built in 1975 and retains the original mechanical systems, with the exception of the chiller which was replaced with a used chiller approximately six years ago. This chiller uses R22 refrigerant, which is being phased out by Environmental Protection Agency directive. Existing mechanical systems are incapable of meeting current indoor air quality (IAQ) design standards for temperature, fresh air minimums or humidity control. The University's Crossroads Strategic Plan has identified the need to improve the campus instructional spaces to support modern indoor air quality standards and improve operational efficiencies.

The scope of work includes installing new heating, ventilation and air conditioning systems. The existing chiller, hot water boiler system and connected components are well past their typical life expectancy of 15 to 20 years. Their age results in excessive maintenance costs and unreliable operations. Replacing individual components such as boilers, chillers and fan coil units will not allow the building to perform to the required current environmental standards, nor would it allow for cost efficient operations. The existing systems will be replaced with new energy efficient rooftop mounted Variable Refrigerant Volume (VRV) systems supporting local air handlers, with air distribution through new ductwork. This system will minimize the need for large and extensive air ductwork chases and will result in preserving existing floor space and minimizing the amount of demolition required throughout the project. Energy savings over existing systems are projected in excess of 20 percent. These savings should offset the additional energy costs necessary to meet fresh air requirements under institutional IAQ objectives. All systems will be connected to the existing campus Energy Management System (EMS), allowing for monitoring and controlling capabilities not possible with the existing system.

Demolition will include the removal of the existing floor-mounted cabinet units. This will increase floor space incrementally and eliminate a significant amount of ambient noise now experienced in each classroom. Existing ceiling tile and track will be removed, as well as existing pipe and pipe insulation throughout the building. New ceiling track and two-by-two foot tiles will be installed throughout, in keeping with University standards. This will remove previously water damaged material and possible mold conditions. The existing electrical service infrastructure will be reused and reconfigured to support the new equipment.

Shepherd University has received funding from a West Virginia Higher Education Policy Commission (WVHEPC) bond project intended to support energy efficiency upgrades. Approximately \$200,000 is allocated for upgrading the windows in Stutzman-Slonaker. This involves a total replacement of the existing windows with thermally efficient units to match the style that was installed in White Hall last year and to be installed in Ikenberry Hall this summer. The design of the HVAC system assumes that the new windows are in place and are a part of the overall envelope of the structure. Doing one project without the other would not be prudent. The window grant expires December 2012, and grant monies will not be available after that date nor can they be used for purposes other than those designated.

Both projects have been designed and engineered by Bushey Feight Morin Architects of Hagerstown, Maryland. The work described above will be bid as two separate projects in order to maintain separate accounting for the two funding sources, but will be awarded to a single general contractor to assure timely coordination of both.

The projects would begin in early May, immediately following graduation, and are expected to be completed in time for the scheduled start of classes in August. The length of the workday or additional shifts may be necessary to meet the completion date.

The HVAC project will be paid for with Student Capital Fees, with a budget as follows:

Architectural and Engineering:	\$90,000
General Contract for HVAC and Renovation Work:	\$1,150,000
Contingency:	\$60,000
Total:	<u>\$1,300,000</u>

The Window project will be paid for with funds received from the WVHEPC as follows:

Architectural and Engineering:	\$27,000
Window Replacement:	\$145,000
Total:	<u>\$172,000</u>

The following resolution is recommended for adoption by the board:

**RESOLVED**, That the Shepherd University Board of Governors approves the prospectus and project budget for the 2012 Building Systems Renovations at Stutzman-Slonaker Hall and authorizes the University President to proceed with the project.

## COMMON READING PROGRAM

Common readings are prevalent at liberal arts colleges and universities, and Shepherd University's program is in its fifth year. Common readings provide first-year students a common academic experience as well as strengthening the academic atmosphere of the institution from the outset of a student's arrival on campus. Common readings connect students to their peers and instructors, and create a unifying force in which all incoming students share from the very start of their educational journey at Shepherd.

The goals for the Shepherd University Common Reading Program are to:

- provide a shared intellectual experience
- create a sense of community
- encourage reading
- promote critical engagement of ideas
- set academic expectations
- create dialogue between students, faculty, staff and the community
- provide interaction between Shepherd University and the community
- introduce students to community resources.

This year, the non-fiction publication *This I Believe* edited by Jay Allison and Dan Gediman was chosen by faculty, staff and students as the 2011-2012 Common Reading selection. One of the many activities associated with this year's Common Reading was a student essay contest. Faculty and staff were also encouraged to write their own *This I Believe* essays, which along with student essays have been featured on Shepherd's radio station and presented during special reading events.

Ms. Judi McIntyre, Director of Shepherd's First-Year Experience (FYEX) program, will provide an overview of this year's common reading, *This I Believe*, and selected participants will read their submissions.

Shepherd University Board of Governors  
February 23, 2012  
Presentation Agenda Item No. 2

## **ADVISORY COUNCIL OF FACULTY (ACF) ANNUAL REPORT**

The Advisory Council of Faculty (ACF) was established by West Virginia Code §18B-6-2 as an advisory body of higher education faculty. Dr. Sylvia Shurbutt, Shepherd University's faculty representative to the ACF, will present a report to the Board on the activities and concerns of the Council.

## **QUARTERLY FINANCIAL MANAGEMENT REPORT**

Mr. Rick Staisloff, Executive Officer for Strategic Initiatives, will present the quarterly financial management report.

### OVERVIEW

The presentation includes three documents: 1) second quarter report of net assets; 2) second quarter report compared to the annual budget targets, and 3) year-over-year comparison with the second quarter of FY2011 (Tables 1-3).

At the end of the second quarter, the University had sufficient cash and other resources on hand to meet operating and capital requirements. Revenue and expense figures show the University is on target to reach its budget projections for the year.

Highlights of the second quarter report include an increase in operating revenues year-over-year, especially tuition and fees and auxiliaries.

### NET ASSETS

The second quarter saw no significant change in net assets on the balance sheet. Grants and Contracts Receivables reflect increased federal grant activity, with five federal grants now in place at Shepherd compared to two in FY2011. Loans Receivable, both current and noncurrent, reflects activity under the Perkins Loan program.

The most significant shift in noncurrent liabilities is the continued increase in other post-employment benefits (OPEB). Liabilities were reduced by changes in bond debt and leases. The debt obligation due to the commission has been completely paid. The reduction in leases payable reflects the completion of two leases supporting information technology. Finally, the bonds payable line shows the continued reduction in outstanding bond debt.

### OPERATING REVENUE

The University has generated approximately 53 percent of its operating revenue targets for the year as of the end of the second quarter. Year-over-year comparisons show revenues up for the quarter by \$683,000 or 3.1 percent.

**Tuition and Fee Revenue:** The University continues to drive revenue through tuition and fees, which helps to support strategic initiatives such as increasing the number of full-time faculty, enhancing technology, and increasing recruitment and retention. This revenue line is up for the quarter \$794,000 or 9.9 percent.

Grants and Contracts: The negative variance in federal, state and private grants and contracts reflects timing differences from delayed drawdowns of funds during the transition in the Comptroller's Office. These draws were completed and recorded in the third quarter of the year.

Auxiliary Enterprises: The pick-up in auxiliary enterprise revenue reflects the rate increases imposed for this fiscal year, as well as at-capacity operations for residence life and dining services. Auxiliary enterprise revenue shows a year-over-year increase of over \$1 million or 10.7 percent. Combined with an expense increase of only \$110,000 or 1.6 percent due to careful expense management, the University is successfully driving more net revenue from this important revenue line.

#### OPERATING EXPENSE

The University has expended 49 percent of budgeted operating expense as of the end of the second quarter. All expenditure lines appear to be on target to fall within budgeted allocations. Total operating expenses for the second quarter actually decreased by approximately 0.5 percent when compared to the second quarter of FY2011. The most significant shifts year-over-year occurred in scholarships and fellowships, reflecting timing differences in the posting of scholarships due to timing differences on drawdowns, and in Public Services reflecting increases in community service activities.

#### NONOPERATING REVENUE AND EXPENSE

State appropriations are up slightly due to a targeted increase in the State appropriation for FY2012 to support salaries. Federal funds decreased for the quarter, in part due to the elimination of the federal stimulus funds program. Capital Grants and Gifts reflect the State support for the CCA Phase II project.



Table 1

**Shepherd University**  
**Statement of Net Assets**  
**As of December 31, 2011**  
(Dollars in Thousands)

	12/31/2011	12/31/2010	% Change
<b>ASSETS</b>			
<b>Current assets:</b>			
Cash and cash equivalents	\$19,257	\$18,446	4.4%
Accounts receivable net	15,969	15,223	4.9%
Grants and contracts receivable, net	627	458	37.0%
Due from the Commission	8	0	0.0%
Inventories	904	907	-0.3%
Loans receivable	377	52	625.0%
Other assets	0	0	0.0%
<b>Total Current assets</b>	<b><u>\$37,142</u></b>	<b><u>\$35,086</u></b>	<b><u>5.9%</u></b>
<b>Noncurrent assets:</b>			
Restricted cash and cash equivalents	\$525	\$507	3.5%
Investments	391	390	0.3%
Loans receivable, net	168	532	-68.4%
Capital assets net	119,990	120,298	-0.3%
Other noncurrent assets	838	876	-4.3%
<b>Total Noncurrent assets</b>	<b><u>\$121,912</u></b>	<b><u>\$122,603</u></b>	<b><u>-0.6%</u></b>
<b>TOTAL ASSETS</b>	<b><u>\$159,055</u></b>	<b><u>\$157,689</u></b>	<b><u>0.9%</u></b>
<b>LIABILITIES</b>			
<b>Current liabilities:</b>			
Accounts payable	\$997	\$1,191	-16.3%
Accrued liabilities	1,569	1,678	-6.5%
Due to the Commission	0	0	0.0%
Due to other State agencies	0	0	0.0%
Deferred revenue	18,481	18,325	0.9%
Long-term liabilities - current portion	2,179	2,157	1.0%
<b>Total Current liabilities</b>	<b><u>\$23,225</u></b>	<b><u>\$23,351</u></b>	<b><u>-0.5%</u></b>
<b>Noncurrent liabilities:</b>			
Advances from federal sponsors	\$592	\$588	0.6%
Deposits	225	217	3.8%
Compensated absences	7,883	5,174	52.4%
Other post-employment benefits	388	372	4.4%
Debt obligation due Commission	0	98	-100.0%
Leases payable	182	262	-30.6%
Bonds payable	45,316	47,616	-4.8%
<b>Total Noncurrent liabilities</b>	<b><u>\$54,586</u></b>	<b><u>\$54,327</u></b>	<b><u>0.5%</u></b>
<b>TOTAL LIABILITIES</b>	<b><u>\$77,812</u></b>	<b><u>\$77,678</u></b>	<b><u>0.2%</u></b>
<b>NET ASSETS</b>	<b><u>\$81,243</u></b>	<b><u>\$80,011</u></b>	<b><u>1.5%</u></b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b><u>\$159,055</u></b>	<b><u>\$157,689</u></b>	<b><u>0.9%</u></b>

Table 2

**Shepherd University**  
**For the Period from July 1, 2011 - December 31, 2011**  
**Budget to Actual Report**  
(Dollars in Thousands)

	FY 2012 Annual Budget	FY 2012 Actual YTD	\$ Variance	% Current Budget
<b>OPERATING REVENUES</b>				
Tuition and Fees	17,899	\$8,773	(\$9,126)	49.0%
Federal Grants and Contracts	1,201	84	(1,117)	7.0%
State and Local Grants and Contracts	4,151	2,221	(1,930)	53.5%
Private Grants and Contracts	90	0	(90)	0.0%
Sales and Services of Educational Activities	75	26	(49)	34.6%
Auxiliary Enterprises	18,629	10,738	(7,891)	57.6%
Other Operating Revenues	763	628	(135)	82.3%
<b>TOTAL OPERATING REVENUES</b>	<b>\$42,808</b>	<b>\$22,469</b>	<b>(\$20,339)</b>	<b>52.5%</b>
<b>OPERATING EXPENSES</b>				
<b>Core Operating Expenses</b>				
<b>Primary Mission Costs</b>				
Instruction	15,829	\$7,699	(\$8,130)	48.6%
Academic Support	4,105	1,987	(2,118)	48.4%
Student Services	4,080	2,042	(2,038)	50.1%
Scholarships and Fellowships	2,715	1,452	(1,263)	53.5%
<b>Subtotal Primary Mission Costs</b>	<b>\$26,729</b>	<b>\$13,180</b>	<b>(\$13,549)</b>	<b>49.3%</b>
<b>Other Core Operating Expenses</b>				
Operations and Maintenance	\$4,586	\$2,336	(\$2,250)	50.9%
Institutional Support	5,291	2,715	(2,576)	51.3%
Research	26	11	(15)	42.5%
Public Service	303	145	(158)	47.9%
<b>Subtotal Other Core Operating Expenses</b>	<b>\$10,206</b>	<b>5,207</b>	<b>(\$4,999)</b>	<b>51.0%</b>
<b>Total Core Operating Expenses</b>	<b>\$36,935</b>	<b>\$18,387</b>	<b>(\$18,548)</b>	<b>49.8%</b>
Auxiliary Expenses	\$15,247	\$7,061	(\$8,186)	46.3%
Depreciation Expense	5,735	2,814	(2,921)	49.1%
Transfers and Other (Additions) Subtractions	303	152	(151)	50.1%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$58,220</b>	<b>\$28,415</b>	<b>(\$29,805)</b>	<b>48.8%</b>
<b>NONOPERATING REVENUES AND EXPENSES</b>				
State Appropriations	\$11,203	\$4,705	(\$6,498)	42.0%
Nonoperating Federal Revenue	5,650	3,713	(1,937)	65.7%
Investment Income	0	24	24	0.0%
Interest on Capital Asset Related Debt	(2,225)	(1,183)	1,042	53.2%
Loss on Disposal of Equipment	0	0	0	0.0%
Gifts	856	427	(429)	49.8%
Payments on Behalf of Shepherd University	0	0	0	0.0%
Fees Assessed by the Commission for Interest and Reserves	(72)	(23)	49	32.4%
<b>Income Before Other Revenues, Expenses, Gains or Losses</b>	<b>(\$0)</b>	<b>\$1,717</b>	<b>\$1,717</b>	
<b>OTHER REVENUES, EXPENSES, GAINS OR LOSSES</b>				
Capital Grants and Gifts	13,599	\$403	(13,196)	3.0%
Other Post-Employment Benefits (OPEB) expense	<b>(5,852)</b>	(1,372)	<b>4,480</b>	23.4%
<b>Increase (Decrease) in Net Assets</b>	<b>\$7,747</b>	<b>\$747</b>	<b>-\$6,999</b>	

Table 3

**Shepherd University**  
**FY 2012 and FY 2011 Comparison**  
**12/31/2011 and 12/31/2010**  
(Dollars in Thousands)

	Six Months Ended December 31, 2011	Six Months Ended December 31, 2010	Dollar Change Six Months	Percent Change in Six Months
<b>OPERATING REVENUES</b>				
Tuition and Fees	\$8,773	\$7,979	\$794	9.9%
Federal Grants and Contracts	84	223	(139)	-62.5%
State and Local Grants and Contracts	2,221	3,259	(1,038)	-31.8%
Private Grants and Contracts	0	80	(80)	0.0%
Sales and Services of Educational Activities	26	23	3	12.7%
Auxiliary Enterprises	10,738	9,700	1,038	10.7%
Other Operating Revenues	628	522	106	20.2%
<b>TOTAL OPERATING REVENUES</b>	<b>\$22,469</b>	<b>\$21,786</b>	<b>\$683</b>	<b>3.1%</b>
<b>OPERATING EXPENSES</b>				
<b>Core Operating Expenses</b>				
<b>Primary Mission Costs</b>				
Instruction	\$7,699	\$7,131	\$568	8.0%
Academic Support	1,987	1,816	171	9.4%
Student Services	2,042	1,999	43	2.2%
Scholarships and Fellowships	1,452	2,615	(1,163)	-44.5%
<b>Subtotal Primary Mission Costs</b>	<b>\$13,180</b>	<b>\$13,561</b>	<b>(\$381)</b>	<b>-2.8%</b>
<b>Other Core Operating Expenses</b>				
Operations and Maintenance	\$2,336	\$2,150	\$186	8.7%
Institutional Support	2,715	2,932	(217)	-7.4%
Research	11	12	(1)	-7.0%
Public Service	145	61	84	137.9%
<b>Subtotal Other Core Operating Expenses</b>	<b>\$5,207</b>	<b>\$5,155</b>	<b>\$52</b>	<b>1.0%</b>
<b>Total Core Operating Expenses</b>	<b>\$18,387</b>	<b>\$18,716</b>	<b>(\$329)</b>	<b>-1.8%</b>
<b>Auxiliary Expenses</b>	<b>\$7,061</b>	<b>\$6,951</b>	<b>\$110</b>	<b>1.6%</b>
<b>Depreciation Expense</b>	<b>2,814</b>	<b>2,733</b>	<b>81</b>	<b>3.0%</b>
<b>Transfers and Other (Additions) Subtractions</b>	<b>152</b>	<b>154</b>	<b>(2)</b>	<b>-1.4%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$28,415</b>	<b>\$28,554</b>	<b>(\$139)</b>	<b>-0.5%</b>
<b>NONOPERATING REVENUES AND EXPENSES</b>				
State Appropriations	\$4,705	\$4,264	\$441	10.3%
Nonoperating Federal Revenue	3,713	3,965	(252)	-6.4%
Investment Income	24	30	(6)	-19.6%
Interest on Capital Asset Related Debt	(1,183)	(1,336)	153	-11.5%
Loss on Disposal of Equipment	0	0	0	0.0%
Gifts	427	354	73	20.5%
Payments on Behalf of Shepherd University	0	0	0	0.0%
Fees Assessed by the Commission for Interest and Reserves	(23)	(60)	37	-61.1%
<b>Income Before Other Revenues, Expenses, Gains or Losses</b>	<b>\$1,717</b>	<b>\$449</b>	<b>\$1,268</b>	<b>282.3%</b>
<b>OTHER REVENUES, EXPENSES, GAINS OR LOSSES</b>				
Capital Grants and Gifts	\$403	\$0	403	0
Other Post Employment Benefits (OPEB) Expense	(1,372)	(1,516)	144	-9.5%
<b>Increase (Decrease) in Net Assets</b>	<b>\$747</b>	<b>(\$1,067)</b>	<b>\$1,814</b>	<b>-170.1%</b>

Shepherd University Board of Governors  
February 23, 2012  
Presentation Agenda Item No. 4

## **STUDENT AFFAIRS ANNUAL REPORT**

Dr. Thomas Segar, Vice President for Student Affairs, will deliver a presentation on the activities of the offices and functions within the Division of Student Affairs. The presentation will include an overview of the division, as well as a description of strategic initiatives and outcomes related to new staffing practices, the behavioral intervention team, housing and dining, and student leadership. A copy of the Student Affairs presentation is included on the following pages.

# Student Affairs Annual Report



Board of Governors Meeting  
February 23, 2012

Thomas C. Segar, Ph.D.  
Vice President for Student Affairs

*Shepherd University*

## Purpose of Student Affairs

To support Shepherd University's mission and core values through promoting student learning, engagement, service, success, and satisfaction through services, programs, and functions.

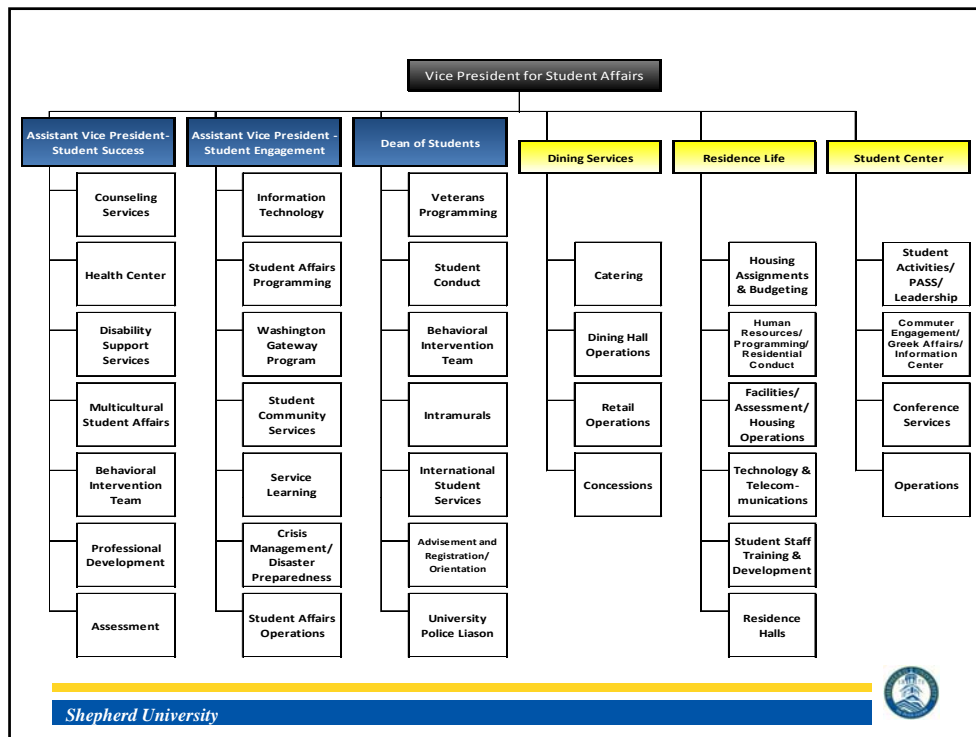
*Shepherd University*



# Brief Overview of the Student Affairs Division

- Advisement & Registration
- Behavioral Intervention Team
- Commuter Engagement
- Conference Services
- Counseling Services
- Dining Services
- Disability Support Services
- Greek Affairs
- Health Services
- International Student Services
- Intramural Activities
- Multicultural Student Affairs
- Orientation
- Residence Life
- Student Activities
- Student Center
- Student Community Services & Service Learning
- Student Conduct
- Veterans Programming

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## Strategic Initiatives and Outcomes

- New Staffing Practices
- Behavioral Intervention Team
- Student Affairs Auxiliaries
- Student Leadership Through Engagement

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## New Staffing Practices

- Established a Senior Leadership Team of a Dean of Students and two Assistant Vice Presidents
- Structured to promote student engagement and success
- Implemented new Programming, Sustainability, and Graduate Assistant Development working groups
- Reorganized existing position to create a Director of Residence Life

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## Behavioral Intervention Team

- Meets every Monday morning to assess emerging student issues from multiple control points
- Prevents and responds to student distress and crises
- Refers students to appropriate University resources
- Led by the Dean of Students and Assistant Vice President for Student Success
- Staffed by Counseling Services, Health Services, Residence Life, and University Police

Shepherd University



## Student Affairs Auxiliaries Housing and Dining

- \$5.98M – FY12 Budgeted Revenue for Housing
- \$4.47M – FY12 Budgeted Revenue for Dining
- \$504K – FY12 Revenue Increases over Budget  
Due to increased residence hall occupancy
- \$922K – Budgeted Net Income for Housing and Dining

Shepherd University





## Student Affairs Auxiliaries Housing and Dining

- Success through collaboration with Administration and Finance and Enrollment Management
- Occupancy growth a reflection of increased retention and satisfaction with living on campus
- Responded to market needs to maximize apartment occupancy
- Zero-based budgeting as a strategy to focus fiscal resources on highest priorities
- Implementation of utility and materials cost savings measures

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## Student Leadership Through Engagement

- Intentional and Outcomes-based Programming
- Division-wide focus on Student Learning, Engagement, Service, Success, and Satisfaction
- Collaborative Partnerships with University Programmers
- Service to the Shepherd Community
- Stories of Student Leadership through Engagement

Shepherd University



## **HUMAN RESOURCES ANNUAL REPORT**

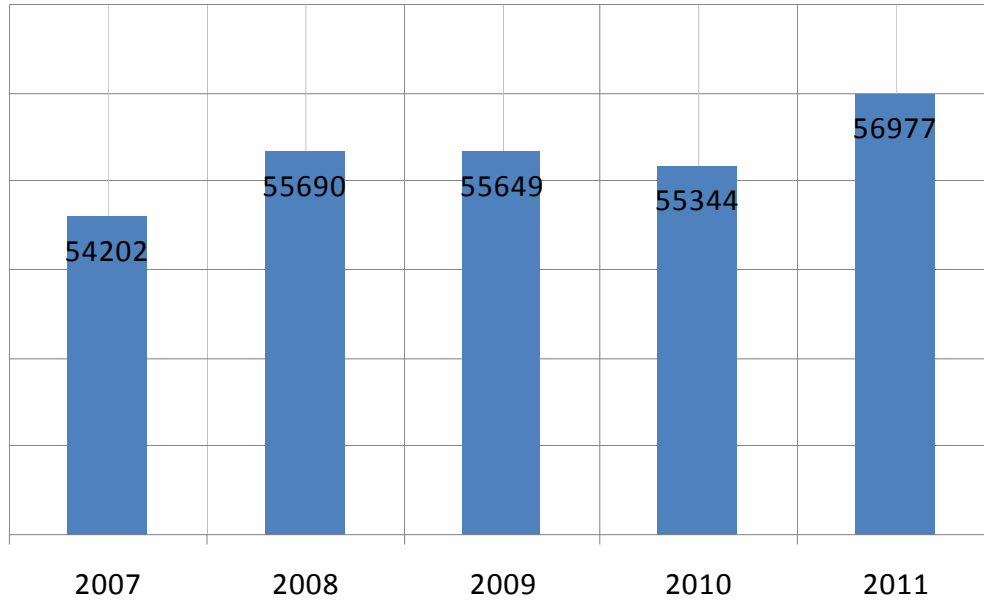
The human resources data presentation reviews a variety of demographic, salary and structural information about faculty and staff. Trends over a five-year period are reflected in the charts, and for faculty Shepherd's data as contrasted with the HEPC peer group and members of COPLAC.

Highlights of this data are:

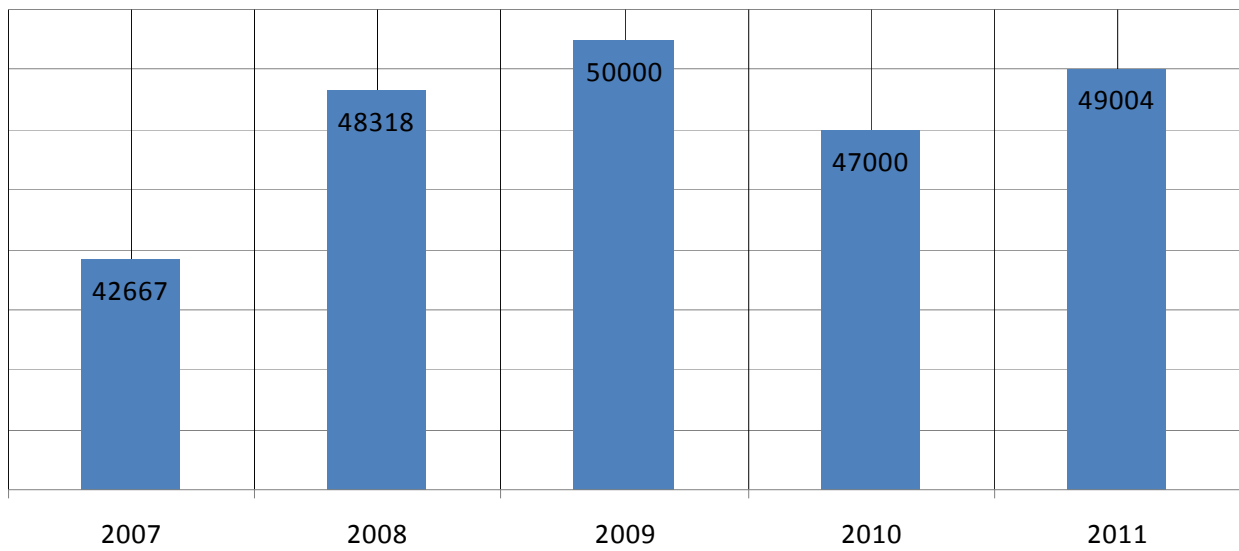
- Shepherd University has improved faculty salaries at approximately an equivalent pace to that of our COPLAC peers.
- The University's turnover rate among both faculty and staff has not changed significantly.
- The University continues to have a healthy diversification of faculty who are tenured, tenure-track, and non-tenure-track.
- Shepherd University continues to maintain a diverse faculty and staff with regard to race and gender.

Dr. Marie DeWalt, Director of Human Resources, will present and discuss institutional initiatives in the human resources area. Dr. DeWalt and Mr. Alan Perdue, General Counsel, will then discuss the data report.

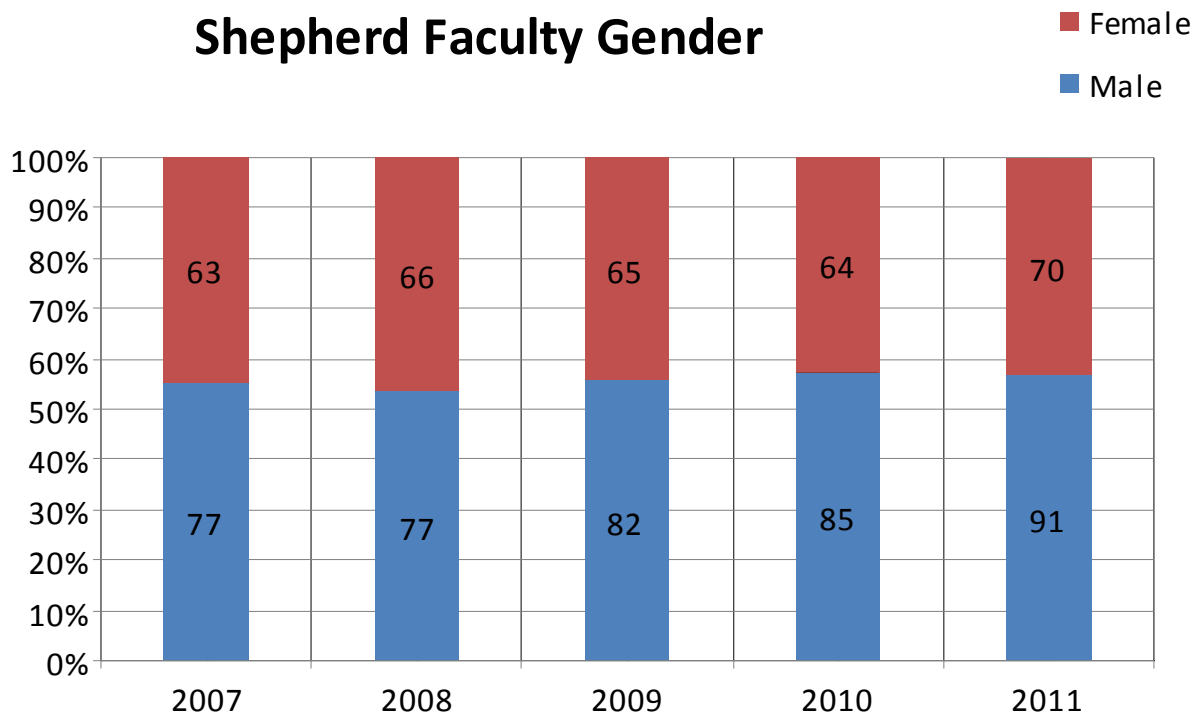
## Shepherd Faculty Average Salaries



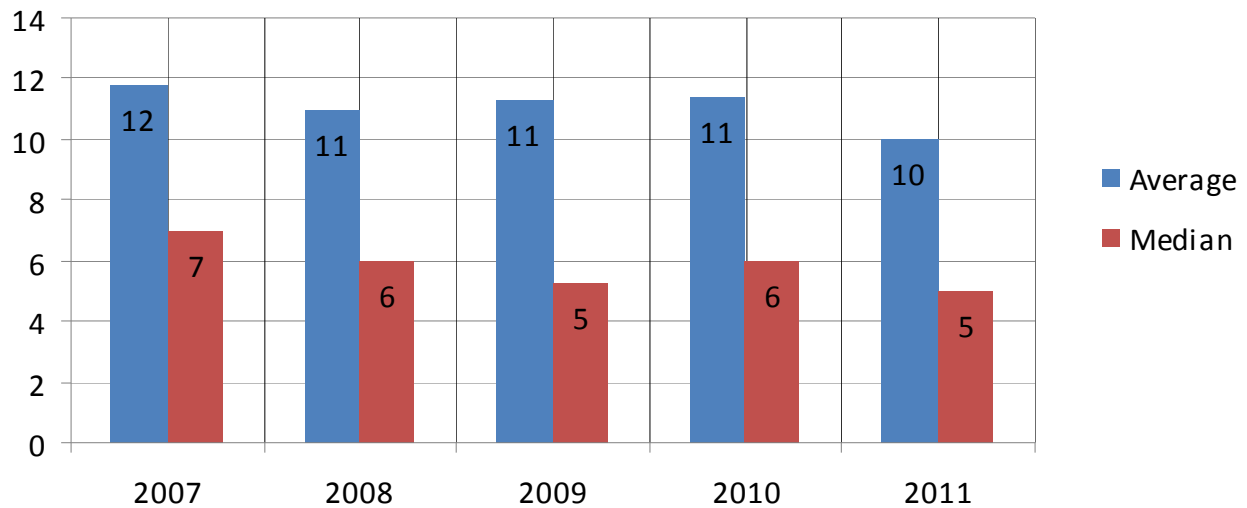
## Shepherd Faculty Starting Salaries



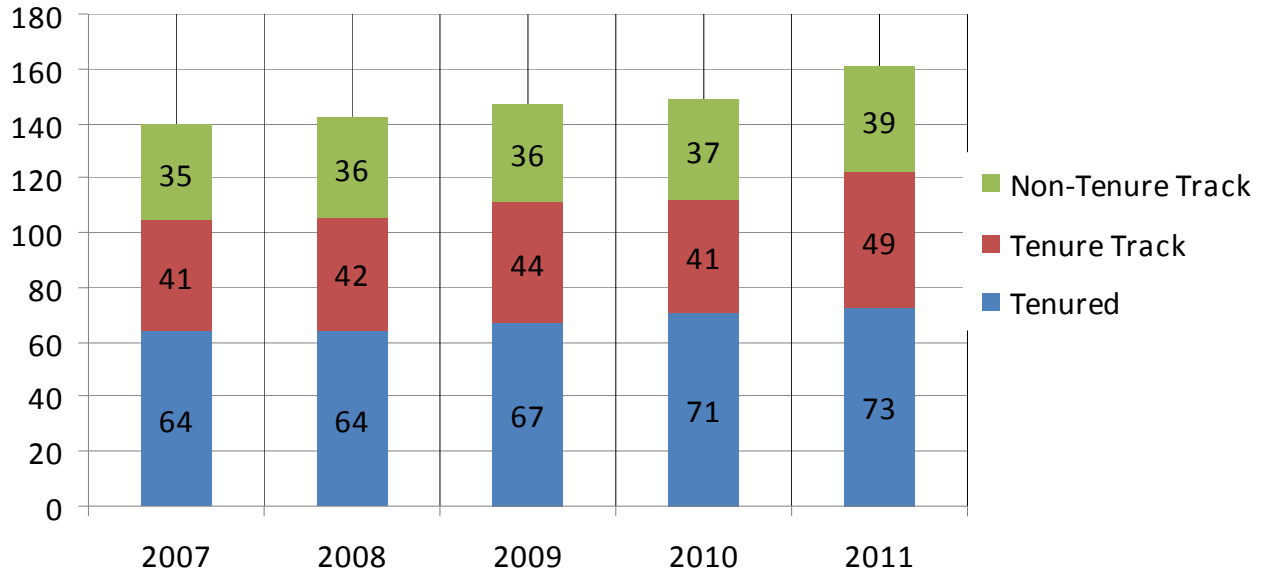
## Shepherd Faculty Gender



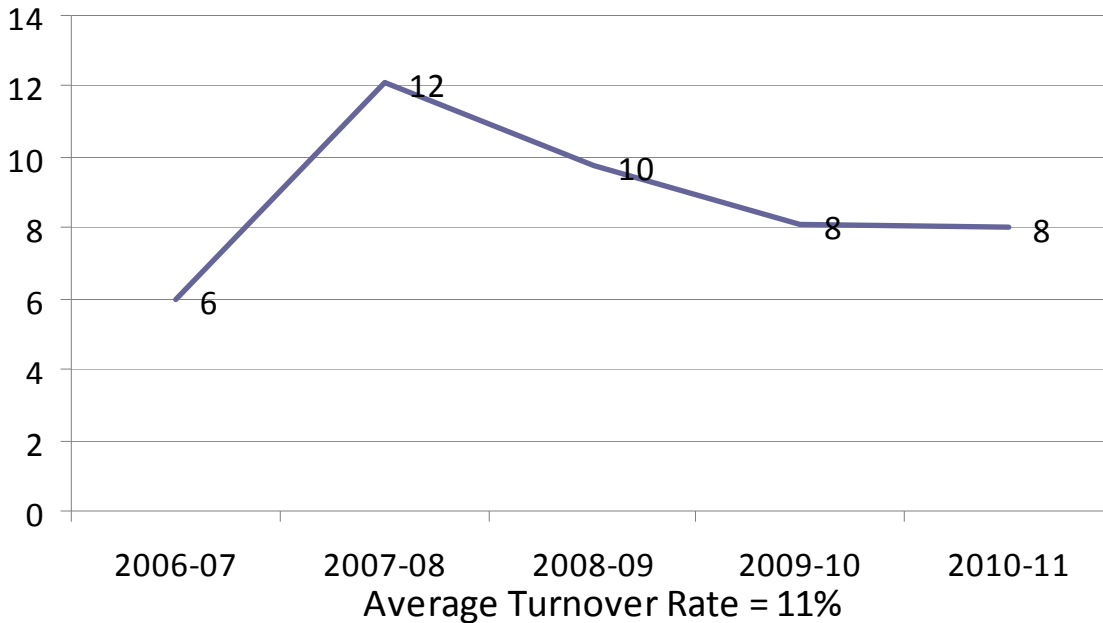
## Shepherd Faculty Years of Service



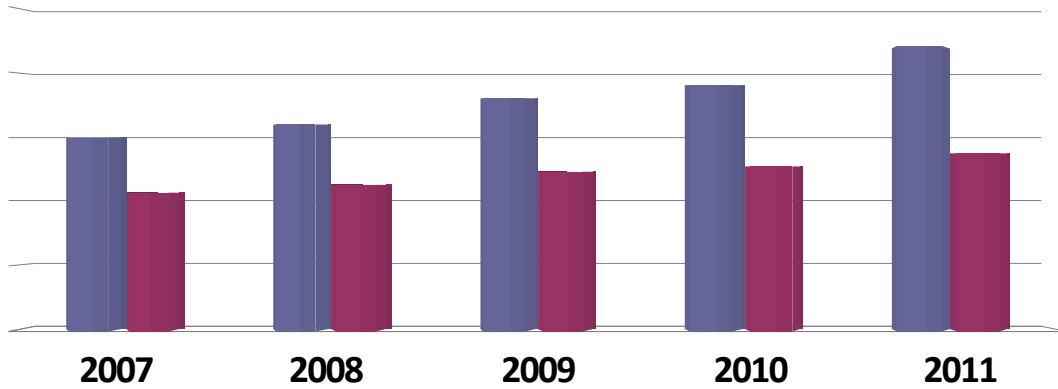
## Shepherd Faculty Tenure Status



## Shepherd Faculty Turnover Rate (%)



## Shepherd Minority Faculty



	2007	2008	2009	2010	2011
<b>Number</b>	<b>15</b>	<b>16</b>	<b>18</b>	<b>19</b>	<b>22</b>
<b>Percentage</b>	<b>10.7</b>	<b>11.2</b>	<b>12.2</b>	<b>12.8</b>	<b>13.7</b>

## Shepherd Faculty Race



## COPLAC Peers: Average Faculty Salaries

	FTE	2006	2006 Rank	2008	2008 Rank	2010	2010 Rank
Eastern Connecticut State University	4935	68423	3	72740	3	77339	2
Fort Lewis College	3658	47083	25	52155	25	54417	23
Georgia College & State University	6016	53391	20	54405	22	57258	20
Henderson State University	3314	54229	18	52438	24	52890	24
Keene State College	5091	66105	4	71869	4	74191	4
Massachusetts College of Liberal Arts	1717	59624	9	66951	7	67835	8
Midwestern State University	5223	56456	15	61237	12	63301	12
New College of Florida	801	63754	5	65496	8	68052	6
Ramapo College of New Jersey	5563	80126	1	85192	1	92997	1
<b>Shepherd University</b>	<b>3741</b>	<b>55380</b>	<b>16</b>	<b>58650</b>	<b>17</b>	<b>59240</b>	<b>17</b>
Sonoma State University	7637	69660	2	76654	2	76795	3
Southern Oregon University	4907	49712	23	55596	21	58000	18
St. Mary's College of Maryland	1970	61345	7	63230	10	67413	9
SUNY at Geneseo	5531	62097	6	67149	6	74147	5
The Evergreen State College	4476	58074	12	62299	11	65327	11
The University of Virginia's College at Wise	1737	48293	24	57640	18	57971	19
Truman State University	5856	53076	21	59603	16	60350	15
University of Illinois at Springfield	3596	59371	11	60437	13	62864	13
University of Maine at Farmington	2237	54723	17	55810	20	57050	21
University of Mary Washington	4460	61073	8	65370	9	66161	10
University of Minnesota-Morris	1721	57892	13	59737	14	61347	14
University of Montevallo	2688	56766	14	59724	15	59799	16
University of North Carolina at Asheville	3530	59538	10	67639	5	67939	7
University of Science and Arts of Oklahoma	952	49753	22	52659	23	50796	25
University of Wisconsin-Superior	2457	54226	19	56639	19	56901	22

## COPLAC Peers: Average Faculty Salaries by Rank and Gender

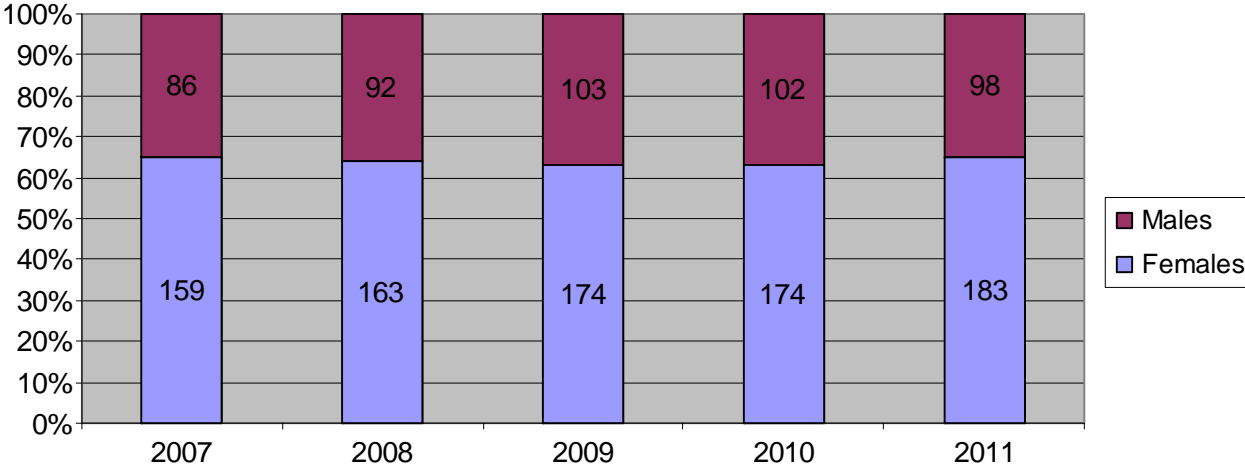
	FTE	All Ranks			Professor			Associate Professor			Assistant Professor		
		Percent Women	Average Salary All	Women's Salary as % of Men's	Percent Women	Average Salary All	Women's Salary as % of Men's	Percent Women	Average Salary All	Women's Salary as % of Men's	Percent Women	Average Salary All	Women's Salary as % of Men's
Eastern Connecticut State University	4935	44	77339	93	45	94555	94	40	73145	94	50	59952	96
Fort Lewis College	3658	47	54417	85	24	69725	89	49	59283	90	51	46990	100
Georgia College & State University	6016	54	57258	89	34	70249	90	55	59780	103	62	52117	96
Henderson State University	3314	41	52890	86	21	63036	101	39	53123	103	57	49197	82
Keene State College	5091	46	74191	95	43	90415	97	47	74193	97	47	60176	97
Mass. College of Liberal Arts	1717	48	67835	85	35	82076	96	50	62193	94	64	50664	97
Midwestern State University	5223	47	63301	85	27	81936	95	33	67109	105	62	58236	91
New College of Florida	801	47	68052	94	38	82860	96	60	66812	97	39	55079	95
Ramapo College of New Jersey	5563	48	92997	97	43	115022	98	50	90129	99	50	76091	100
<b>Shepherd University</b>	<b>3741</b>	<b>41</b>	<b>59240</b>	<b>94</b>	<b>25</b>	<b>72365</b>	<b>105</b>	<b>39</b>	<b>61282</b>	<b>97</b>	<b>42</b>	<b>52865</b>	<b>98</b>
Sonoma State University	7637	47	76795	95	43	90881	96	53	70388	94	42	62356	100
Southern Oregon University	4907	40	58000	92	30	71168	98	40	56841	99	55	47318	100
St. Mary's College of Maryland	1970	47	67413	88	40	88734	90	48	64696	91	51	52941	99
SUNY at Geneseo	5531	41	74147	90	30	89322	92	37	72384	97	61	60891	101
The Evergreen State College	4476	49	65327	97									
U.Va. Wise	1737	42	57971	88	32	74989	97	45	60041	90	15	55810	78
Truman State University	5856	38	60350	91	29	69843	98	39	55130	95	47	48872	112
University of Illinois at Springfield	3596	42	62864	83	5	89774	77	38	67668	89	48	55065	92
University of Maine at Farmington	2237	54	57050	88	43	71957	91	45	55876	95	64	47685	101
University of Mary Washington	4460	48	66161	93	47	82215	92	44	62768	95	54	53877	96
University of Minnesota-Morris	1721	47	61347	97	39	77676	95	48	61683	100	53	51882	110
University of Montevallo	2688	49	59799	87	35	75971	93	45	61072	92	58	49171	94
UNC Asheville	3530	44	67939	86	27	86905	89	45	67703	97	55	61218	91
University of Science & Arts, OK	952	51	50796	92	35	61138	97	38	51115	101	60	45562	99
University of Wisconsin-Superior	2457	44	56901	93	33	68937	94	41	54895	109	54	51686	94



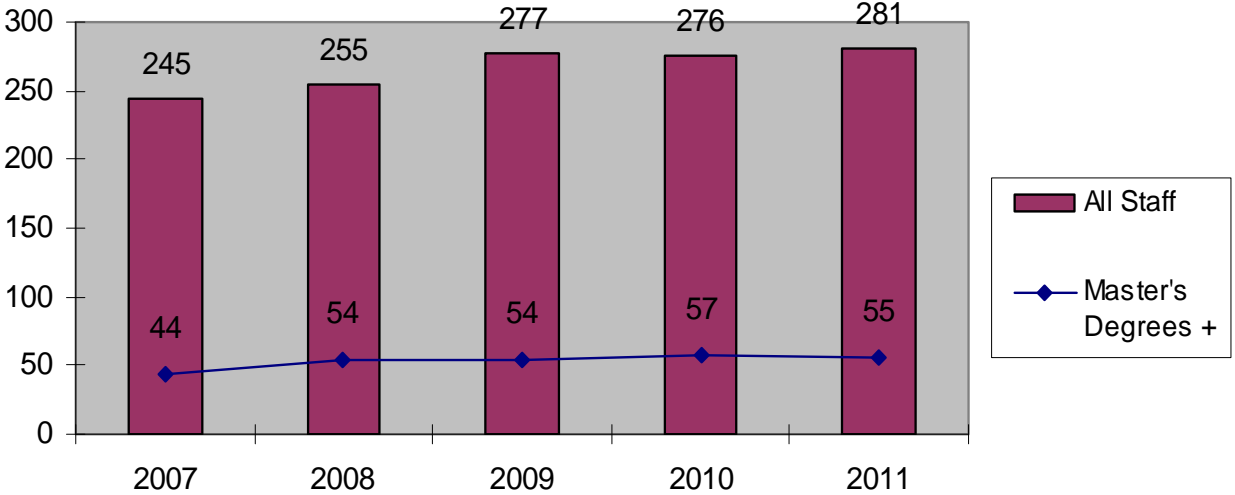
## COPLAC Peers: Faculty Race

		2006						2008						2010										
	FTE	Am Indian /AK Native	Asian/ Pacific Islander	Black or African Am	Hispanic or Latino	Nonres Alien	Total Faculty	% Minority	Am Indian /AK Native	Asian/ Pacific Islander	Black or African Am	Hispanic or Latino	Nonresident Alien	Total Faculty	% Minority	Am Indian /AK Native	Asian	Black or African Am	Hispanic or Latino	Pacific Islander	Nonresident Alien	Total Faculty	% Minority	
Eastern Connecticut State University	4935																							
Fort Lewis College	3658	6	3	1	10	0	174	11%	6	4	1	9	1	175	12%	6	2	1	8	0	1	167	11%	
Georgia College & State University	6016	0	9	11	5	12	276	13%	0	12	11	9	21	280	19%	0	12	15	9	0	21	316	18%	
Henderson State University	3314								1	7	7	3	0	168	11%									
Keene State College	5091								1	3	2	2	7	185	8%	1	3	3	4	0	4	197	8%	
Massachusetts College of Liberal Arts	1717	0	1	2	0	0	87	3%	0	1	3	1	0	90	6%	0	1	3	2	0	0	89	7%	
Midwestern State University	5223															1	5	4	10	0	12	226	14%	
New College of Florida	801	0	0	4	5	1	69	14%	0	3	4	5	4	77	21%	0	2	2	4	0	1	74	12%	
Ramapo College of New Jersey	5563	0	6	12	12	16	192	24%	0	7	11	10	20	199	24%									
<b>Shepherd University</b>	<b>3741</b>	<b>0</b>	<b>3</b>	<b>5</b>	<b>1</b>	<b>8</b>	<b>134</b>	<b>13%</b>	<b>0</b>	<b>3</b>	<b>5</b>	<b>2</b>	<b>9</b>	<b>142</b>	<b>13%</b>	<b>0</b>	<b>3</b>	<b>6</b>	<b>4</b>	<b>0</b>	<b>10</b>	<b>149</b>	<b>15%</b>	
Sonoma State University	7637								3	21	6	18	0	275	17%	1	20	5	15	1	2	254	17%	
Southern Oregon University	4907	5	9	1	3	2	208	10%	4	10	1	5	3	209	11%	3	11	2	8	1	3	227	12%	
St. Mary's College of Maryland	1970	0	8	8	4	4	145	17%	0	7	7	2	11	154	18%	0	5	5	2	0	4	144	11%	
SUNY at Geneseo	5531	1	14	1	10	11	249	15%	1	21	4	11	4	253	16%	1	17	5	9	0	4	239	15%	
The Evergreen State College	4476	13	14	5	10	0	158	27%	9	14	6	10	0	164	24%	9	14	7	12	0	1	169	25%	
The University of Virginia's College at Wise	1737															0	3	1	3	0	6	91	14%	
Truman State University	5856	0	20	5	5	0	339	9%	0	19	4	10	0	357	9%	0	17	2	7	0	10	338	11%	
University of Illinois at Springfield	3596	2	19	13	5	4	196	22%	3	14	7	7	17	202	24%	1	19	7	7	0	10	185	24%	
University of Maine at Farmington	2237	0	2	0	2	1	130	4%								0	2	0	3	0	0	120	4%	
University of Mary Washington	4460	0	6	9	5	17	242	15%								0	13	9	7	0	6	239	15%	
University of Minnesota-Morris	1721								2	6	1	2	0	112	10%	2	4	1	2	0	2	110	10%	
University of Montevallo	2688	0	3	8	3	0	141	10%	0	3	10	4	0	138	12%	0	3	10	3	0	0	131	12%	
University of North Carolina at Asheville	3530	2	5	9	3	6	206	12%	2	8	8	6	7	207	15%	1	9	9	7	0	2	217	13%	
University of Science and Arts of Oklahoma	952																							
University of Wisconsin-Superior	2457								2	5	3	1	0	115	10%	2	7	3	3	0	2	128	13%	

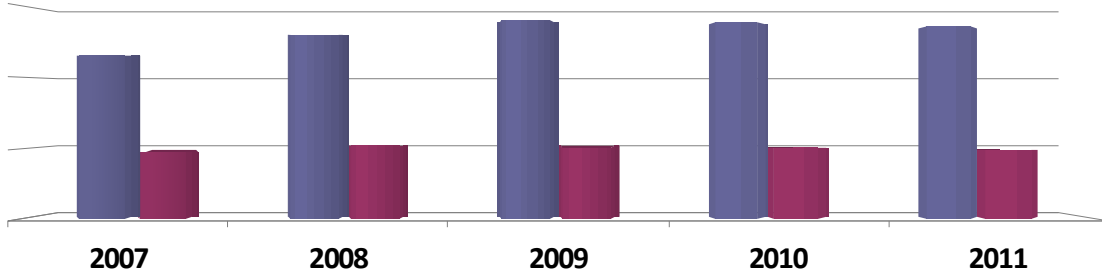
### Staff Gender



### Staff with Master's Degrees or Higher

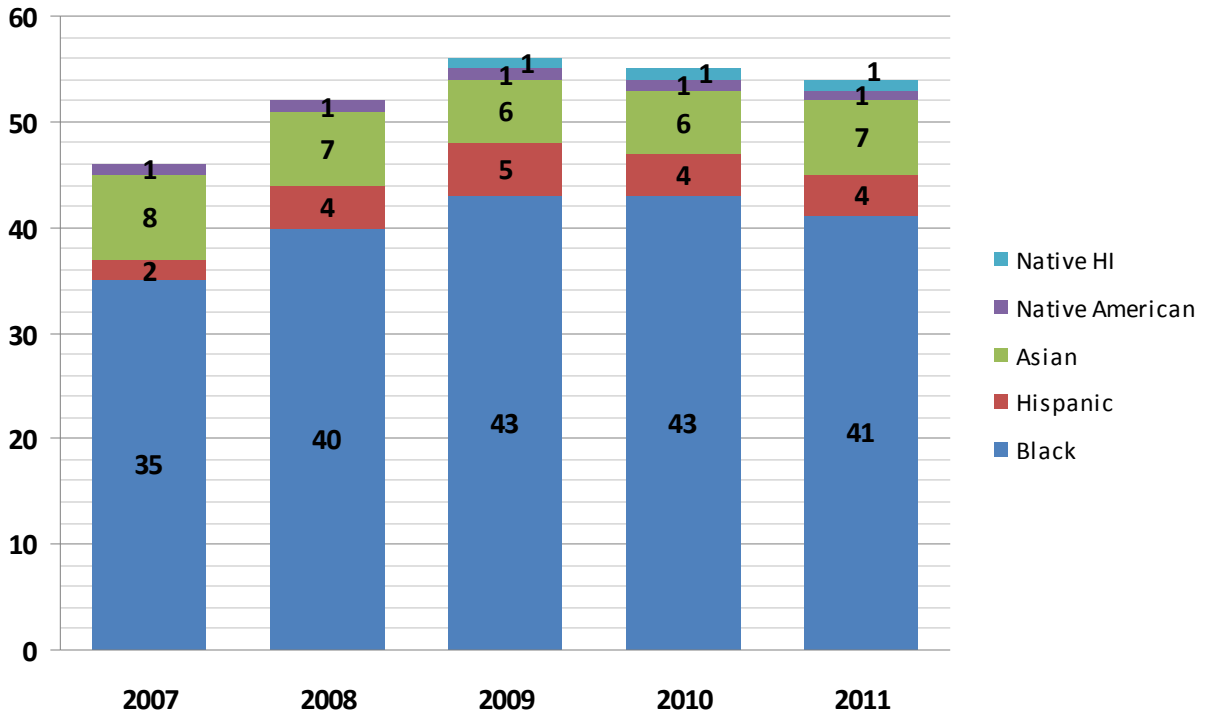


## Minority Staff

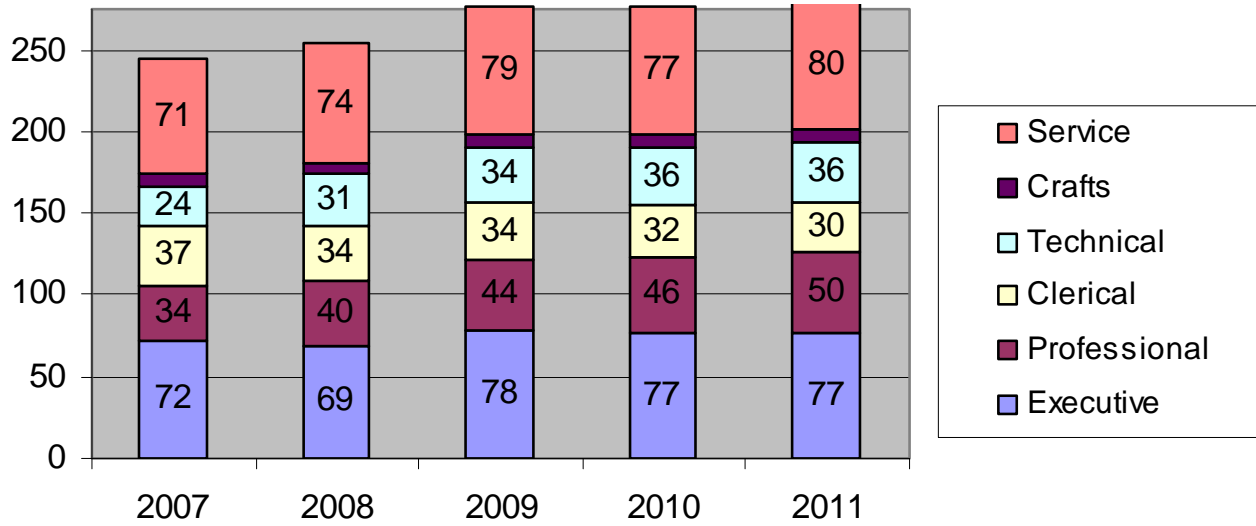


	2007	2008	2009	2010	2011
<b>Number</b>	46	52	56	55	54
<b>Percentage</b>	18.8	20.4	20.2	19.9	19.2

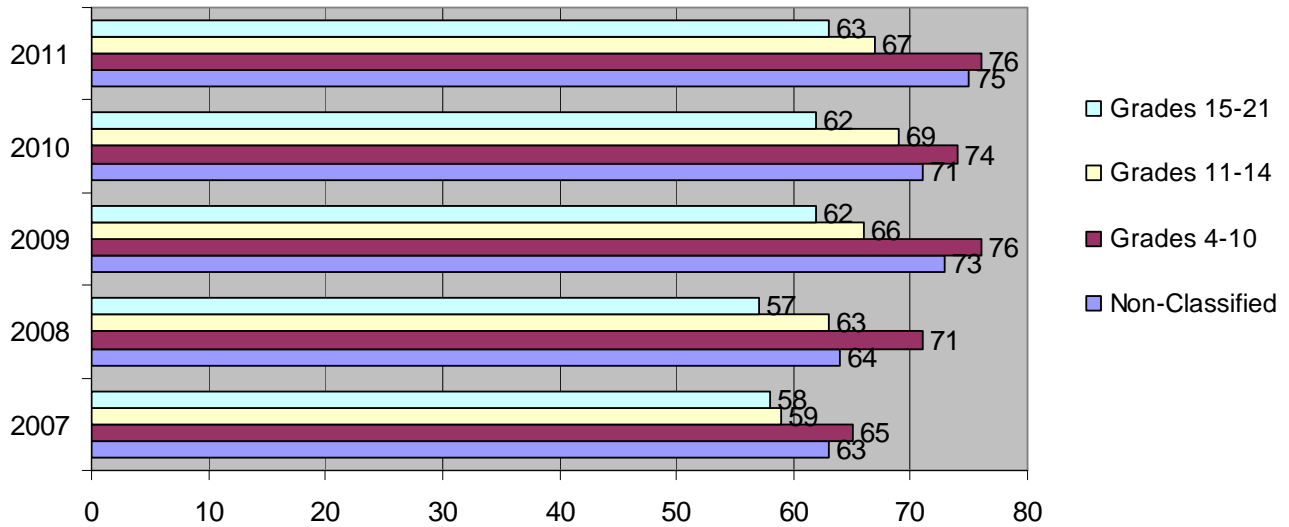
## Staff Race



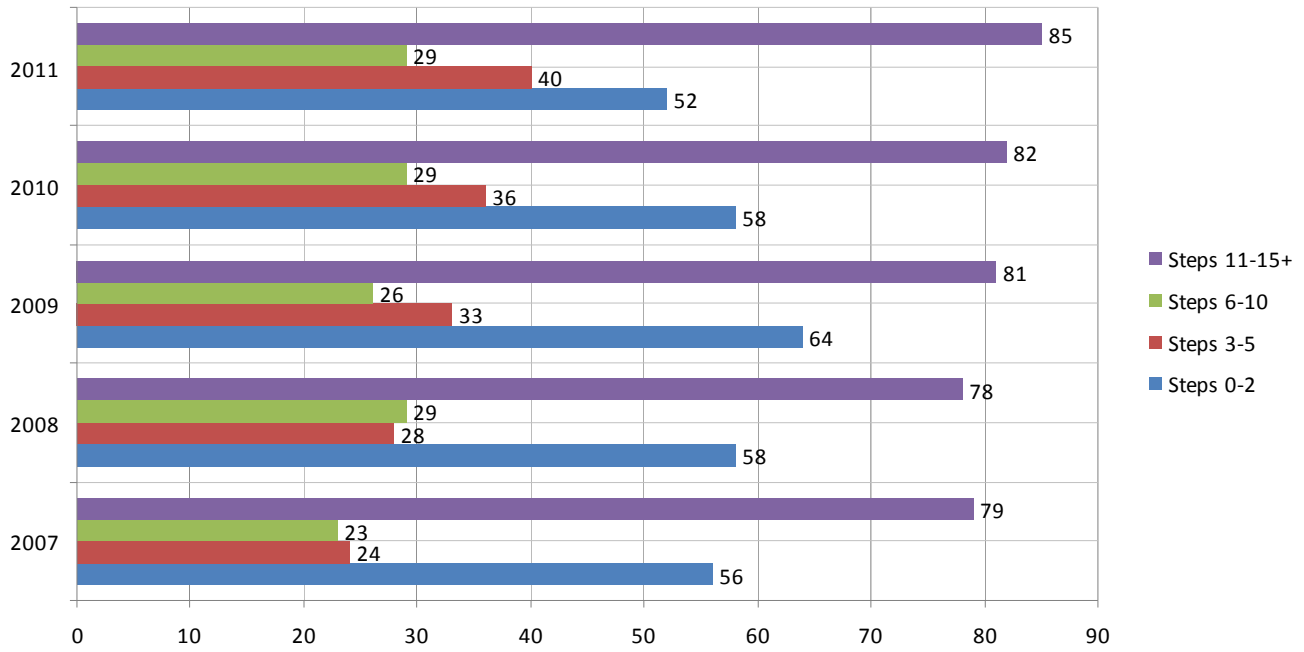
## Staff EEO Categories



## Classified Staff Pay Grades



### Classified Staff Pay Steps



Shepherd University Board of Governors  
February 23, 2012  
Discussion Agenda Item No. 1

## **INSTITUTIONAL ACCREDITATION ANNUAL REPORT**

Shepherd University will host an accreditation team from the Higher Learning Commission (HLC) March 5-7, 2012. The following pages provide an overview of the information accreditors expect board members to know, as well as what to expect as a participant in the accreditation process.

The co-coordinators of the HLC visit, Dr. Scott Beard, Dean of Graduate Studies and Continuing Education and Professor of Music, and Dr. Dorothy Hively, Special Assistant to the Vice President for Academic Affairs and Assistant Professor of Education, will discuss the upcoming visit, the role of members of the Board of Governors in the visit, and answer any questions of board members.



## Shepherd University Reaffirmation of Accreditation Visit • March 5-7, 2012

Board of Governors Meeting with the Site-Visit Team:

Tuesday, March 6, 4:00 p.m. Byrd Center for Legislative Studies, Lower Level All-Purpose Room

1. *Who should attend?* A strong board presence during the visit demonstrates an engaged governance structure at Shepherd. All members are encouraged to attend.
2. For fast facts about Shepherd, consult the new *University Profile* or *Shepherd-at-a-Glance* in the self-study document (first item after Table of Contents).
3. *Response to the 2002 Site Team Report:* Although there was no follow-up required by the 2002 reaffirmation visit, there were several areas that the report noted for future action:
  - Insufficient office and instructional space;
  - Over-reliance on adjunct faculty;
  - Concerns regarding the level of state funding;
  - Development of new sources of revenue; and
  - Faculty salaries.

The response report highlights progress on these issues since 2002.

4. It is important that you familiarize yourself with the entire document as a board member. We are held to five criteria, and our self-study is arranged so that each of the five sections corresponds to a criterion. Here are the sections most important for you to master:
  - Shepherd-at-a-Glance (pages 11, 12)
  - Introduction (page 14)
  - 1-A Mission (page 31)
  - 1-D Organizational Structure (page 43)
  - 2-A Strategic Planning (page 54)
  - 2-B Financial Resources (page 61)
  - 5-A Connection with the Community (pages 144-146)
5. *Strategic Planning Process:* How was the Board of Governors involved in the strategic planning process?
  - Know the four pathways:*
    1. Inspire Student Learning and Development
    2. Optimize Potential of Faculty and Staff
    3. Create a Beautiful and Welcoming Campus
    4. Stimulate the Cultural and Economic Development of the Region

•*Know the approval process:* The Strategic Plan Committee brings the plan forward to the Board of Governors for approval. Link:

<http://www.shepherd.edu/university/strategic-plan/timeline.pdf>



•*How does what you do relate to the mission and core values?* The Board of Governors is appointed to provide oversight regarding policy and financial stability in accordance with state and federal regulations, which operationalizes the mission and embodies the core values.

•*How and why was the mission changed?* With the amicable separation of the community and technical college, and Shepherd's subsequent successes in financial stability and enrollment management, the revision of the mission shows the qualitative impact of an opportunity for Shepherd to redefine itself as a university and a member of COPLAC.

•*Board Structure:* The governing body of Shepherd University is a 12-person Board of Governors. The bylaws state that the Shepherd University Board of Governors has the power of general supervision and control over the academic and business affairs of the institution (WV Code 18B-2A-4). The Board's members include:

- One full-time member of the faculty with the rank of instructor or above duly elected by the faculty;
  - One member of the student body in good academic standing, enrolled for college credit work, and duly elected by the student body;
  - One member of the institutional classified staff duly elected by the classified staff; and
  - Nine lay members appointed by the Governor by and with the advice and consent of the State Senate (legislature).
- Number of Meetings: six (See page 1-4 "Board of Governors Meeting Schedule" for a list of reporting units.)

•*Summary:* Above all, be honest in your answers. For some board members, much of the activity happened prior to joining the Board of Governors. If that is the case, say so. However, there are elements like the mission, the strategic plan, etc. that the team will expect all board members to know, regardless of time on the board.

Thank you for all you do on behalf of Shepherd University and our students!





## Board of Governors Meeting Schedule

Content	Date Sensitivity
<b>Annual business items of the Board:</b>	
▪ Election of Officers	June
▪ Swearing-in of New Members	
▪ Evaluation of the President	June
▪ Commencement Awards and Honoraria	
<b>Annual area reports:</b>	
▪ Advancement	
▪ Enrollment Management	
▪ Security	
▪ Student Affairs	
▪ Human Resources	
▪ Academic Affairs Annual Data Report	
▪ Academic Program Reviews	Due to HEPC by May 31 <sup>st</sup>
▪ First Quarter Financials	Available November 1 <sup>st</sup>
▪ Second Quarter Financials	Available February 1 <sup>st</sup>
▪ Third Quarter Financials	Available May 1 <sup>st</sup>
▪ Fourth Quarter Financials	Available August 1 <sup>st</sup>
<b>Annual consent and presentation items:</b>	
▪ Setting of Tuition and Fees	After legislative session
▪ Capital Funding Priorities	Due to HEPC August 31 <sup>st</sup>
▪ Financial Aid and Waivers	First fall meeting
▪ NCAA Policy	First fall meeting
▪ Annual Financial Audit	Available November 1 <sup>st</sup>
▪ Strategic Plan Update	September
▪ Accreditation	
▪ Faculty Athletic Representative Report	
▪ Advisory Council of Faculty Report	
<b>Annual events:</b>	
▪ Post-meeting reception for outgoing members	June
<b>President's Report:</b>	
▪ Advancement: fundraising progress report, past and upcoming alumni events	
▪ Student Affairs: past and upcoming campus events	
▪ Facilities: capital projects update	
▪ Academic Affairs: academic and athletics highlights	
▪ All Executive Staff:	
▪ report of new hires at the director's level and higher	
▪ professional accomplishments	