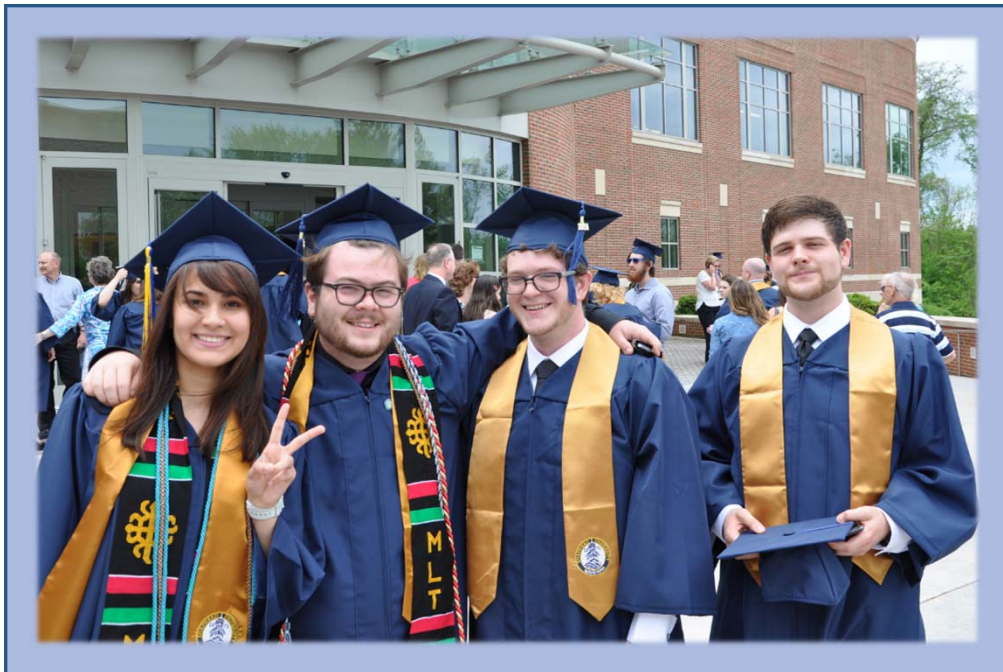


# Shepherd

UNIVERSITY

## Board of Governors



### Meeting Agenda June 5, 2014

#### Board Members

Gat Caperton, Chair

W. Mark Rudolph, Vice Chair

Marcia Brand, Secretary

John Beatty

Tia McMillan

Jason Best, Faculty

D. Scott Roach

Alana Gondeck, Student

Chad Robinson

Holly McCall

Diane Shewbridge, Classified Staff

John Younis

Suzanne Shipley, President

**SHEPHERD UNIVERSITY  
BOARD OF GOVERNORS MEETING**

**3:50 p.m.  
June 5, 2014  
Shepherdstown, WV**

**AGENDA**

Regular Session

Lower Level Multipurpose Room  
Robert C. Byrd Center for Legislative Studies

- |   |                    |
|---|--------------------|
| 1. Call to Order  | Chair Gat Caperton |
| 2. Public Comments  |                    |
| 3. Adoption of the Minutes from April 3, 2014 Board Meeting | Chair Caperton     |

Consent Agenda

- |   |                           |
|---|---------------------------|
| 1. Annual Approval of the Athletic Program Philosophy | President Suzanne Shipley |
|---|---------------------------|

Presentation Agenda

- |  |  |
|--|--|
| 1. President's Report  | President Shipley  |
| 2. Campus Safety Annual Data Report  | Mr. Alan Perdue, General Counsel<br>Mr. John McAvoy, University Police Chief |
| 3. Report on the Discussions of the Audit and Finance Committee                        | Mr. Rudolph  |
| a. Quarterly Financials  |  |
| b. Recommendation for Adoption of the FY2015 Annual Budget                             |  |
| c. Recommendation for the Approval of the FY2016 Capital Funding Priorities            |  |
| 4. Report on the Discussions of the Enrollment Management and Advancement Committee    | Mr. Roach  |
| 5. Report on the Discussions of the Academic Affairs and Student Affairs Committee     | Dr. Brand  |
| a. Recommendation for Approval of the Legal Studies Concentration in Political Science |  |
| b. Recommendation for Approval of the Minor in Nutrition                               |  |
| c. Recommendation for Approval of the R.B.A. Emphasis in Business                      |  |
| d. Recommendation for Approval of the R.B.A. Emphasis in Social Issues                 |  |
| 6. Spring Break Jamaica Trip   | Dr. Virginia Hicks, Dean of the School of Education and Professional Studies |

Discussion Agenda

- |   |                   |
|---|-------------------|
| 1. Employee Salary Increases July 1, 2014 | President Shipley |
| 2. Election of Officers for 2014-2015     | Chair Caperton    |
| 3. Proposed 2014-2015 Meeting Dates       | Chair Caperton    |

Possible Executive Session

- |              |                |
|--------------|----------------|
| 1. Personnel | Chair Caperton |
|--------------|----------------|

Regular Session

- |                 |                |
|-----------------|----------------|
| 1. New Business | Chair Caperton |
|-----------------|----------------|

Adjournment

**SHEPHERD UNIVERSITY**  
**BOARD OF GOVERNORS MEETING**  
**3:00 p.m. - 3:45 p.m.**  
**June 5, 2014**  
**Shepherdstown, WV**

Committee Agendas

Audit and Finance Committee

**Lower Level Multipurpose Room, Robert C. Byrd Center for  
Legislative Studies**

- Quarterly Financial Report
- Review and Recommend Adoption of the FY2015 Annual Budget
- Review and Recommend Approval of the FY2016 Capital Funding Priorities

Mr. Mark Rudolph, Chair

Mr. John Beatty

Dr. John Younis

Ms. Deborah Judd, Staff

Enrollment Management and Advancement Committee

**Room 164, Robert Byrd Center for Legislative Studies**

- Enrollment Update
- Advancement Update

Mr. Scott Roach, Chair

Ms. Tia McMillan

Ms. Diane Shewbridge

Mr. Michael Konopski, Staff

Dr. Diane Melby, Staff

Academic Affairs and Student Affairs Committee

**WV Room 309, Scarborough Library**

- Review and Recommend Approval of the Legal Studies Concentration in Political Science
- Review and Recommend Approval of the Minor in Nutrition
- Review and Recommend Approval of the R.B.A. Emphasis in Business
- Review and Recommend Approval of the R.B.A. Emphasis in Social Issues
- Update on Senior Capstone Offerings

Dr. Marcia Brand, Chair

Dr. Jason Best

Ms. Alana Gondeck

Ms. Holly McCall

Dr. Chris Ames, Staff

Dr. Tom Segar, Staff

# Shepherd University Board of Governors

## Minutes of the Meeting of April 3, 2014

The Shepherd University Board of Governors met on April 3, 2014 in a regular meeting. Members participating were: John Beatty, Jason Best, Marcia Brand, Gat Caperton, Alana Gondeck, Holly McCall, Diane Shewbridge and John Younis. Also present were Shepherd University President Suzanne Shipley, members of the executive staff and others. Board members Tia McMillan, D. Scott Roach and W. Mark Rudolph were absent from the meeting.

1. **PUBLIC COMMENTS**

No public comments were made.

2. **MINUTES OF THE MEETING OF FEBRUARY 13, 2014**

**M (Best), S (Brand), PASSED**, that the minutes of the February 13, 2014 meeting of the Board of Governors be adopted as presented in the agenda book.

3. **RECOGNITION OF EMERITUS FACULTY AND STAFF**

Dr. Christopher Ames, Vice President for Academic Affairs, presented to the Board Dr. Joyce Webb as being recognized as new faculty *Emeritus* and Ms. Joan Pope as new staff *Emeritus*. Mr. Alan Perdue, General Counsel, presented to the Board Ms. Barbara Byers and Ms. Sandy Collier as being recognized as new staff *Emeriti*.

4. **PRESIDENT'S REPORT**

President Shipley updated members as to the status of additional staffing transitions in the offices within enrollment management. Dr. Shipley highlighted the important work that has been done by faculty and by Dr. Colleen Nolan, Dean of the School of Natural Sciences and Mathematics, in securing WV EPSCoR grants.

5. **FACULTY SENATE ANNUAL REPORT**

Dr. J.B. Tuttle, President of the Faculty Senate and Associate Professor of Education, presented to the Board the Faculty Senate Annual Report. The Senate's focus has included budget and enrollment issues, compensation, and the critical importance of implementing the Content Management System (CMS) system for management of the University website.

6. **ADVISORY COUNCIL OF FACULTY (ACF) ANNUAL REPORT**

Dr. Sylvia Shurbutt, ACF University Representative and Professor of English, presented to the Board the ACF Annual Report. The report included a review of the data elements of the 2012 Higher Education Report Card issued by the West Virginia Higher Education Policy Commission (HEPC), as well as ACF's ongoing legislative relations efforts.

7. **MARTINSBURG CENTER UPDATE: PROGRAMMATIC OFFERINGS**

Dr. Marsha Brand, Academic Affairs and Student Affairs Committee Chair, summarized the committee presentation by Dr. Ames, which was a follow-up to the February agenda on programmatic offerings at the Martinsburg Center. The Committee noted good progress in the Martinsburg initiative.

8. **RECOMMENDATION FOR APPROVAL OF THE GRADUATE CERTIFICATE IN APPALACHIAN STUDIES**

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

**RESOLVED**, That the Shepherd University Board of Governors approves the Graduate Certificate in Appalachian Studies effective as of August 1, 2014.

9. **RECOMMENDATION FOR APPROVAL OF 2013-2014 ACADEMIC PROGRAM REVIEWS**  
**M (Best), S (McCall), PASSED**, that the following resolution be adopted by the Board:

**RESOLVED**, That the Shepherd University Board of Governors approves the program reviews of Education, Family and Consumer Sciences (FACS), Honors Program, Nursing Education, Sociology, Social Work, as well as Master of Music, Music Education (M.M.M.E.), and the Board adopts the institutional recommendations that each program be continued at the current level of activity. The Board authorizes the President to submit these reviews on its behalf to the West Virginia Higher Education Policy Commission.

10. **MARKET RESEARCH RELATED TO RECOMMENDED 2014-2015 ENROLLMENT, HOUSING, DINING AND OTHER FEES**

Mr. Gat Caperton, Board of Governors Chair, summarized the market research related to the proposed fees in tuition, housing, dining and other fees as presented to the committee during its meeting by Mr. Michael Konopski, Interim Vice President for Enrollment Management.

11. **RECOMMENDATION FOR APPROVAL OF PROPOSED 2014-2015 ENROLLMENT, HOUSING, DINING AND OTHER FEES**

**M (Younis), S (McCall), PASSED**, that the following resolution be adopted by the Board:

**RESOLVED**, That the Shepherd University Board of Governors approves the increases of Enrollment, Miscellaneous, Housing and Dining fees as presented in the Agenda Book.

12. **AUXILIARY ENTERPRISES ANNUAL REPORT**

Dr. Younis summarized the Auxiliary Enterprises Annual Report as presented to the Audit and Finance Committee.

13. **RECOMMENDATION FOR APPROVAL OF ADMINISTRATIVE RESTRUCTURING OF ADMINISTRATION AND FINANCE**

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

**RESOLVED**, That the Shepherd University Board of Governors approves the restructuring of Administration and Finance as presented in the Agenda Book.

14. **MOTION TO EXECUTIVE SESSION**

**M (McCall), S (Younis), PASSED**, That pursuant to Section 4 of Article 9A of Chapter 6 of the WV Code, that the Board enter into executive session for the purposes of discussion of matters relating to individual personnel matters as to one or more specific employees of the University and matters that would be an invasion of privacy if publicly discussed.

At the conclusion of the executive session, the Board returned to open session.

15. **NEW BUSINESS**

None.

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Gat Caperton  
Chair

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Marcia Brand  
Secretary

Shepherd University Board of Governors  
June 5, 2014  
Consent Agenda Item No. 1

## **ANNUAL APPROVAL OF THE ATHLETIC PROGRAM PHILOSOPHY**

National Collegiate Athletic Association (NCAA) regulations require the Shepherd University Board of Governors to review and approve the institutional Athletic Program Philosophy on an annual basis. The current Athletic Program Philosophy is contained on the following page. There are no recommendations for changes this year.

The following resolution is recommended for adoption by the Board:

**RESOLVED**, That the Shepherd University Board of Governors approves the Shepherd University Athletic Program Philosophy for the period July 1, 2014 – June 30, 2015 as presented in the agenda materials of June 5, 2014.

# **SHEPHERD UNIVERSITY**

## **Athletic Philosophy**

At Shepherd University, athletes shall be treated as all other students in reference to admissions, scholarships, programs of study, part-time employment, eligibility, and participation in activities representing the University. Shepherd University provides opportunity to all prospective and current members of the student body, faculty, and staff on the basis of individual qualifications and merit without regard to race, sex, sexual orientation, religion, age, national origin, or disability.

The purposes of the University's Athletic Program are to:

- provide friendly competition and cooperation with other colleges and universities in a sportsmanship-like game environment.
- develop the physical, mental, emotional, social and moral well-being of each participant.
- stimulate participants to a high caliber of citizenship.
- furnish recreational value to University students, faculty, and community.
- provide practical experiences for careers in coaching and teaching.
- provide opportunities for community engagement between athletes, Shepherd University and the greater Shepherd community.

In order that the University may continue to carry on intercollegiate athletics programs pursuant to policies recommended by the North Central Association of Colleges and Secondary Schools, the following minimum standards have been specifically approved by the University.

- a. The conduct of the intercollegiate athletics program is exercised by the President upon the recommendation of the Athletics Committee, which is composed of representatives of the faculty, staff and the student body.
- b. Students who plan to participate in athletics, like all other students, are admitted by the Office of Admissions subject to policies set by the Committee on Admissions and Credits. Athletes are required to maintain the same academic standards as non-athletes.
- c. The award of any student aid, student loan, or student employment to an athlete is made through the regular agency of the University for aid to all students. Such aids are awarded on a basis, which will not discriminate for or against presumed or recognized athletes. An athlete is required to give full and honest return for aid received.
- d. All athletic funds are controlled by the Vice President for Administration and Finance. An audit of the receipts and disbursements of these funds is made annually by the auditors of the State and a report made to the President and to the Board of Governors.
- e. An effort is made to compete with colleges having similar educational and athletic policies.
- f. Shepherd University is a member of the Mountain East Athletic Conference and the National Collegiate Athletic Association (NCAA) - Division II. As a member, the University is committed to the principles of sportsmanship and ethical conduct, rules compliance and amateurism. All eligibility rules from these associations govern the intercollegiate program.

## **PRESIDENT'S REPORT**

### *Capstone Experience: A Distinguishable Identity for Shepherd*

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This final board book of the 2013-2014 academic year points to a forecast of increasingly competitive times ahead for the higher education marketplace, continuing, in the short term at least, a difficult yet manageable trend. Early in the year, Shepherd faced, for the first time in many years, a decline in enrollment significant enough to cause curtailment of spending and hiring. This “wake-up call” offered the community occasion to review spending, costs, and new avenues for profitability apart from tuition increases. Alongside the review of the strategic plan, these reflections offered opportunities to identify and communicate the distinguishing advantage provided through the Shepherd educational experience. We believe that emphasizing the capstone experience as described below can provide a distinguishable difference as students consider their choice of university.

A significant milestone was achieved when Shepherd was accepted into the Council of Public Liberal Arts Colleges (COPLAC), thereby aligning itself with a small group of similar universities that are nationally recognized for their liberal arts programs. In the initial years of our affiliation with COPLAC, Shepherd invested significantly in increasing quality while preserving accessibility and affordability. Curriculum initiatives included developing a core curriculum for the undergraduate program and aligning academic majors and minors with a 120-credit limit. This initiative resulted in improved retention and graduation rates and reduced student costs by increasing the ability to graduate in four years. Among the requirements that were integrated into the Core Curriculum as a result of the curriculum revitalization work is a requirement that all students participate in a “capstone experience” prior to graduation. These experiences require that the student “demonstrate a synthesis of, and advanced accomplishment across, general and specialized studies” in their majors.

Over the last several years, the faculty has been working within their academic departments to refine the capstone experience to assist students in developing projects that align their academic interests with their career aspirations. In many cases, the results have been nothing short of spectacular. The quality of the research, presentations and demonstrations emerging from capstones has earned the praises of a wide variety of reviewers including professionals and community leaders. This past spring, I discussed with the Executive Staff the idea of identifying unique characteristics of the Shepherd experience that could be used to support student recruitment, communications and other functions. The capstone immediately resonated as an icon of Shepherd’s academic experience. In addition, it was recognized that increased involvement of alumni and community in the presentation of the capstone projects could lead to even greater opportunities for students to make career connections and stronger relationships for the University’s advancement program.

As a first step in furthering the discussion, Drs. Chris Ames and Diane Melby led a discussion with department chairs concerning the possibility of building the University’s identity around the capstone experience. Department chairs eagerly received this discussion, and the result of the conversation was the generation of possible action items, some of which can be implemented in the near future and others that will take more substantial planning. This initiative fits well within the University’s Strategic Plan under Pathway 1: Inspire student learning and development. The university community prioritized a pathway goal to “Ensure a high degree of professional preparation for students,” as second out of 19 initiatives. Increasing connectivity between students and alumni will support progress toward meeting both goals. With a clearer focus on connections between the college experience and career preparation, Shepherd can better reflect its mission, strategic plan, and identity of a premier liberal arts university.



## *Enrollment Management*

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With the 2013-2014 academic year completed, a review of Shepherd's regional peers can be helpful in gaining perspective regarding the year's enrollment and funding challenges.

- According to the Center on Budget and Policy Priorities after adjusting for inflation, West Virginia cut spending on higher education by 4.7 percent per student between FY2013 and FY2014. West Virginia was one of only eight states (including Pennsylvania) to do so and at a higher rate than any state except Wyoming. State support for higher education in Maryland grew by \$120.4 million or 7.3 percent in FY2014. Support for the Public Colleges alone increased by \$108.4 million or 9.2 percent.
- According to *The Chronicle of Higher Education*, between 2011 and 2021 West Virginia will see a three percent decline in high school graduates, Pennsylvania seven percent, Ohio eight percent, and Maryland three percent. Regionally only Virginia is expected to see any gains, with that increase projected to be seven percent. In addition, Urbana University in Ohio, a member of the Mountain East Conference (MEC), was recently purchased by its neighboring Franklin University to prevent its closure due to mounting debt.
- With the 2014 graduating class the largest in Shepherd's history at 810, replacing those graduates crossing the stage becomes a significant hurdle. Shepherd clearly led the group with an increase of 1,704 applications over the previous year.
- Those numbers compare with a recent report from the West Virginia Higher Education Policy Commission (HEPC) in which 12 of the 22 public two- and four-year colleges in the State report a decline in applications for the year ahead. Seven of the 12 four-year institutions received fewer applications than 2013. These include West Virginia University (-909), West Liberty (-299) and Potomac State College (-234). Increases were noted at Glenville (+117) Marshall (+432) and West Virginia State (+378). Among the two-year colleges, five of the nine reported application declines. Locally, Blue Ridge reported an increase of 16 applications overall.

## *Advancement*

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### **Year-To-Date Giving Summary: 7/1/13 through 4/30/14**

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

- By the end of April, \$2,641,652 was received. This is a decrease of 14 percent (\$446,244) over what had been received by April 30, 2013. The difference is attributed to a gift of approximately \$1 million that was closed in December 2012 and not repeated this year.
- Gifts to annual programs yielded \$601,166, which is ten percent less than what had been received in the same period last year. The number of gifts decreased by eight percent. Snowstorms in the early part of the second half caused delays and a less productive phone-a-thon and is contributing to this decrease. To counter this trend, Advancement is piloting a new initiative to outsource phone-a-thons. The results of the pilot initiative will be reported in the end-of-year report.
- The number of faculty and staff who have made donations to Shepherd has increased from 66 to 72 and employees have contributed a total of \$21,138 this year. While this is a decrease from the \$49,215 that had been raised last year, we are pleased that an increasing number of employees are supporting the University. The decrease in amount raised is attributed to the retirement of several senior level employees who contributed through payroll giving and the completion of a multi-year pledge in the previous year. The number of gifts received to support endowments decreased by 140 in comparison to last year. However, \$1,025,104 has been added to the endowment thus far this year.
- Payouts from competitive grants yielded \$928,582 during the period. This is about eight percent less than what had been drawn down during the same period last year. The decrease is attributed to final drawdowns made on a HUD grant that funded renovations to the Scarborough Library and the Byrd Center for Legislative Studies. This decrease is likely to be a short-term trend that will reverse as we

continue to build the grants program.

- Overall, 2,675 gifts from 1,476 donors were received during the period. This is 37 fewer donors than last year and these may be made up during the phone-a-thon pilot program.

### **Comprehensive Fundraising Report: 7/1/13 through 4/30/14**

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.

- By the end of April, \$3,812,680 was pledged and/or paid in new, direct gifts.
- New gifts to endowment equal \$1,021,214 while gifts to annual programs equal \$553,829.
- New deferred gifts totaling \$1,500,000 were documented.
- Grants totaling \$481,406 have been awarded thus far in the fiscal year. In addition to the 16 proposals that have received funding this year, 13 proposals worth \$3.8 million are pending a funding decision.
- Shepherd continues to be supported by its constituencies as detailed in the following chart:

498	Friends have paid/pledged	\$261,707
652	Alumni have paid/pledged	\$847,298
103	Corporations have paid/pledged	\$90,686
8	Foundations have paid/pledged	\$43,847
162	Others have paid/pledged	\$1,831,705
16	Government	\$481,406
	Total	\$3,556,649

## *Athletics*

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### **Baseball Breaking Barriers**

The baseball team completed its second year under Coach Matt McCarty '10, and it has been a magical season. The Rams won the inaugural MEC Championship with a 35-7 conference record. They entered the NCAA Atlantic Region Championship as the number two seed and won their first game of the tournament 4-3 over Winston Salem State University. The team was eliminated with a final record of 39-14, tying this year's team with the 1997 squad for the University's record of wins in a season. The first round victory was the program's first NCAA tournament win since 2002. The Conference title was the team's sixth in history and third in the past six seasons.

Coach McCarty was named Coach of the Year by the MEC coaches, and he was named Atlantic Region Coach of the Year by the National Collegiate Baseball Writers Association (NCBWA). The team had four first team all-region selections, including MEC Pitcher of the Year Paul Hvozdovic. The team also had four first team All-MEC selections.

### **Lacrosse Scoring Goals Both on the Field and in the Classroom**

In its fifth year as a varsity program, the Shepherd lacrosse team again topped double digits in wins by going 11-6. Next year the MEC will have six members playing women's lacrosse and will officially offer a championship. This year, five first team All-Independent performers, including junior defenseman Alyx Albano, led the Rams. Besides making all conference, Albano was named to the Capital One Academic All-District II Women's At-Large Team.

### **Men's Golfer Qualifies for NCAA Regional**

For the fall season, the men's golf team is coming off a second place finish at the MEC tournament. In the spring season, the team came one spot short of qualifying for the NCAA Atlantic/East Regional. However, freshman Joe Burkinshaw was one of 32 individual student-athletes selected to participate in regional competition of the 2014 NCAA Division II Men's Golf Championships. Burkinshaw competed at

the Edgewood Country Club in Charleston, and finished 70<sup>th</sup> in the three-day event. Burkinshaw was Shepherd's first men's golfer to qualify for the NCAA Regional meet since Trevor Hedges in 2008.

### **New Leaders in Women's Sports**

New coach Camilo Guerci will lead the women's volleyball team in the 2014-2015 campaign. Guerci spent the past three seasons as an assistant coach at Fairmont State University where he helped lead the Falcons to a 78-23 (.772) mark over the past three seasons. Guerci was very involved in the game day strategy and practice planning for the Falcons.

Jenna Eckleberry will take over as Head Women's Basketball Coach. Eckleberry served the past seven seasons as assistant coach at Fairmont State University. Fairmont has recorded a 139-69 mark (.668) during that period and had a winning season in each of her seven years with the program. The Falcons won three conference titles and made three NCAA postseason appearances over that period.

## *Capital Projects*

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### **Dining Hall HVAC/Roof Replacement**

Caldwell Santmyer has been awarded the project to completely remove the old HVAC equipment; install new HVAC systems; replace the roof; and install a new addressable fire alarm system for the building. Work started on May 12 and is scheduled to be completed by August 1.

### **Ikenberry Roof Replacement/Masonry**

Heidler has been awarded the project to replace the rubber membrane roof; and to repair, clean and seal masonry parapet walls. The notice to start work was given on May 12; however, work was delayed a week due to the forecasted rain. The company has worked aggressively on the project since May 17.

### **Renewable Energy Charging Station**

The site and infrastructure work is complete with charging stations, net meter and all other components now operational. The University invites any owner of an electric car to receive a charge-up on campus, entirely sourced from renewable energy.

### **Reynolds Hall Paint, Carpet and Lighting**

Work started on May 5 with the dismantling of auditorium seats and the removal of carpet. The ceiling and walls are currently being painted, and the installation of new lights and new carpeting is underway in the auditorium.

### **White Hall Elevator Upgrade**

Morgan-Keller was awarded the project in White Hall to completely remove the existing elevator and all components; extend the elevator shaft to provide access to the roof level; construct a vestibule at the roof level; and install all new controls and a hole-less hydraulic elevator system. The project began May 12 and is scheduled to be completed by August 1.

## *Community*

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### **Team River Runner-Shepherd Celebrates First Birthday**

Since the group's first session in May 2013, the 60-and-growing corps of weekly Team River Runner-Shepherd volunteers has given in excess of 1,100 hours of service to more than 50 veterans from the community, the University, and the Martinsburg VA Medical Center. The generosity has not ended there, with in-kind donations provided throughout the year to support operations including:

- More than 2,300 hours in pool rental and lifeguard services from the Shepherd University Wellness

Center;

- Over \$5,000 in boats, gear, and instruction from local outfitters and the Shepherd University Department of Health, Physical Education, Recreation and Sport (HPERS);
- Approximately \$750 in hospitality (grocery gift cards and donations of snacks and water) for attendees; and
- In excess of \$750 in transportation services by the Martinsburg VA Medical Center staff.

## *Staffing*

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### **Staff Transitions**

- James Vigil has been promoted to the position of vice president for administration, filling the vacancy created by the separation of the administration and finance approved by the Board during its April meeting. James has served in various capacities at Shepherd during his more than two decades of service to the institution.
- As a part of the reorganization of responsibilities in the areas of administration and finance, Director of Dining Services, Jack Shaw, assumed the role of Assistant Vice President for Administration effective May 19. In this role, Jack has increased his oversight responsibilities, which has included Dining Services and the Bookstore/Card Office, by assuming fiscal and operational responsibilities for Residence Life, Student Center, Wellness Center, and Conference Services. This will be a dual-reporting position with continued management by the Vice President for Student Affairs and added supervision from the Vice President for Administration.
- Charles Blachford has been appointed Director of Grant Support. Charles comes to us from The Genesis Group where he wrote, edited, and managed federal grant proposals and awards. Prior to joining the Genesis Group, Charles served at Good Works in Ohio where, among other responsibilities, he worked with the faculty of Ohio University to implement joint programs. Charles lives with his wife and two children in Kearneysville.

## *Upcoming Events*

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### **Thursday, June 19**

"Supporting Diverse Young Children in Early Childhood Setting" workshop. Sponsored by the Shepherd University Martinsburg Center.

### **Wednesday, June 25**

Blood Drive, Shepherd University Martinsburg Center

### **Friday, July 11**

Opening night of the 2014 Contemporary American Theater Festival at Shepherd University. Tickets can be purchased through [www.catf.org](http://www.catf.org).

### **Friday, August 1-Saturday, August 2**

HEPC Board of Governors Summit, Charleston Marriott, Charleston

The HEPC pays all expenses for board members, and attendance meets the mandatory two-year training requirement.

### **Monday, August 25**

Classes begin for the 2014-2015 Academic Year.

*For other Shepherd events, event locations and times, please check our home page calendar at <http://www.shepherd.edu/university/calendars/>*

## **CAMPUS SAFETY ANNUAL DATA REPORT**

Each year in the fall, Shepherd University publishes a comprehensive report regarding public safety issues and policies, in compliance with the Clery Act. This annual report addresses not only crime statistics, but also all of our campus policies and practices relating to law enforcement, fire safety, missing students, and public safety alerts.

The Annual Campus Security and Fire Safety Report is published each year on October 1, and is available on the Shepherd University website. The following pages reflect the calendar year 2013 updates of the charts for campus crime data since 2008, as well as the new 2013 fire safety information.

Extensive national attention has been lent this year to the troubling issues of interpersonal violence on college campuses across the country. At Shepherd University, we have been focused on enhancing our efforts to help victims and to improve the campus culture, in order to try to reduce instances and the impact of interpersonal violence, for many years. That work is ongoing and of great importance.

In recent weeks, the White House has released an extensive report from a task force led by the Vice President of the United States. The task force has made a wide range of recommendations. University staff have immediately engaged in programs offered nationally to help colleges understand these new recommendations. We will be working during the summer to assess these recommendations and to make additional updates to institutional policies and practices. Student Affairs will pursue additional training initiatives for the student body, and Human Resources will similarly provide additional training initiatives for all of our employees.

General Counsel Alan Perdue and University Police Chief John McAvoy will present the Campus Safety Annual Data Report.

## CRIME REPORT 2013

Crimes Reported	Total (Campus)	In Residence Halls	Non Campus	Public Property
<b>Murder</b>				
2013	0	0	0	0
2012	0	0	0	0
2011	0	0	0	0
2010	0	0	0	0
2009	0	0	0	0
2008	0	0	0	0
<b>Negligent Manslaughter</b>				
2013	0	0	0	0
2012	0	0	0	0
2011	0	0	0	0
2010	0	0	0	0
2009	0	0	0	0
2008	0	0	0	0
<b>Forcible Sex Offenses</b>				
2013	8	7	0	1
2012	9	9	0	0
2011	10	6	2	0
2010	9	9	2	0
2009	6	6	0	0
2008	4	4	0	0
<b>Non-Forcible Sex Offenses</b>				
2013	0	0	0	0
2012	0	0	0	0
2011	0	0	0	0
2010	0	0	0	0
2009	0	0	0	0
2008	0	0	0	0
<b>Robbery</b>				
2013	1	0	0	1
2012	1	0	0	1
2011	0	0	0	0
2010	0	0	0	0
2009	0	0	0	0
2008	0	0	0	0

## CRIME REPORT 2013

Crimes Reported	Total (Campus)	In Residence Halls	Non Campus	Public Property
<b>Aggravated Assault</b>				
2013	0	0	0	0
2012	0	0	0	0
2010	1	0	0	0
2009	0	0	0	0
2008	0	0	0	0
<b>Burglary</b>				
2013	3	3	0	0
2012	3	3	0	0
2011	8	7	0	0
2010	9	6	0	0
2009	26	14	0	0
2008	12	12	0	0
<b>Motor Vehicle Theft</b>				
2013	0	0	0	0
2012	0	0	0	0
2011	0	0	0	0
2010	0	0	0	0
2009	0	0	0	0
2008	0	0	0	0
<b>Domestic Violence</b>				
2013	3	3	0	0
2012	N/A	N/A	N/A	N/A
2011	N/A	N/A	N/A	N/A
2010	N/A	N/A	N/A	N/A
2009	N/A	N/A	N/A	N/A
2008	N/A	N/A	N/A	N/A
<b>Stalking</b>				
2013	0	0	0	0
2012	0	0	0	0
2011	0	0	0	0
2010	N/A	N/A	N/A	N/A
2009	N/A	N/A	N/A	N/A
2008	N/A	N/A	N/A	N/A

## CRIME REPORT 2013

Crimes Reported	Total (Campus)	In Residence Halls	Non Campus	Public Property
<b>Arson</b>				
2013	0	0	0	0
2012	0	0	0	0
2011	0	0	0	0
2010	0	0	0	0
2009	0	0	0	0
2008	2	2	0	0
<b>Larcenies</b>				
2013	11	6	11	0
2012	15	6	0	0
2011	21	0	0	0
2010	15	1	1	6
2009	31	2	0	0
2008	N/A	N/A	N/A	N/A
<b>Liquor Violations</b>				
2013	7	3	0	4
2012	20	9	0	0
2011	13	5	0	0
2010	18	3	2	13
2009	14	12	0	0
2008	20	14	0	0
<b>Narcotic Violations</b>				
2013	9	3	4	1
2012	12	5	0	7
2011	6	5	0	0
2010	1	5	0	6
2009	11	6	0	0
2008	6	5	0	0
<b>Weapon Violations</b>				
2013	3	3	0	0
2012	0	0	0	0
2011	0	0	0	0
2010	0	0	0	0
2009	1	1	0	0
2008	0	0	0	0



## Referrals to the Student Affairs Office (S.A.O.)

Crimes Reported	Total (Campus)	In Residence Halls	Non Campus	Public Property
<b>Liquor Violations</b>				
2013	87	82	0	5
2012	164	163	0	1
2011	215	208	0	7
2010	230	208	0	22
2009	183	161	0	22
2008	206	191	0	15
<b>Narcotic Violations</b>				
2013	3	3	0	0
2012	31	31	0	0
2011	1	1	0	0
2010	0	0	0	0
2009	8	8	0	0
2008	14	11	0	3
<b>Weapon Violations</b>				
2013	0	0	0	0
2012	0	0	0	0
2011	0	0	0	0
2010	0	0	0	0
2009	1	1	0	0
2008	0	0	0	0
<b>Dating Violence</b>				
2013	0	0	0	0
2012	0	0	0	0
2011	0	0	0	0
2010	N/A	N/A	N/A	N/A
2009	N/A	N/A	N/A	N/A
2008	N/A	N/A	N/A	N/A

## QUARTERLY FINANCIAL MANAGEMENT REPORT

Ms. Deborah Judd, Vice President for Administration and Finance, will present the quarterly financial management report.

### OVERVIEW

The presentation includes three documents: 1) third quarter FY2014 report of net assets; 2) third quarter FY2014 compared to the annual budget targets; and 3) third quarter FY2014 year-over-year comparison with FY2013 (Tables 1-3). Highlights of the quarterly report include:

- the impact of construction for the Center for Contemporary Arts (CCA) II and underpass projects;
- an increase in operating revenues year-over-year;
- a increase in operating expenses year-over-year; and
- the inclusion of the approved budget and use of reserves for the Martinsburg Center.

At the end of the third quarter, the University had sufficient cash and other resources on hand to meet operating and capital requirements.

### NET ASSETS

The third quarter shows a 0.09 percent increase in net assets on the balance sheet. Cash is down due to the use of monies received from the University Foundation for the CCA II and use of auxiliary funds for the underpass and soccer complex projects. Due from commission is down due to completion of construction project billing. Contracts receivable decreased from last year due to the completion of billings for the CCA II. Other noncurrent assets are down due to the write-off at June 30 of all bond issuance costs as required by GASB 65. Total current liabilities are down due mainly to the use of the Foundation funds for CCA II. Leases payable increased due to the new lease for the soccer complex.

Other post-employment benefits (OPEB) reflect the change year-over-year in the continued increase of the liability. Although the liability continues to increase, it is doing so at a reduced rate. The annual cost billed to employers was reduced significantly in the current year due to several reasons including:

1) eligible participants hired after June 30, 2010 will be required to fully fund premium contributions upon retirement; and 2) state government will contribute \$30 million annually to the West Virginia Retirees Health Benefit Trust Fund (RHBT) starting in 2016 through 2035. RHBT assets will be used to eliminate the OPEB liability starting in 2017 and employers will be issued annual credits to eliminate amounts previously billed.

### OPERATING REVENUE

The University generated 91.6 percent of its operating revenue targets for the year although tuition and fees is less than budgeted due to the enrollment shortfall.

Tuition and Fee Revenue: Tuition and fee revenue captured 88.8 percent of the budgeted revenues for the year. Not including summer revenue yet to be recorded, this equates to an estimated \$2.2 million shortfall when compared to the FY2014 budget. For comparison purposes, summer revenues last year added approximately \$900,000 in revenues during the fourth quarter. A budget shortfall is anticipated to be approximately \$1 million for FY 2014. Although a budgeted shortfall of \$955,000 for FY2014 was anticipated due to the investment in the Martinsburg Center, that shortfall is expected to be much less than the

original amount. Shepherd may still experience this total loss for the current year, attributable to the overall enrollment shortfall, and the over-budget situation in depreciation and bond refinancing costs.

Auxiliary Enterprises: Auxiliary revenues are at 92.7 percent of budget reflecting a 0.8 percent increase over last year. Enrollment and industry bookstore challenges are causing the revenue pressures in Auxiliaries.

#### OPERATING EXPENSE

The University has expended approximately 74.5 percent of its operating budget year-to-date. Expenses are \$1.2 million higher than the same period last year due mainly to institutional waivers and depreciation.

#### NON-OPERATING REVENUE AND EXPENSE

Non-operating revenue and expense are in line with projections for FY2014. State appropriation reflects a decrease in state funding. The increase in gifts over the same period last year reflects earlier access to foundation funds in FY2014 compared to FY2013.

#### INCOME BEFORE OTHER REVENUES, EXPENSES, GAINS or LOSSES AND INVESTMENT IN MARTINSBURG

Year-to-date, the University includes a net investment of \$160,000 at the Martinsburg Center which is 16.8 percent of the budgeted use of reserves for the year. The revenues are reflected in Tuition and Fees and the expenses are reflected in Operating Expenses.

#### OTHER REVENUES, EXPENSES, GAINS OR LOSSES

Capital grants and other is down significantly due to the completion of CCA II.

Table 1

# Shepherd University

## Statement of Net Assets

As of March 31, 2014

(Dollars in Thousands)

	Actual 3/31/14	Actual 3/31/13	% Change
<b>ASSETS</b>			
<b>Current assets:</b>			
Cash and cash equivalents	\$24,067	\$24,678	-2.48%
Accounts receivable net	750	555	35.14%
Grants and contracts receivable, net	617	1,600	-61.44%
Due from the Commission	-	250	-100.00%
Inventories	541	494	9.51%
Loans Receivable	100	81	23.46%
<b>Total Current assets</b>	<b>26,075</b>	<b>27,658</b>	<b>-5.72%</b>
<b>Noncurrent assets:</b>			
Restricted cash and cash equivalents	-	10	-100.00%
Investments	-	394	-100.00%
Loans receivable, net	302	343	-11.95%
Capital assets net	135,032	133,404	1.22%
Other Noncurrent assets	-	795	-100.00%
<b>Total Noncurrent assets</b>	<b>135,334</b>	<b>134,946</b>	<b>0.29%</b>
<b>TOTAL ASSETS</b>	<b>\$161,409</b>	<b>\$162,604</b>	<b>-0.73%</b>
<b>LIABILITIES</b>			
<b>Current liabilities:</b>			
Accounts payable	\$999	\$895	11.62%
Accrued liabilities	2,255	2,651	-14.94%
Due to the Commission	-	-	n/a
Due to other State agencies	-	-	n/a
Deferred revenue	147	804	-81.72%
Long-term liabilities - current portion	2,237	2,020	10.74%
<b>Total Current liabilities</b>	<b>5,638</b>	<b>6,370</b>	<b>179.11%</b>
<b>Noncurrent liabilities:</b>			
Advances from federal sponsors	559	576	-2.95%
Deposits	180	238	-24.37%
Other post employment benefits	9,605	9,379	2.41%
Compensated absences	468	489	-4.29%
Leases Payable	808	80	910.00%
Bonds Payable	43,192	44,600	-3.16%
<b>Total Noncurrent liabilities</b>	<b>54,812</b>	<b>55,362</b>	<b>-0.99%</b>
<b>TOTAL LIABILITIES</b>	<b>\$60,450</b>	<b>\$61,732</b>	<b>-2.08%</b>
<b>NET ASSETS</b>	<b>100,959</b>	<b>100,872</b>	<b>0.09%</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$161,409</b>	<b>\$162,604</b>	<b>-0.73%</b>

Table 2

**Shepherd University**  
**Budget to Actual Report**  
**For The Period From July 1, 2013 to March 31, 2014**

(Dollars in Thousands)

	FY14 Budget Annual	FY 14 Actual YTD	\$ Variance	% Budget
<b>OPERATING REVENUES</b>				
Tuition and Fees	\$20,380	\$18,100	\$2,280	88.8%
Federal Grants and Contracts	1,105	715	390	64.7%
State and Local Grants and Contracts	4,151	4,486	(335)	108.1%
Private Grants and Contracts	90	-	90	0.0%
Sales and Services of Educational Activities	55	34	21	61.8%
Auxiliary Enterprises	19,496	18,069	1,427	92.7%
Other Operating Revenues	800	790	10	98.8%
<b>TOTAL OPERATING REVENUES</b>	<b>46,077</b>	<b>42,194</b>	<b>3,883</b>	<b>91.6%</b>
<b>OPERATING EXPENSES</b>				
<b>Core Operating Expenses</b>				
<b>Primary Mission Costs</b>				
Instruction	18,439	12,472	5,967	67.6%
Academic Support	4,206	2,599	1,607	61.8%
Student Services	3,972	2,997	975	75.5%
Scholarships & Fellowships	2,946	2,926	20	99.3%
<b>Subtotal Primary Mission Costs</b>	<b>29,563</b>	<b>20,994</b>	<b>8,569</b>	<b>71.0%</b>
<b>Other Core Operating Expenses</b>				
Operations and Maintenance	5,086	4,032	1,054	79.3%
Institutional Support	5,657	4,150	1,507	73.4%
Research	26	69	(43)	265.4%
Public Service	283	188	95	66.4%
<b>Subtotal Other Core Operating Expenses</b>	<b>11,052</b>	<b>8,439</b>	<b>2,613</b>	<b>76.4%</b>
<b>Total Core Operating Expenses</b>	<b>40,615</b>	<b>29,433</b>	<b>11,182</b>	<b>72.5%</b>
<b>Auxiliary Expenses</b>	<b>14,550</b>	<b>11,070</b>	<b>3,480</b>	<b>76.1%</b>
<b>Depreciation Expense</b>	<b>6,093</b>	<b>5,159</b>	<b>934</b>	<b>84.7%</b>
<b>Transfers and Other (Additions) Subtractions</b>	<b>302</b>	<b>230</b>	<b>72</b>	<b>76.2%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>61,560</b>	<b>45,892</b>	<b>15,668</b>	<b>74.5%</b>
<b>NONOPERATING REVENUES AND EXPENSES</b>				
State Appropriations	10,224	6,850	3,374	67.0%
Nonoperating federal revenue	5,650	5,557	93	98.4%
Investment Income	-	23	(23)	n/a
Interest on capital asset related debt	(2,136)	(1,454)	(682)	68.1%
Loss on disposal of equipment	-	(42)	42	n/a
Gifts	860	1,016	(156)	118.1%
Fees assessed by the Commission for interest and reserves	(70)	(38)	(32)	54.3%
<b>Income Before Other Revenues, Expenses, Gains or Losses and Investment in Martinsburg</b>	<b>(955)</b>	<b>8,214</b>	<b>(9,169)</b>	<b>-860.1%</b>
<b>Investment in Martinsburg</b>	<b>955</b>	<b>160</b>	<b>795</b>	<b>16.8%</b>
<b>OTHER REVENUES, EXPENSES, GAINS OR LOSSES</b>				
Capital Grants and Gifts	-	1,109	(1,109)	n/a
CTC Net Assets Transfer	-	(1)	1	n/a
Other Post Employment Benefits (OPEB) expense	(340)	(174)	(166)	51.2%
<b>Increase (Decrease) in Net Assets</b>	<b>(1,295)</b>	<b>9,148</b>	<b>(10,443)</b>	<b>-706.4%</b>

Table 3

**Shepherd University**  
**Statement of Revenues Expenses and Other Changes**  
**For The Period From July 1, 2013 to March 31, 2014**

(Dollars in Thousands)

	Budget FY14 Annual	Nine Months Ended 3/31/14	Nine Months Ended 3/31/13	Percent Change Annual	Dollar Change Annual
<b>OPERATING REVENUES</b>					
Tuition and Fees	20,380	\$18,100	\$17,320	4.5%	\$780
Federal Grants and Contracts	1,105	715	659	8.5%	56
State and Local Grants and Contracts	4,151	4,486	4,634	-3.2%	(148)
Private Grants and Contracts	90	-	-	n/a	-
Sales and Services of Educational Activities	55	34	32	6.3%	2
Auxiliary Enterprises	19,496	18,069	17,930	0.8%	139
Other Operating Revenues	800	790	657	20.2%	133
<b>TOTAL OPERATING REVENUES</b>	<b>46,077</b>	<b>42,194</b>	<b>41,232</b>	<b>2.3%</b>	<b>962</b>
<b>OPERATING EXPENSES</b>					
<b>Core Operating Expenses</b>					
<b>Primary Mission Costs</b>					
Instruction	18,439	12,472	12,290	1.5%	182
Academic Support	4,206	2,599	2,684	-3.2%	(85)
Student Services	3,972	2,997	3,100	-3.3%	(103)
Scholarships & Fellowships	2,946	2,926	2,405	21.7%	521
<b>Subtotal Primary Mission Costs</b>	<b>29,563</b>	<b>20,994</b>	<b>20,479</b>	<b>2.5%</b>	<b>515</b>
<b>Other Core Operating Expenses</b>					
Operations and Maintenance	5,086	4,032	3,667	10.0%	365
Institutional Support	5,657	4,150	4,405	-5.8%	(255)
Research	26	69	14	392.9%	55
Public Service	283	188	191	-1.6%	(3)
<b>Subtotal Other Core Operating Expenses</b>	<b>11,052</b>	<b>8,439</b>	<b>8,277</b>	<b>2.0%</b>	<b>162</b>
<b>Total Core Operating Expenses</b>	<b>40,615</b>	<b>29,433</b>	<b>28,756</b>	<b>2.4%</b>	<b>677</b>
<b>Auxiliary Expenses</b>	<b>14,550</b>	<b>11,070</b>	<b>11,228</b>	<b>-1.4%</b>	<b>(158)</b>
<b>Depreciation Expense</b>	<b>6,093</b>	<b>5,159</b>	<b>4,468</b>	<b>15.5%</b>	<b>691</b>
<b>Transfers and Other (Additions) Subtractions</b>	<b>302</b>	<b>230</b>	<b>233</b>	<b>-1.3%</b>	<b>(3)</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>61,560</b>	<b>45,892</b>	<b>44,685</b>	<b>2.7%</b>	<b>1,207</b>
<b>NONOPERATING REVENUES AND EXPENSES</b>					
State Appropriations	10,224	6,850	7,523	-8.9%	(673)
Nonoperating federal revenue	5,650	5,557	5,655	-1.7%	(98)
Investment Income	-	23	40	-42.5%	(17)
Interest on capital asset related debt	(2,136)	(1,454)	(1,642)	-11.4%	188
Loss on disposal of equipment	-	(42)	(49)	-14.3%	7
Gifts	860	1,016	920	10.4%	96
Fees assessed by the Commission for interest and reserves	(70)	(38)	(38)	0.0%	-
<b>Income Before Other Revenues, Expenses, Gains or Losses and Investment in Martinsburg</b>	<b>(955)</b>	<b>8,214</b>	<b>8,956</b>	<b>-8.3%</b>	<b>(742)</b>
<b>Investment in Martinsburg</b>	<b>955</b>	<b>160</b>	<b>75</b>	<b>113.3%</b>	<b>85</b>
<b>OTHER REVENUES, EXPENSES, GAINS OR LOSSES</b>					
Capital Grants and Gifts	-	1,109	9,433	-88.2%	(8,324)
CTC Net Assets Transfer	-	(1)	(2)	-50.0%	1
Other Post Employment Benefits (OPEB) expense	(340)	(174)	(276)	-37.0%	102
<b>Increase (Decrease) in Net Assets</b>	<b>(\$1,295)</b>	<b>\$9,149</b>	<b>\$18,111</b>	<b>-183.5%</b>	<b>(\$8,963)</b>

## **RECOMMENDATION FOR ADOPTION OF THE FY2015 ANNUAL BUDGET**

The FY2015 budget reflects a decrease in operating revenue of \$318,000 or 0.7 percent. Total operating expense decreases \$1.0 million or 1.6 percent from the 2014 budget.

### **Enrollment**

- Total full-time equivalent (FTE) enrollment for the year is projected to decrease 4.83 percent compared to projected final FTE enrollment for FY2014. This includes both the Shepherdstown campus and Martinsburg Center.
- Total part-time credit for the year is projected to increase by 0.43 percent, with projected increases in part-time credit hours and graduate enrollment.

### **Tuition and Fees**

- In FY2014, the University increased in-state tuition and fees by seven percent and out-of-state fees 4.5 percent. The proposal for FY2015 shows tuition and fees increasing by slightly less than five percent for in-state and out-of-state students.
- Increases for FY2015 are driven largely by a decrease in projected enrollment and a further reduction in the State appropriation.
- Martinsburg revenue is included in tuition and fees.

### **Revenues**

- Total operating revenue is projected to decrease \$318,000 or 0.7 percent.
- Net tuition revenue decreases \$164,000 or 0.8 percent, representing both tuition and fee increases and additional Martinsburg revenues, and reflecting the enrollment decrease.
- Auxiliaries show a projected decrease of 0.8 percent over FY2014, driven by pressure on bookstore sales as well as decreased enrollment projections.

### **Expenditures**

- Total operating expenditures are projected to decrease \$1.0 million or 1.6 percent.
- Auxiliary expenses for FY2015 show a decrease of \$310,000, or 2.1 percent.
- Faculty promotions and a 1.5 percent raise effective July 1, 2014 are fully funded.
- Depreciation is funded at 91 percent.
- Total capital expenditures equal approximately \$2.9 million, including a \$1.4 million dining hall renovation and roof replacement, funded entirely from Auxiliaries.

### **Non-Operating Revenues and Expenses**

- State appropriations reflect the 3.75 percent decrease in Shepherd's allocation, partially offset by the funds for a \$500 raise per state-appropriated employee as well as funds for funding FY2015 fees for the new West Virginia financial management system, Our Advanced Solution with Integrated Systems (wvOASIS).
- Interest expense reflects a \$138,000, or a 6.5 percent decrease over FY2014.

**Table 1**

Enrollment projections for FY2015 for Shepherdstown Campus and Martinsburg Center

	2007	2008	2009	2010	2011	2012	2013	2014	2015	# Difference	% Difference
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Adj. Budget	Adj Proj to 2014 Actual	Adj Proj to 2014 Actual
<b>Total Undergraduate</b>											
<b>Full-time Equivalent</b>	3,279	3,321	3,370	3,484	3,542	3,626	3,629	3,462	3,286	-176	-5.08%
<b>Total PT Credits</b>	11,138	10,951	10,071	10,223	9,769	9,978	9,476	10,580	10,604	24	0.22%
<b>Total Graduate</b>											
<b>Full-time Equivalent</b>	84	105	108	115	118	140	143	158	159	1	0.63%
<b>Total PT Credits</b>	2,010	2,503	2,594	2,749	2,848	3,368	3,438	3,785	3,823	38	1.00%
<b>Total Full-time Equivalent - All Students</b>	3,363	3,426	3,478	3,599	3,660	3,766	3,772	3,620	3,445	-175	-4.83%
<b>Total Credit Hours</b>	13,148	13,454	12,665	12,972	12,616	13,346	12,914	14,365	14,427	62	0.43%



Table 2

**Shepherd University**  
**FY2015 and FY2014 Comparison**  
**Budget Analysis**  
(Dollars in Thousands)

	FY15	% of Total	FY14	Variance	
	Budget	Current Budget	Budget	\$	%
<b>OPERATING REVENUES</b>					
Tuition and Fees	20,196	44.2%	20,380	(184)	-0.9%
Federal Grants and Contracts	1,105	2.4%	1,105	-	0.0%
State and Local Grants and Contracts	4,151	9.1%	4,151	-	0.0%
Private Grants and Contracts	90	0.2%	90	-	0.0%
Sales and Services of Educational Activities	55	0.1%	55	-	0.0%
Auxiliary Enterprises	19,342	42.3%	19,496	(154)	-0.8%
Other Operating Revenues	800	1.7%	800	-	0.0%
<b>TOTAL OPERATING REVENUES</b>	<b>45,739</b>	<b>100.0%</b>	<b>46,077</b>	<b>(338)</b>	<b>-0.7%</b>
<b>OPERATING EXPENSES</b>					
<b>Core Operating Expenses</b>					
<b>Primary Mission Costs</b>					
Instruction	18,077	46.0%	18,439	(362)	-2.0%
Academic Support	3,363	8.6%	4,206	(843)	-20.0%
Student Services	4,311	11.0%	3,972	339	8.5%
Scholarships & Fellowships	3,146	8.0%	2,946	200	6.8%
<b>Subtotal Primary Mission Costs</b>	<b>28,897</b>	<b>73.6%</b>	<b>29,562</b>	<b>(665)</b>	<b>-2.3%</b>
<b>Other Core Operating Expenses</b>					
Operations and Maintenance	4,463	11.4%	5,086	(623)	-12.3%
Institutional Support	5,637	14.4%	5,657	(20)	-0.4%
Research	26	0.1%	26	-	0.0%
Public Service	242	0.6%	284	(42)	-14.9%
<b>Subtotal Other Core Operating Expenses</b>	<b>10,367</b>	<b>26.4%</b>	<b>11,053</b>	<b>(686)</b>	<b>-6.2%</b>
<b>Total Core Operating Expenses</b>	<b>39,264</b>	<b>100.0%</b>	<b>40,615</b>	<b>(1,351)</b>	<b>-3.3%</b>
Auxiliary Expenses	14,240		14,550	(310)	-2.1%
Depreciation Expense	6,746		6,093	653	10.7%
Transfers and Other (Additions) Subtractions	303		303	-	0.0%
<b>TOTAL OPERATING EXPENSES</b>	<b>60,553</b>		<b>61,561</b>	<b>(1,008)</b>	<b>-1.6%</b>
<b>NONOPERATING REVENUES AND EXPENSES</b>					
State Appropriations	9,941		10,224	(283)	-2.8%
Nonoperating federal revenue	5,650		5,650	-	0.0%
Investment Income	-		-	-	n/a
Interest on capital asset related debt	(1,998)		(2,136)	138	-6.5%
Loss on disposal of equipment	-		-	-	n/a
Gifts	860		860	-	0.0%
Payments on behalf of Shepherd University	-		-	-	n/a
Fees assessed by the Commission for interest and reserves	(70)		(70)	-	0.0%
<b>Income Before Other Revenues, Expenses, Gains or Losses and Investment in Martinsburg</b>	<b>(431)</b>		<b>(955)</b>	<b>524</b>	<b>-54.9%</b>
Investment in Martinsburg	431		955	(524)	-54.9%
<b>OTHER REVENUES, EXPENSES, GAINS OR LOSSES</b>					
CTC Net Assets Transfer	-		-	-	n/a
Other Post Employment Benefits (OPEB) expense	(284)		(340)	56	-16.5%
<b>Increase (Decrease) in Net Assets</b>	<b>(715)</b>		<b>(1,295)</b>	<b>580</b>	<b>-44.8%</b>

**Table 3**

**OPERATING INITIATIVES FY2015**

Initiative	Budget
1.5 percent raise and \$1,000 equity for professors	\$400,000
Faculty Promotions	25,000
	\$425,000

**Table 4**

**CAPITAL INITIATIVES FY2015**

Items	Budget
<b>Renovation</b>	
Dining Hall Renovation and Roof Replacement	1,380,000
Frank Center Music Renovation	200,000
*Reynolds Hall Paint, Carpet, Lighting	65,000
White Hall Elevator	170,000
Ikenberry Roof Replacement & Masonry Repair	170,000
<b>Subtotal renovations:</b>	<b>\$ 1,985,000</b>
<b>General Maintenance &amp; Repair</b>	
*Walkway From H Lot to Wellness Center	90,000
*ADA Interior Signage	30,000
*LED Sight Lighting	40,000
*Butcher Center Patio Railing Replacement	15,000
*Butcher Center ADA Internal Signage	15,000
*Exterior Signs (Rt. 45 and Erma Ora Byrd Building Entrance)	100,000
Curb Cut in Lot A for ADA Access	7,000
H Lot Walkway Cut-throughs	20,000
Campus Wayfinding Signage, Phase III	50,000
McMurrin/Reynolds Fire Alarm Upgrade	50,000
Ram Stadium Bleacher Column Repairs	22,000
White Hall Front Entrance Renovation	15,000
Knutti Hall Replace Gutters and Down Spouts	25,000
Frank Center Standing Seam Roof Replacement	150,000
Byrd Science Onity Locks	22,000
Carpet Replacement	100,000
Butcher Center Onity Locks	20,000
CCA I IT Mechanical Room HVAC Replacement	150,000
<b>Subtotal General Maintenance and Repair</b>	<b>921,000</b>
<b>TOTAL CAPITAL INITIATIVES</b>	<b>\$ 2,906,000</b>
* Indicates Strategic/Master Plan Initiative	

## **RECOMMENDATION FOR THE APPROVAL OF THE FY2016 CAPITAL FUNDING PRIORITIES**

West Virginia Higher Education Policy Commission (HEPC) Series 12 requires each higher education institution to file its capital funding priorities with the Commission each year.

The purpose of the annual capital projects list is to identify to the Commission the capital projects which the University would wish to pursue during the next two years, if funding were available. The Commission may receive direct appropriations from the Legislature to fund capital priorities, or the Commission may receive authorization to issue additional capital bonds. In either event, the University's list will be integrated by the Commission with lists from all other institutions and the Commission will establish its statewide priorities for funding projects.

The following list of capital priorities reflects the projects, which would allow the University to begin to implement the objectives of the new Facilities Master Plan and the University's strategic objectives.

The following resolution is recommended for adoption by the Board:

**RESOLVED**, That the Shepherd University Board of Governors approves the Capital Funding Priorities as presented in the agenda book, and authorizes the President to submit the Capital Funding Priorities on its behalf to the West Virginia Higher Education Policy Commission.

**Shepherd University**  
**FY2016 Capital Funding Priorities**

<b>A. Life, Health Safety</b>	<b>\$ 1,560,000</b>
<b>1. Fire Alarm System Upgrades</b>	<b>360,000</b>
Butcher Center	300,000
McMurrin Hall	30,000
Ikenberry Hall	30,000
<b>2. Emergency Egress Lighting</b>	<b>175,000</b>
Butcher Center	
<b>3. Security Cameras</b>	<b>250,000</b>
<b>4. Butcher Center Elevator</b>	<b>175,000</b>
<b>5. Interior and Exterior Door Locks (upgrade antiquated lock system)</b>	<b>250,000</b>
<b>6. Pedestrian Access - Sidewalks</b>	<b>200,000</b>
<b>7. Access to Student Center from EOB Lot for Truck Traffic</b>	<b>150,000</b>
<b>B. Deferred Maintenance</b>	<b>\$ 2,615,000</b>
<b>1. Roofing Replacements</b>	<b>815,000</b>
Knutti Hall	150,000
McMurrin Hall	250,000
Thacher Hall	415,000
<b>2. Exterior Building Envelop - Masonry Repairs</b>	<b>230,000</b>
Stuzman - Slonaker Hall	40,000
White Hall	50,000
Knutti Hall	40,000
Scarborough Library	100,000
<b>3. Pedestrian and Vehicle Circulation</b>	<b>250,000</b>
Repaving Streets and Parkings Lots	250,000
<b>4. Equipment Screen for Frank Center Roof</b>	<b>200,000</b>
<b>5. Butcher Center</b>	<b>1,100,000</b>
Replace Existing Rooftop Units; Install AC on Non-Equipped Original Units	1,100,000
<b>6. Popodicon</b>	<b>20,000</b>
Exterior Painting	20,000
<b>C. Instructional Building Improvements</b>	<b>\$ 18,100,000</b>
<b>1. Frank Center Renovation and Addition</b>	<b>16,000,000</b>
Renovation of Performance Space; Addition to the Frank Center to Expand Instructional Space	
<b>2. Snyder Annex Renovation</b>	<b>500,000</b>
Renovation of Free-Standing Historic Building for Public History Programs	
<b>3. Weight Room Building at Soccer Complex</b>	<b>1,600,000</b>
Replaces Butcher Weight Room Project	1,600,000

**Shepherd University**  
**FY2016 Capital Funding Priorities** (continued)

<b>C. Instructional Building Improvements</b>	<b>\$ 18,100,000</b>
<b>1. Frank Center Renovation and Addition</b>	<b>16,000,000</b>
Renovation of Performance Space; Addition to the Frank Center to Expand Instructional Space	
<b>2. Snyder Annex Renovation</b>	<b>500,000</b>
Renovation of Free-Standing Historic Building for Public History Programs	
<b>3. Weight Room Building at Soccer Complex</b>	<b>1,600,000</b>
Replaces Butcher Weight Room Project	1,600,000
<b>D. Other Facilities Construction and Improvements</b>	<b>\$ 50,693,600</b>
<b>1. King Street Pedestrianization</b>	<b>2,450,000</b>
Conversion of King Street to Pedestrian Walkway; Upgrading of Existing Water Lines	
<b>2. Campus Entrances and Border Definitions</b>	<b>500,000</b>
Construction of Stone Columns, Walls and Landscaping Features to Define University Borders	
<b>3. New Maintenance Facility</b>	<b>6,359,600</b>
Facilities Building, 20,160 square feet	4,533,600
Motor Pool Facility, 2,569 square feet	512,000
Storage Bins, 2,400 square feet	264,000
Demolition of Existing Trailers; Restoration of Existing Site	525,000
Renovation of Existing Maintenance Building for Alternative Use	525,000
<b>4. Demolition of Sara Cree Hall and site restoration</b>	<b>1,000,000</b>
<b>5. Parking Structure</b>	<b>10,000,000</b>
500-Space Parking Structure	
<b>6. New Student Center / Dining Facility</b>	<b>30,184,000</b>
New Student Center (Dining Operations, Conference Rooms, Bookstore and Administrative Offices, 109,000 Square Feet)	
<b>7. Field Houses and Restrooms for Softball and Baseball</b>	<b>200,000</b>
<b>E. Technology Upgrades</b>	<b>\$ 375,000</b>
<b>1. Telephony Upgrade</b>	<b>375,000</b>
Architecture Change to Voice over Internet Protocol (VoIP)	
<b>TOTAL</b>	<b><u>\$ 73,343,600</u></b>

Shepherd University Board of Governors  
Report to the Enrollment Management and Advancement Committee  
June 5, 2014  
Presentation Agenda Item No. 4

## **ENROLLMENT AND ADVANCEMENT UPDATES**

Mr. Scott Roach, Enrollment Management and Advancement Committee Chair, will report on the discussions of the Enrollment Management and Advancement Committee. During its meeting, the committee will be presented additional information about, and discussing in greater depth, items highlighted in the President's Report, including regional trends for enrollment.

Shepherd University Board of Governors  
Report to the Academic Affairs and Student Affairs Committee  
June 5, 2014  
Presentation Agenda Item No. 5

## **ENHANCING PROFESSIONALIZATION: CURRICULAR INITIATIVES**

Just as Shepherd is working to foreground career readiness in the senior capstone experiences, efforts are also being made in crafting curricular initiatives that enhance career preparation. The four following action items all provide students with curricular options that combine liberal learning with career preparation. The two R.B.A. emphases – Business and Social Issues – allow adult R.B.A. students to pursue a group of related courses that will improve their marketability and effectiveness in their chosen fields. The minor in nutrition promotes wellness and also offers opportunities for health- and fitness-related careers. The legal studies concentration in political science offers pre-law students the ability to pursue a course of study that emphasizes legal issues in the context of their major. All of these faculty-approved initiatives are consistent with Shepherd University's identity as a public liberal arts university with well-developed, professional programs.

## **RECOMMENDATION FOR APPROVAL OF THE LEGAL STUDIES CONCENTRATION IN POLITICAL SCIENCE**

### **Rationale**

The Political Science department attracts a significant number of students who identify as pre-law (almost 25 percent of majors). This concentration will respond to their interests and provide a formal acknowledgment of their selection of courses with significant legal content while still covering the full breadth of the Political Science major. The concentration thus nicely ties liberal arts study to student career aspirations.

### **Curriculum**

Specific Core Curriculum requirement: Take PSCI 100 to fulfill Social Sciences Area

Total hours required, 42 hours:

Required courses (21 hours):

PSCI 200	American Political Institutions (3 credits)
PSCI 210	Conduct of Political Inquiry 1 (3 credits)
PSCI 211	Conduct of Political Inquiry 2 (3 credits)
PSCI 302	Introduction to Political Theory (3 credits)
PSCI 304	Introduction to Comparative Politics (3 credits)
PSCI 324	Introduction to International Relations (3 credits)
PSCI 495	Political Science Capstone (3 credits)

Concentration Core Courses (9 hours):

PSCI 320	American Judicial Process (3 credits)
PSCI 400	The Supreme Court and Constitutional Law (3 credits)
PSCI 407	Introduction to International Law (3 credits)

Electives Courses (12 Hours):

PSCI 401	Constitutional Law: Civil Rights and Civil Liberties (3 credits)
PSCI 402	Jurisprudence: The Philosophy of Law (3 credits)
PSCI 415	Politics and Civil Rights (3 credits)
PSCI 499	Human Rights (3 credits)
PSCI 301	Public Policy (3 credits)
PSCI 409	Topics in Constitutional Law (3 credits)
PSCI 404	International Organization of World Government (3 credits)
PSCI 303	Introduction to Public Administration (3 credits)
BADM 312	Business Law 1 (3 credits)
BADM 313	Business Law 2 (3 credits)
BADM 318	Real Estate Law (3 credits)
BADM 320	Employment Law (3 credits)
CRIM 310	Principles of Criminal Law (3 credits)



COMM 400 Medical Law and Ethics (3 credits)  
ENVS 305 Environmental Law and Regulation (3 credits)  
CRIM 311 Criminal Justice Procedures (3 credits)  
CRIM 410 Prosecution and Defense (3 credits)

The following resolution is recommended for adoption by the Board of Governors:

**RESOLVED**, That the Shepherd University Board of Governors approves the Legal Studies Concentration in Political Science, effective for the Fall 2014 academic semester.

## **RECOMMENDATION FOR APPROVAL OF THE MINOR IN NUTRITION**

### **Rationale**

Making proper food choices that provide adequate nutrition is a key component in preventing and treating chronic diseases. The adults and children of West Virginia have the highest rates of heart disease, cancer, diabetes and obesity, all diet-related diseases. The courses offered in this nutrition minor will inform students on the foods and nutrients that prevent chronic diseases and ensure that they are able to create a well-balanced diet that will decrease disease risk. Students will have the foundation needed to make well-informed and well-educated decisions for themselves and their families.

Students who successfully complete this minor in conjunction with most majors will be prepared for jobs in public schools, cooperative extension, dining services, nutrition assessment, food safety and food management. This minor will also prepare students to seek and gain more nutrition education focused on food science, and dietetics.

### **Curriculum**

Total Credit Hours Required = 15; all courses are in Family and Consumer Sciences

FACS 120      Food for Wellness (3 credits)

This course will explore the importance of eating a healthy diet as a way of life, to improve the quality of life, and to prevent future health risks. Emphasis will be placed on food composition and food quality.

FACS 202      Food Science and Technology (4 credits)

A course designed to provide proficiency in the selection and preparation of basic foods and in the planning, preparing, and serving of nutritionally adequate meals.

FACS 318      Nutrition (3 credits)

A study of the functions, sources, and requirements of nutrients. Emphasis is placed on meeting the nutritional needs of individuals of all ages in a variety of situations.

FACS 328      Nutrition and Diet Therapy (2 credits)

A study of the principles of normal nutrition including the major nutrients; the functions of and food sources of the nutrients; nutrient utilization by the body; the relationships of disease, genetics, and nutrition; food safety; and nutritional requirements through the life cycle. Prerequisites: Chem 120 or FACS 318

FACS 330      Life Span Nutrition (3 credits)

This course will explore the nutritional foundations necessary for the growth, development, and normal functioning of individuals in each stage of the life span, from preconception to the final stages of life. This course highlights key nutrition concepts, nutritional needs, nutrition and health disease outcomes and case studies. This course covers nutritional interventions for each part of the life cycle with clinical nutrition topics following normal nutrition topics. Prerequisites: Bio 101 or Chem 101 and Chem 101L or Chem 120 and Chem 120L

The following resolution is recommended for adoption by the Board of Governors:

**RESOLVED**, That the Shepherd University Board of Governors approves the Minor in Nutrition, effective for the Fall 2014 academic semester.

## **RECOMMENDATION FOR APPROVAL OF THE R.B.A. EMPHASIS IN BUSINESS**

### **Program Overview**

The Regents Bachelor of Arts (R.B.A.) degree provides a structured yet flexible means for adult students to complete regular college work and to receive college equivalent credit for selected diverse work and life experiences, as well as military credits. There is no major or minor, but students can take an emphasis that focuses on a specific discipline or area of interest.

### **Rationale**

The R.B.A. Emphasis in Business prepares students for success and career advancement in a wide variety of fields that require managerial acumen. Foundational courses in economics and accounting give students the broad knowledge they need to understand the context of contemporary business, while more specialized courses in management, communication, marketing, ethics and business law provide useful content knowledge.

The R.B.A. Emphasis in Business is responsive to those students completing a four-year degree with an eye toward advancing their careers in the business world – either with their current employers or with other employers.

It is proposed that the R.B.A. emphases would be available to R.B.A. students studying at Shepherdstown or Martinsburg. For students at Martinsburg, the emphases offer a view of the curriculum that is helpful in their planning, regardless of whether they choose to complete an emphasis formally. Combined, the various R.B.A. emphases help clarify for students what courses in Shepherd’s extensive curriculum are frequently offered at times and locations convenient for working adults.

### **Curriculum**

The R.B.A. Emphasis in Business consists of 21 credit hours: two lower division pre-requisite classes in accounting and economics, and five upper division courses in business. The courses that make up the emphasis are:

#### Pre-requisites:

ACCT 201	Introductory Accounting I
ECON 123	Contemporary Economics OR ECON 205 Principles of Macroeconomics

#### Upper Division courses:

BADM	310 Principles of Management OR BADM 311 Small Business Management
BADM	312 Business Law I
BADM	318 Business Ethics
BADM	340 Marketing
BADM	345 Business Communication

In order to achieve the Business emphasis, students must have a grade of “C” or higher in the five upper division courses taken to complete the emphasis.

The following resolution is recommended for adoption by the Board of Governors:

**RESOLVED**, That the Shepherd University Board of Governors approves the R.B.A. Emphasis in Business, effective for the Fall 2014 academic semester.

## **RECOMMENDATION FOR APPROVAL OF THE R.B.A. EMPHASIS IN SOCIAL ISSUES**

### **Program Overview**

The R.B.A. Degree provides a structured yet flexible means for adult students to complete regular college work and to receive college equivalent credit for selected diverse work and life experiences, as well as military credits. There is no major or minor, but students can select an emphasis that focuses on a specific discipline or area of interest.

### **Rationale**

The R.B.A. Emphasis in Social Issues prepares students for success and career advancement in fields related to government agencies, social services, non-profit institutions, health care and law enforcement. Courses provide the skills and content necessary to understand the context for twenty-first century social services.

Students are free to shape their own focus within the guidelines of the emphasis, choosing courses that introduce them to the scholarly and research-based underpinnings of work in social services and non-profit institutions.

The R.B.A. emphases are available to R.B.A. students studying at Shepherdstown or Martinsburg. For students at Martinsburg, the emphases offer a view of the curriculum that is helpful in their planning, regardless of whether they choose to complete an emphasis formally. Combined, the various R.B.A. emphases help clarify for students what courses in our extensive curriculum are frequently offered at times and locations convenient for working adults.

### **Curriculum**

The R.B.A. Emphasis in Social Issues consists of 18 credit hours: six upper-level courses selected from the list below. The courses that make up the emphasis are:

CRIM 310	Principles of Criminal Law
CRIM 325	Corrections
CRIM 340	Treatment and Rehabilitation
FACS 300	Marriage Relations
FACS 403	Consumer Economics
FACS 404	Personal Finance
PSCI 301	Public Policy
PSCI 303	Introduction to Public Administration
PSCI 320	American Judicial System
PSCI 408	Global Problems
PSYC 305	Social Psychology
PSYC 309	Abnormal Psychology
PSYC 325	Health Psychology
PSYC 326	Psychology of Substance Abuse
PSYC 340	Lifespan Development Psychology
SOCI 303	The Family

SOCI 312      Juvenile Delinquency  
SOCI 402      Criminology

In order to achieve the Social Issues Emphasis, students must have a grade of C or higher in the five upper division courses taken to complete the emphasis.

The following resolution is recommended for adoption by the Board of Governors:

**RESOLVED**, That the Shepherd University Board of Governors approves the R.B.A. Emphasis in Social Issues, effective for the Fall 2014 academic semester.

## **SPRING BREAK JAMAICA TRIP**

Dr. Virginia Hicks, Dean of the School of Education and Professional Studies, will provide a synopsis of the Spring Break Jamaica trip taken by faculty and students from education and nursing education.

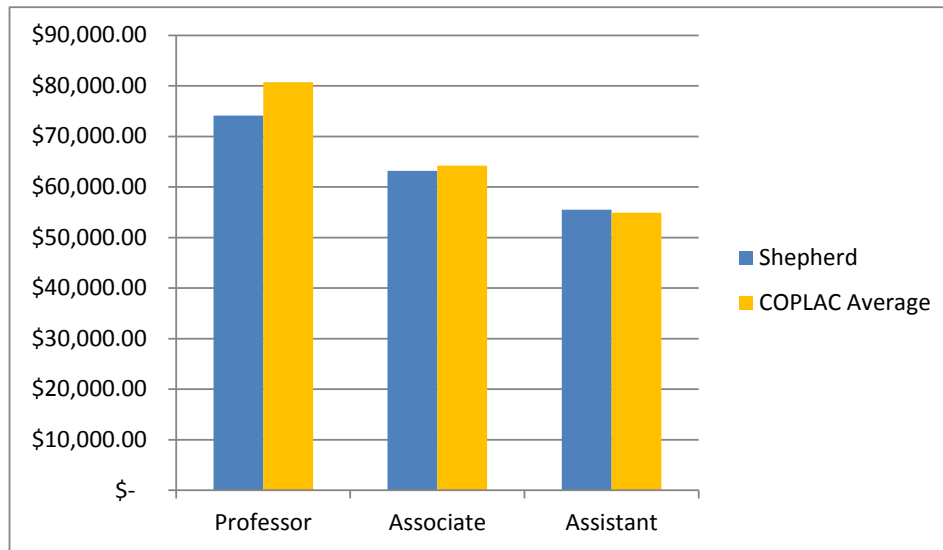


## EMPLOYEE SALARY INCREASES JULY 1, 2014

The University has been attempting to address deficiencies in compensation levels for faculty and staff for a number of years. During the 2008 through 2011 period, mostly flat appropriations from the State made salary enhancements challenging. As separately presented in this Agenda Book, cuts in appropriations during the past several years have exacerbated the problems that come from being underfunded. In spite of our effort to make salary enhancements a priority for the campus, enrollment shortfalls have made significant progress almost impossible. It is therefore recommended that salary increases this summer would be outside of the normal salary policy processes because the percentage increases being recommended are modest in scope.

In particular, we have been concerned about the compression of faculty salaries and the less competitive levels of salaries for faculty who have reached the rank of Professor. This discrepancy can be seen in the chart below comparing 2011 average Shepherd faculty salaries with the averages of all COPLAC institutions.

### 2011 Average Faculty Salaries



Because there is an urgent need to begin to address the inequity of salaries for full professors, it is recommended that a \$1,000 per capita salary enhancement be implemented.

The scope of the appropriations cut for each higher education institution was partly offset by an allocation of \$504 based on each employee budget line of salary funded directly from appropriations. This is approximately one-half of the faculty and 14 percent of our staff.

Although Shepherd's appropriations were reduced by \$383,413, an allocation of \$73,668 was added toward salary adjustment, as well as \$26,000 toward the expenses associated with the new state financial management system, wvOASIS. The net reduction in appropriations is \$283,247.

It is recommended that the University match the Governor's budget proposal for salary increases at Shepherd

with approximately \$295,000 of additional institutional funds to cover the full cost of a 1.5 percent salary increase per capita for all full-time employees and the additional \$1,000 for professors, effective July 1, 2014. If enrollment for the fall semester exceeds our most recent forecasts, some additional salary increase initiatives may be possible in October.

The following resolution is recommended for adoption by the Board:

**RESOLVED**, That the Shepherd University Board of Governors approves salary increases for all employees of 1.5 percent effective July 1, 2014, and immediately thereafter a further increase for all faculty in the rank of professor of \$1,000.

## **ELECTION OF OFFICERS FOR 2014-2015**

As provided by the Board of Governors' Bylaws, elections are to be held each June for the positions of Chairperson, Vice Chairperson, Secretary of the Board, and three members of the Audit and Finance Committee.

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

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

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

Following the election of these officers, the Audit and Finance Committee membership is established.

The Audit and Finance Committee shall consist of three members, all of whom shall have some experience in matters of finance and/or accounting, and shall include at least one member who possesses accounting or financial management expertise; provided, however, that no Board Member may serve on this Committee at any time that said Member is receiving any compensation, directly or indirectly, for consulting or any service provided to the University. The members of the Committee, and its Chair, shall be elected annually by the Board at the Annual Meeting, following an initial nomination by the newly elected Chair.

## **PROPOSED 2014-2015 MEETING DATES**

The following list of dates reflects recommended meeting dates for the 2014-2015 academic year based upon mandated and strategic decision-making processes during the course of the year. The Board must meet at least six times annually. This proposed schedule reflects a total of six meetings, five in-person meetings and one conference call meeting. The meetings of the full board will be preceded by committee meetings that will be generally scheduled for 2:00 p.m. The Chair will lead the discussion for setting a schedule of meetings for the coming year.

### **July**

Propose no meeting.

### **August**

Propose no meeting.

### **September**

September 25, 2014 at 3:50 p.m.

### **October**

Propose no meeting.

### **November**

November 13, 2014 at 3:50 p.m.

### **December**

Propose no meeting.

### **January**

Propose no meeting.

### **February**

February 12, 2015 at 3:50 p.m.

### **March**

March 12, 2015 (Conference Call) at 9:00 a.m.

### **April**

April 9, 2015 at 3:50 p.m.

### **May**

Propose no meeting.

### **June**

June 4, 2015 at 3:50 p.m.