

**SHEPHERD UNIVERSITY  
BOARD OF GOVERNORS MEETING  
9:00 a.m.  
March 14, 2013**

**President's Conference Room, Ikenberry Hall  
Shepherdstown, WV**

**AGENDA  
Regular Session**

- |  |  |
|--|--|
| 1. Call to Order   | Chair Caperton   |
| 2. Public Comments   |  |
| 3. Review and Approval of Proposed 2013-2014 Enrollment,<br>Housing, Dining and Other Fees | Ms. Deborah Judd, Vice President for<br>Administration and Finance |
| 4. New Business  | Chair Caperton   |

Adjournment

## REVIEW AND APPROVAL OF PROPOSED 2013-2014 ENROLLMENT, HOUSING, DINING AND OTHER FEES

Shepherd University is proposing the following total fee increases per semester for FY2014:

**Fees**

Undergraduate In-State	\$211
Undergraduate Out-of-State	\$352
Graduate In-State (per credit hour)	\$ 31
Graduate Out-of-State (per credit hour)	\$ 44

In FY2013, the University increased both in-state and out-of-state fees slightly less than five percent. The proposal for FY2014 increases in-state fees by slightly more than seven percent and out-of-state fees by 4.58 percent. Both of these fee increases were necessary to offset the state budget cuts expected for FY2014.

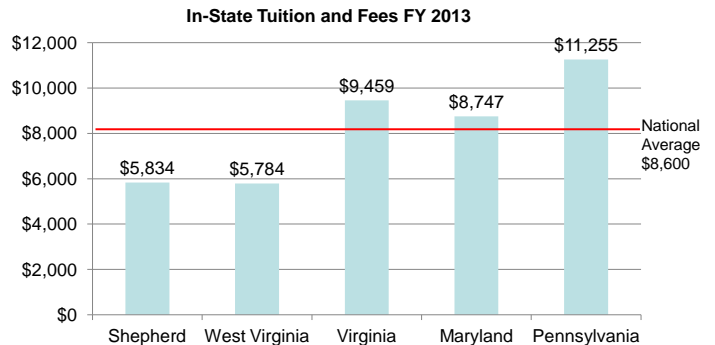
As the charts to the right indicate, Shepherd University with the increase in in-state tuition continues to be on par with the average of competitor institutions among West Virginia public universities. Shepherd is also well below the average of competitor public institutions in Virginia, Maryland, and Pennsylvania, and far below the national average.

Even with the inclusion of room and board costs, Shepherd continues to be well below competitor public institutions in the region, while maintaining a slightly higher rate as compared to the average of competing public West Virginia institutions.

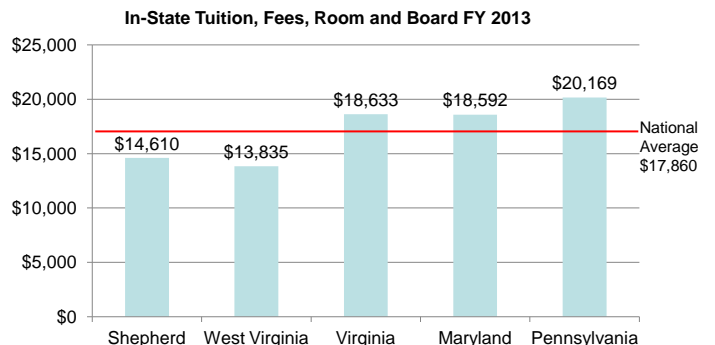
Through careful market evaluation, assessment of financial aid support, ability to pay review, and retention analysis, it is recommended to increase in-state tuition by \$211 and out-of-state tuition by \$352 for the 2013-2014 academic year.

The chart on the following page shows in-state and out-of-state comparisons of tuition, room, and board costs for enrollment peers. The analysis is based on Shepherd student tuition and fee increases of 7.06 percent in-state and 4.58 percent out-of-state, as well as for competitor West Virginia institutions. A five percent room and board increase for all institutions was assumed, while tuition increases were estimated at three percent for Pennsylvania institutions, 3.5 percent for Maryland institutions, and four percent for Virginia institutions.

### Competitor Group Comparison - Public 4 Year Institutions



### Competitor Group Comparison - Public 4 Year Institutions



# Undergraduate University Cost Comparison 2013-2014 (projected)

In- State			Out-of-State			Tuition vs. Tuition	Tuition vs Total	Total vs. Total	App. Fee
Tuition	Room & Board	Total	Tuition	Room & Board	Total				

## West Virginia State Schools

Shepherd University	\$6,245.88	\$ 9,214.80	\$15,460.68	\$ 15,829.23	\$ 9,214.80	\$ 25,044.03				\$35
<b>West Virginia University</b>	\$6,519.95	\$ 9,857.40	\$16,377.35	\$ 19,732.15	\$ 9,857.40	\$ 29,589.55	(\$273.07)	\$8,940.73	(\$916.67)	\$25/45
<b>Fairmont State University</b>	\$5,702.02	\$ 7,791.00	\$13,493.02	\$ 11,744.33	\$ 7,791.00	\$ 19,535.33	\$543.86	\$9,758.66	\$1,967.66	\$0
Bluefield College	\$5,545.71	\$ 7,770.00	\$13,315.71	\$ 10,399.44	\$ 7,770.00	\$ 18,169.44	\$700.17	\$9,914.97	\$2,144.97	\$0
<b>Marshall University</b>	\$6,348.66	\$ 9,581.25	\$15,929.91	\$ 14,567.99	\$ 9,581.25	\$ 24,149.24	(\$102.78)	\$9,112.02	(\$469.23)	\$30
<b>Concord University</b>	\$6,119.55	\$ 7,975.40	\$14,095.35	\$ 13,281.66	\$ 7,975.80	\$ 21,257.46	\$126.33	\$9,341.13	\$1,365.33	\$0
<b>WV Wesleyan **</b>	\$27,625.76	\$ 7,885.50	\$35,511.26	\$ 26,985.82	\$ 7,885.50	\$ 34,871.32	(\$2,179.88)	(\$12,165.08)	(\$20,050.58)	\$35
Blue ridge CTC	\$3,340.27	N/A	\$3,340.27	\$ 5,873.21	N/A	\$ 5,873.21	\$2,905.61	\$12,120.41	\$12,120.41	\$25
<b>Glennville State</b>	\$6,273.72	\$ 8,384.25	\$14,657.97	\$ 14,457.14	\$ 8,384.25	\$ 22,841.39	(\$27.84)	\$9,186.96	\$802.71	\$10
<b>MEAN</b>	\$8,191.28	\$8,557.50	\$15,797.95	\$14,763.44	\$8,557.50	\$22,370.11	(\$2,188.57)	\$7,026.23	(\$379.42)	\$16.88
<b>MEDIAN</b>	\$6,245.88	\$8,180.03	\$14,657.97	\$14,457.14	\$8,180.03	\$22,841.39	\$49.25	\$9,264.05	\$1,084.02	\$17.50

## Virginia State Schools

<b>Virginia Tech</b>	\$11,359.92	\$ 7,616.70	\$18,976.62	\$26,323.44	\$ 7,616.70	\$ 33,940.14	\$4,469.31	\$13,684.11	\$ 6,067.41	\$50
James Madison University	\$9,160.32	\$ 9,061.50	\$18,221.82	\$23,707.84	\$ 9,061.50	\$ 32,769.34	\$6,668.91	\$15,883.71	\$ 6,822.21	\$45
<b>George Mason University</b>	\$10,004.80	\$ 9,712.50	\$19,717.30	\$28,874.56	\$ 9,712.50	\$ 38,587.06	\$5,824.43	\$15,039.23	\$ 5,326.73	\$60
Longwood University	\$11,325.60	\$ 9,576.00	\$20,901.60	\$23,431.20	\$ 9,576.00	\$ 33,007.20	\$4,503.63	\$13,718.43	\$ 4,142.43	\$40
<b>Radford University</b>	\$8,933.60	\$ 8,275.05	\$17,208.65	\$20,502.56	\$ 8,275.05	\$ 28,777.61	\$6,895.63	\$16,110.43	\$ 7,835.38	\$50
<b>University of Virginia</b>	\$12,486.24	\$ 9,889.95	\$22,376.19	\$38,829.44	\$ 9,889.95	\$ 48,719.39	\$3,342.99	\$12,557.79	\$ 2,667.84	\$60
<b>Virginia Commonwealth U</b>	\$10,280.40	\$ 9,185.40	\$19,465.80	\$24,232.00	\$ 9,185.40	\$ 33,417.40	\$5,548.83	\$14,763.63	\$ 5,578.23	\$40
Old Dominion University	\$8,788.00	\$ 9,519.30	\$18,307.30	\$24,263.20	\$ 9,519.30	\$ 33,782.50	\$7,041.23	\$16,256.03	\$ 6,736.73	\$40
Shenandoah University**	\$29,952.00	\$ 9,702.00	\$39,654.00	\$ 29,952.00	\$ 9,702.00	\$ 39,654.00	(\$14,123.77)	(\$4,907.97)	(\$14,609.97)	\$30
Lord Fairfax CC	\$3,992.56	N/A	\$3,992.56	\$9,502.48	N/A	\$ 9,502.48	\$11,836.67	\$21,051.47	\$ 21,051.47	\$0
NOVA	\$4,687.28	N/A	\$4,687.28	\$10,280.40	N/A	\$ 10,280.40	\$11,141.95	\$20,356.75	\$ 20,356.75	\$0
<b>UVA at Wise</b>	\$8,557.12	\$ 9,912.00	\$18,469.12	\$22,716.72	\$ 9,912.00	\$ 32,628.72	\$7,272.11	\$16,486.91	\$ 6,574.91	\$25
University of Mary Washington	\$9,615.84	\$ 10,749.90	\$20,365.74	\$22,422.40	\$ 10,749.90	\$ 33,172.30	\$ 6,213.39	\$15,428.19	\$ 9,223.81	\$25
<b>Bridgewater College</b>	\$29,120.00	\$ 10,867.50	\$39,987.50	\$29,120.00	\$ 10,867.50	\$ 39,987.50	(\$13,390.77)	(\$4,075.97)	(\$10,397.95)	\$30
<b>MEAN</b>	\$12,018.83	\$9,505.65	\$20,166.53	\$23,868.45	\$9,505.65	\$32,016.15	\$3,810.39	\$13,025.19	\$5,526.86	\$35.36
<b>MEDIAN</b>	\$9,810.32	\$9,639.00	\$19,221.21	\$23,969.92	\$9,639.00	\$33,294.85	\$6,018.91	\$15,233.71	\$6,321.16	\$40.00

## Maryland State Schools

<b>University of Maryland</b>	\$9,219.78	\$ 10,597.65	\$19,817.43	\$ 28,242.05	\$ 10,597.65	\$ 38,839.70	\$6,609.45	\$15,824.25	\$ 5,226.60	\$55
<b>Frostburg State University</b>	\$7,696.26	\$ 8,185.80	\$15,882.06	\$ 18,240.84	\$ 8,185.80	\$ 26,426.64	\$8,132.97	\$17,347.77	\$ 9,161.97	\$30
Towson University	\$8,416.62	\$ 10,854.90	\$19,271.52	\$ 20,445.39	\$ 10,854.90	\$ 31,300.29	\$7,412.61	\$16,627.41	\$ 5,772.51	\$45
Frederick CC	\$4,071.69	N/A	\$4,071.69	\$ 10,654.29	N/A	\$ 10,654.29	\$11,757.54	\$20,972.34	\$ 20,972.34	\$0
Hagerstown CC	\$3,736.35	N/A	\$3,736.35	\$ 7,213.95	N/A	\$ 7,213.95	\$12,092.88	\$21,307.68	\$ 21,307.68	\$0
<b>Salisbury University</b>	\$7,969.50	\$ 9,576.00	\$17,545.50	\$ 16,607.61	\$ 9,576.00	\$ 26,183.61	\$7,859.73	\$17,074.53	\$ 7,498.53	\$45
<b>UMBC</b>	\$10,105.74	\$ 11,016.60	\$21,122.34	\$ 21,553.88	\$ 11,016.60	\$ 32,570.48	\$5,723.49	\$14,938.29	\$ 3,921.69	\$50
<b>Hood College**</b>	\$33,430.50	\$ 11,455.50	\$44,886.00	\$ 3,343.05	\$ 11,455.50	\$ 14,798.55	(\$17,001.27)	(\$8,386.47)	(\$19,841.97)	\$35
<b>McDaniel**</b>	\$37,053.00	\$ 8,127.00	\$45,180.00	\$ 37,053.00	\$ 8,127.00	\$ 45,180.00	(\$21,233.77)	(\$12,008.97)	(\$20,135.97)	\$50
<b>St. Mary's of Maryland</b>	\$15,538.46	\$ 11,870.25	\$27,408.71	\$ 28,538.06	\$ 11,870.25	\$ 40,408.31	\$290.77	\$9,505.57	\$ (2,364.68)	\$50
<b>Mt. Saint Mary's University**</b>	\$34,107.39	\$ 11,568.90	\$45,676.29	\$ 34,107.39	\$ 11,568.90	\$ 45,676.29	\$15,787.23	(\$9,063.36)	(\$16,086.74)	\$35
<b>MEAN</b>	\$15,576.84	\$10,361.40	\$24,054.35	\$20,545.41	\$10,361.40	\$29,022.92	\$3,349.24	\$9,467.18	\$1,402.91	\$35.91
<b>MEDIAN</b>	\$9,219.78	\$10,854.90	\$19,817.43	\$20,445.39	\$10,854.90	\$31,300.29	\$7,412.61	\$15,824.25	\$5,226.60	\$45.00

## Pennsylvania State Schools

<b>Shippensburg University</b>	\$9,428.62	\$ 8,305.50	\$17,734.12	\$ 17,705.70	\$ 8,305.50	\$ 26,011.20	\$6,400.61	\$15,615.41	\$ 7,309.91	\$30
Bloomsburg University	\$8,593.29	\$ 7,872.90	\$16,466.19	\$ 18,614.48	\$ 7,872.90	\$ 26,487.38	\$7,235.94	\$16,450.74	\$ 8,577.84	\$30
Slippery Rock University	\$9,009.41	\$ 9,832.20	\$18,841.61	\$ 12,379.64	\$ 9,832.20	\$ 22,211.84	\$6,819.82	\$16,034.62	\$ 6,202.42	\$30
York College of PA**	\$17,015.60	\$ 9,765.00	\$26,780.60	\$ 17,098.20	\$ 9,765.00	\$ 23,670.00	(\$1,186.37)	\$8,028.43	(\$1,736.57)	\$30
<b>Penn St. Mont Alto</b>	\$13,756.68	\$ 10,174.50	\$23,931.18	\$ 20,608.92	\$ 10,174.50	\$ 30,783.42	\$2,072.55	\$11,287.35	\$ 1,112.85	\$50
<b>MEAN</b>	\$11,560.72	\$9,190.02	\$20,750.74	\$17,281.39	\$9,190.02	\$25,832.77	\$4,268.51	\$13,483.31	\$4,293.29	\$34.00
<b>MEDIAN</b>	\$9,428.62	\$9,765.00	\$18,841.61	\$17,705.70	\$9,765.00	\$26,011.20	\$6,400.61	\$15,615.41	\$6,202.42	\$30.00

\*\* Private Institution, no change in rates for resident/non-resident

**BOLD = 4 year Competitor**

### Definitions:

Tuition vs. Tuition = VA, MD, PA in-state tuition vs. SU out-of-state tuition

Tuition vs. Total = VA, MD, PA in-state tuition vs. SU out-of-state tuition + Room/Board

Total vs. Total = VA, MD, PA in-state tuition + Room/Board vs. SU out-of-state tuition + Room/Board

\*Data collected from College Board

The University has also proposed increasing the charge for non-sufficient funds checks. The State has increased Shepherd's charge from \$10 per item to \$15 per item. The proposed increase to \$20 is being recommended in anticipation of further increases by the State, and to reduce the number of times needed to adjust the fee.

Table 1

**Shepherd University  
Summary of Proposed Fees  
Fiscal Year 2013 - 2014**

**Baccalaureate Fees Per Semester**

	In-State			Out-of-State		
	Current	Proposed	Requested Increase	Current	Proposed	Requested Increase
Operations Fee (renamed Tuition)	\$ 1,792	\$ 2,177	\$ 385	\$ 5,968	\$ 6,494	\$ 526
Student Activity Fee (consolidated with Tuition)	95	-	(95)	95	-	(95)
Medical Fee (consolidated with Tuition)	26	-	(26)	26	-	(26)
Technology Fee (consolidated with Tuition)	66	-	(66)	66	-	(66)
Tuition and Registration Capital Fee (renamed Capital Fee)	175	175	-	650	650	-
Capital Infrastructure Fee (renamed Capital Fee)	48	48	-	48	48	-
Capital Fee	69	69	-	69	69	-
Athletics Equity Fee	68	73	5	68	73	5
Athletics Fee	197	202	5	197	202	5
Wellness Center Operating Fee (renamed Auxiliary Services Fee)	74	183	109	74	183	109
Student Union Fee (consolidated and renamed Auxiliary Services Fee)	106	-	(106)	106	-	(106)
Wellness Center Capital Fee (renamed Auxiliary Capital Fee)	201	201	-	201	201	-
<b>Total Fees</b>	<b>\$ 2,917</b>	<b>\$ 3,128</b>	<b>\$ 211</b>	<b>\$ 7,568</b>	<b>\$ 7,920</b>	<b>\$ 352</b>
<b>Percentage Increase</b>			<b>7.06%</b>			<b>4.59%</b>

Note: Percentage increase excludes the Athletics Equity Fee increase.

**Graduate Fees Per Credit Hour**

	In-State			Out-of-State		
	Current	Proposed	Requested Increase	Current	Proposed	Requested Increase
Tuition and Capital Fees per Credit Hour	\$ 351	\$ 382	\$ 31	\$ 498	\$ 542	\$ 44
<b>Percentage Increase</b>			<b>8.83%</b>			<b>8.84%</b>

**Additional Fees:**

Non-sufficient funds check charges (all students)  
Percentage Increase

Current	Proposed	Requested Increase
\$ 10	\$ 20	\$ 10
		<b>100.00%</b>

## Residence Life and Dining Services Increases

### Room Fee Increases

Residence Life proposes an average 5.26 percent increase for all traditional, suite, and apartment classifications of residence rooms. These increases will allow housing costs to be competitive within the State and around the region while meeting anticipated operational costs and planned capital projects.

The proposed per semester costs for housing for FY2014 are:

Room Type	FY 2013 Fees	FY 2014 Fees	\$ Increase
Traditional Room	\$ 2,327	\$ 2,420	\$93
Suite	2,679	2,815	136
Apartment	2,925	3,095	170

### Meal Plan Fee Increases

Dining Services proposes rate increases averaging 3.48 percent across all current traditional meal plans offered to students at Shepherd University. This will include a \$65 dollar increase to the Basic 19, Flex 15, and Upper Class 12 plans, as well as a \$70 increase to the Block 300 plan.

These meal plans will continue to place dining services in the best competitive position within the region with respect to student services while meeting economic objectives. With these plans, Shepherd University Dining Services will continue to be a strong supporter of the University's mission and particularly the University's efforts toward recruitment and retention.

This change will increase the per semester rate of the three traditional meal plans as follows for FY2014:

Plan	Meals	FY 2013 Fees	FY 2014 Fees	\$ Increase
The Basic	19 per week	\$ 1,885	\$1,950	\$65
The Flex	15 per week and \$115 in Dining Dollars	1,855	1,920	65
The Upper Class	12 per week and \$225 in Dining Dollars	1,815	1,880	65
Block 300	300 meals total and \$200 Dining Dollars	2,100	2,170	70

The staff recommendation for consolidating several of the components of required enrollment fees was described in the February Agenda Book, a copy of which is provided again, for reference.

For the Martinsburg satellite campus, it is recommended that the total required enrollment fees be equivalent to the in-state and out-of-state rates applicable to all other students. It is further recommended that the Board delegate to the President discretionary authority in two respects.

Even with the fee consolidations that have been proposed, some itemized fees for capital, auxiliaries, and athletics will remain in place. As the University continues to develop the new Martinsburg initiative, flexibility of whether to include Martinsburg enrollments in the traditional auxiliaries and athletics fees and associated programs will allow the University to adapt the Martinsburg initiative to the model that best serves these students. If any auxiliary or athletics fees are eliminated from Martinsburg enrollment assessments, they would be substituted on a dollar for dollar basis with a satellite campus fee. Capital fees would not be eliminated for the Martinsburg students, due to bonding obligations.

The Martinsburg initiative will include new efforts to establish ongoing enrollment programs with businesses or other partners. It is recommended that the Board delegate to the President the authority to enter into agreements with employers and other higher education institutions for tuition discounts for their employees and/or students.

The following resolutions are recommended for adoption by the Board:

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

**RESOLVED FURTHER**, That the President is authorized to make such adjustments in the components of the total tuition and required enrollment fees applicable to Martinsburg satellite campus enrollments as may be deemed prudent, and to report the same to the Audit Committee as may be appropriate from time to time.

**RESOLVED FURTHER**, That the President is authorized to enter into agreements with businesses and higher education institutions in Berkeley, Jefferson and or Morgan Counties, as well as any adjacent county in Maryland or Virginia, to provide for discounts in the tuition and other required enrollment fees for students covered by such agreements.

**From the February 21, 2013 Board of Governors Agenda Book:**

Shepherd University Board of Governors  
February 23, 2013  
Discussion Agenda Item No. 2

**PROPOSED 2013-2014 ENROLLMENT, HOUSING,  
DINING AND POSSIBLE FEE CONSOLIDATIONS**

Shepherd University formed the Budget Advisory Council (Council) for 2013-2014 budgetary decisions. The Council is comprised of three of each of the four campus constituency groups of faculty, classified staff, non-classified staff and students. In addition, there are non-voting support staff, members of the Executive Staff and Deans Council present for the Council's meetings. The objective of the Council is to recommend the tuition increase; determine which initiatives to fund for 2013-2014; and identify funding sources for those initiatives given budget cuts by the State of West Virginia.

**Tuition and Fee Percentage Increase**

Taking into consideration the possible 8.9 percent state budget cuts and through review of projected cost comparisons for Shepherd's competitors, the Council endorsed an in-state and out-of-state tuition and fee increase up to the level of the state cuts. The Council recommended that the tuition and fee percentage increase should not be finalized until the State makes its final determination of a budget cut and that in no way should Shepherd out-price itself against its competitors. These conclusions are recommended for adoption by the Board.

**Consolidation of Fees**

A proposed consolidation of the diverse mandatory enrollment fees was presented to the Council, which the Council does recommend. Shepherd currently has 12 individual fees charged to all students. A plan to consolidate that structure to seven fees was presented. State code amendments several years ago provide for institutions to charge Tuition and Required General and Education Fees. Shepherd has four fees that fall into this category. These include the Operations Fee, the Technology Fee, the Student Activity Fee and the Medical Fee. By consolidating these four fees into one, more traditional Tuition Fee, the institution would have more flexibility in directing its dollars and the bill for the student would become more streamlined. In addition, because some aid and third party payments on behalf of students are restrictive, by collapsing the fees into one, more fees may become eligible for payment on behalf of students so that the out-of-pocket dollars a student could be responsible for may ultimately be lowered.

In addition to the Tuition and Required General and Education Fee, the state code allows for a standard auxiliary fee to be charged. Shepherd currently has two auxiliary fees that were identified to collapse into the Auxiliary Fee. Those fees were the Student Union Fee and the Wellness Center Fee.

Other categories of fees include Capital Fees, the Athletics Fee, and the Equity Fee. These fees cannot be consolidated at this time because Shepherd has these items specifically identified for uses that would prevent consolidation.

Several concerns have been raised regarding consolidation. The first concern is that the budgets those fees currently support. The budgets will remain separate and identifiable; consolidation would not collapse the tracking of the areas in which these fees support. Currently when one of the fees – student

activity, technology or medical – is determined to require an increase for an upcoming budget year, a separate fee increase is proposed and considered. With a consolidated fee model, separate fees would not need to be considered. Instead, specific initiatives for all areas would be brought forward in the annual budget process for consideration and funding.

Another concern is fee transparency. While Shepherd would be collapsing some fees it is important to note the largest part of the institution's current tuition is the operations fee, which supports the remaining operations of the University and those areas of support are not specifically identified. The resulting tuition and fee definitions will be communicated with both internal and external audiences, including updating the catalog to reflect the areas of support from the consolidated Tuition Fee.

### **Room and Board**

Auxiliary Services is planning both a room and a board increase for 2013-2014 that will fund increases in operating expenses, including personnel raises.

The proposed room rate increase is 5.4 percent. The 2013-2014 projected peer institution rate increase is approximately five percent. It is important to note that while Shepherd's percentage increase may be higher than peer institutions, the dollar value of the fees will remain at or below competitor rates.

The proposed board rate increase is 3.48 percent. The 2013-2014 projected peer institution rate increase is approximately three percent. Likewise, the dollar value of these fees will remain at or below competitor rates.

### **Other Fees**

Shepherd is still reviewing possible fee increases for Athletics, Equity, Student Union and any recommended course fees that are brought forward. Those will be presented in their finalized form along with final proposed tuition and fee recommendations at the March conference call meeting of the Board of Governors, following a presentation to the Student Government Association.