

WEST VIRGINIA UNIVERSITY
BOARD OF GOVERNORS

February 9, 2007

The forty-seventh meeting of the West Virginia University Board of Governors was held on February 9, 2007, in the Mountainlair on the WVU Campus in Morgantown, W.V. Board members in attendance were Hank Barnette, Betty Chilton, Tom Clark, Linda Dickirson, Tom Dover, Jason Gross, Steve Farmer, Steve Goodwin, Russ Isaacs, Michael Lastinger, Doug Leech, Carolyn Long, Ted Mattern, Paul Martinelli, Drew Payne, Parry Petroplus, and Robert Wells.

WVU officers, and regional campus officers and representatives present were:

From WVU:

President David C. Hardesty, Jr.;

Provost and Vice President for Academic Affairs and Research, Gerald Lang;

Vice President for Health Sciences, Bob D'Alessandri;

Vice President for Administration, Finance & Human Resources, Narvel Weese;

Vice President for Research and Economic Development, John Weete;

Vice President for Human Resources, Margaret Phillips;

Vice President for Advancement & Marketing;

Chief of Staff, Jennifer Fisher;

General Counsel, Tom Dorer;

Executive Officer for Government & Community Relations, Dave Miller;

Executive Officer for Social Justice, Jennifer McIntosh;

Sr. Associate Vice President for Health Sciences, Fred Butcher;

Special Assistant to the President/Provost, & Assistant BOG Secretary, Ginny Petersen;

Associate Vice President for Finance, Dan Durbin;

Associate Vice President for Facilities, Joe Fisher;

Director of Facilities Planning, Rob Moyer;

Associate Provost for Academic Programs, Cheryl Torsney;

Associate Provost for Information Technology, Sid Morrison;

Assistant Vice President for Enrollment Management, Brenda Thompson;

Executive Director for Students Affairs, Mary Collins;

Assistant Vice President for Planning, Liz Reynolds;

Executive Assistant to the President, Sara Master;

Director of University News Service, Becky Lofstead;

Director of Internal Audit, William Quigley;

Chair of the Faculty Senate, Parvis Famouri

President of Staff Council, Terry Nebel;

Director of SABO, Les Carpenter;

Associate Director of Extension, David Snively;

From WVU at Parkersburg:

Marie Foster Gnage, Campus President

Joe Badgley, Executive Dean

From West Virginia University Institute of Technology:

Lanny Janeksela, Vice President for Academic Affairs;

From the Community & Technical College at WVUIT

Jo Harris, Campus President

From Potomac State College of West Virginia University

Kerry Odell, Campus Provost;

Members of the Press were also present.

CALL TO ORDER

The meeting was called to order by Board Chairman, Stephen Goodwin at 8:30 a.m.

NEW BOARD MEMBER

Chairman Goodwin introduced Carolyn Long, newly appointed member of the Board of Governors, and welcomed her to the Board. General Counsel Tom Dorer administered the Oath of Office to Mrs. Long.

EXECUTIVE SESSION

Mr. Isaacs moved that the West Virginia University Board of Governors go into executive session pursuant to West Virginia Code §6-9A-4(b)(2)(A), (9) and (12); and West Virginia Code §29B-1-4. The motion was seconded and passed, and the Board thereupon met in executive session. Following the discussion, Mr. Isaacs moved that the Board rise from executive session. The motion was seconded and passed.*

The Board then recessed for a Committee meeting, reconvening at 10:15 a.m.

APPROVAL OF MINUTES

Mr. Isaacs moved that the minutes of the meeting of December 15, 2006 be approved. The motion was seconded and passed.

PRESIDENT'S REPORT

President Hardesty discussed the manner in which the various campuses are managed and led. As an example of the leadership structure he focused on the Enrollment Management Committee on the Morgantown campus. His report is attached as Appendix A.

RECOGNITION OF OUTGOING BOARD MEMBER

Chairman Goodwin recognized outgoing BOG member Mark Manchin with a Resolution thanking him for his service on the Board, and a small gift. Dr. Manchin expressed his appreciation for the reception he received from the Board, and noted how much he had enjoyed his time as a BOG member.

COMMITTEE REPORTS

Audit Committee: Russ Isaacs reported that the Audit Committee had met on Thursday, February 8, 2007, and heard reports from the External Auditor, the Vice President for Administration and Finance, the General Counsel, and the Internal Auditor and the Athletic Compliance Officer.

BOARD ITEMS

Annual Report of the President of West Virginia University at Parkersburg

Dr. Marie Foster Gnage, President of West Virginia University at Parkersburg gave her annual report, noting the many things for which they could claim to be first in the State. She reported that the Building Stabilization project is complete, and gave an update on their progress towards meeting their strategic plan. She discussed her concerns for the future, which centered primarily on their limited ability to raise tuition, increasing demand which may exceed capacity, and the need to be able to respond quickly, and without encumbrances, to opportunity.

Legislative Update

David Miller, Executive Officer for Government and Community Relations, reported on the activities of the West Virginia Legislature to date. He noted that the Governor and the Chancellor had both been supportive of increases for Higher Education for this year, but no legislation has yet been passed. He is monitoring other legislation the could impact West Virginia University, but noted that there is no major Higher Education bill to track this year, as there have been in previous years.

Mr. Barnette asked that a list of issues to be addressed that would give WVU more flexibility be compiled.

Health Sciences Center Research CD

Vice President for Health Sciences, Bob D'Alessandri, distributed CDs to all in attendance, and explained that they contained moving stories of people who have benefited directly from new treatments discovered through research. He encouraged all to study the information, to better understand the impact that medical research can have on people's lives. He also noted that this message will be delivered to policy makers throughout the state and nation.

FY2007 Forecast & Financial Performance as of 12/31/2006

Key Monthly Indicators & Capital Projects Status Reports

Vice President for Administration and Finance, Narvel Weese, presented information for the six month period ending December 31, 2006, as well as an analysis of the key monthly indicators for the remaining months of the year. All appears to be in good order. He also noted the External Auditors, Deloitte & Touche, have finished their soft audit for the first six months of the fiscal year.

Capital Projects Construction Update.

Associate Vice President for Facilities, Joe Fisher, presented a slide show and report on the status of the various construction projects at WVU – Morgantown, WVU – Parkersburg, and Potomac State College of WVU.

CONSENT AGENDA

Chairman Goodwin called for discussion of the Consent Agenda items. There being none (Dr. Lastinger had asked about the Oglebay Hall Bridge under the Construction Update above.) Mr. Isaacs moved for approval of the items as presented, as well as two items discussed in executive session. The motion was seconded and the following items were approved.

1. Changes in Program Name and Degree Names – HR&E

Resolved: That the West Virginia University Board of Governors approves a program name change in the College of Human Resources and Education from Technology Education to Instructional Design and Technology

Resolved: That the West Virginia University Board of Governors approves corresponding degree changes from Master of Arts in Technology Education to Master of Arts in Instructional Design and Technology; and Ed.D. with specialization in Technology Education to Ed.D. with specialization in Instructional Design and Technology.

2. Pathologist's Assistant Degree Program

Resolved: That the West Virginia University Board of Governors approves the establishment of a program leading to a Master of Health Science – Pathologist's Assistant Degree.

3. Change from DSN to PhD in Nursing

Resolved: That the West Virginia University Board of Governors approves a Degree change from a DSN in Nursing to a Ph.D. in Nursing.

4. New Majors in Davis College of Agriculture, Forestry & Consumer Sciences

Resolved: That the West Virginia University Board of Governors approve the offering of three new Majors in the Davis College of Agriculture, Forestry and Consumer Science – Agroecology, Applied and Environmental Microbiology, and Soil Science.

5. Change in Degree Granting Authority

Resolved: That the West Virginia University Board of Governors makes the CTC at WVU Tech the degree granting institution for the Plus-2 Bachelor of Science in Engineering Technology, Electronic Engineering Technology, and Industrial Technology degrees.

6. Intent to Plan a Bachelor of Arts in Multi-Disciplinary Studies

Resolved: That the West Virginia University Board of Governors approves the Intent to Plan a Bachelor of Arts in Multi-Disciplinary Studies by West Virginia University at Parkersburg

7. West Virginia University Ten-Year Facilities Master Plan

Resolved: That the West Virginia University Board of Governors approves the West Virginia University Ten-Year Facilities Master Plan.

8. Athletic Facilities Improvement Projects

Resolved: That the West Virginia University Board of Governors approves three Athletic Facilities Improvement Projects: Upgrading the Puskar Facilities Center, Expansion of Touchdown Terrace Club, and Replacement of Stadium Turf

9. Boreman Bistro Renovation Project

Resolved: That the West Virginia University Board of Governors approves the Boreman Bistro Renovation project based on funding availability.

10. Downtown Infrastructure Phase II Project

Resolved: The West Virginia University Board of Governors approves the \$8.9 million Phase 2 of the Downtown Infrastructure Project.

11. West Virginia University Law Center Abatement and Renovation Project

Resolved: That the West Virginia University Board of Governors approves the abatement and renovation of the classroom portion of the current Law Center

12. Oglebay Hall Pedestrian Bridge Project

Resolved: That the West Virginia University Board of Governors approves the Oglebay Hall Pedestrian Bridge project

13. Connector Building at Potomac State College

Resolved: That the West Virginia University Board of Governors approves a proposed new connector building linking the Administration building and Academy Hall at Potomac State College of West Virginia University.

14. WVU Tech Old Main Life Safety Upgrades Project

Resolved: That the West Virginia University Board of Governors approves the West Virginia University Institute of Technology Old Main Life Safety Upgrades project

15. Reallocation of Higher Education Policy Commission (HEPC) Bond Funds

Resolved: That the West Virginia University Board of Governors approves transfer of \$2,072,000 of HEPC bond funds from the Downtown Infrastructure Project to the Allen Percival Hall Abatement Project and the Brooks Hall Project.

16. Lease/Purchase Authorizing and Reimbursement Resolution

Resolved: That the West Virginia University Board of Governors approves a modification to the lease/purchase authorizing a reimbursement resolution adopted at the November 10, 2006 meeting, the attached Lease/Purchase Authorizing and Reimbursement Resolution

17. Transfer of Real Estate to the City of Weston

Resolved: That the West Virginia University Board of Governors approves the conveyance of two parcels of real estate, containing 900 square feet each, to the City of Weston, acting by and through its Sanitary Board, for two new sanitary sewer lift stations, which shall be constructed on WVU parcels at Jackson's Mill in Lewis County, WV.

18. Approval of Honorary Degree Candidates

Resolved: That the West Virginia University Board of Governors approves as presented six honorary degree candidates for West Virginia University, and one candidate for WVUIT. The persons to be honored will be announced at a later date.

19. Institutional Board of Advisors Appointments

Resolved: That the West Virginia University Board of Governors approve two new members to the West Virginia University Institute of Technology Institutional Board of Advisors, Mr. Doug Epling and Mr. Danny Scalise.

NEXT MEETING

Mr. Goodwin announced that the next meeting will be held on April 13, 2007.

ADJOURNMENT

There being no further business, the meeting was adjourned at 12:00 noon.

Elizabeth E. Chilton
Secretary

Appendix A

February 7, 2007

To: Board of Governors

Fr: David C. Hardesty, President

Re: Leadership Committees at West Virginia University

The Board is familiar with the strategic planning processes for West Virginia University's 2010 Plan, *Building the Foundation for Academic Excellence*, including task force work to develop the plan, implementation team efforts, and the annual report, but other leadership committees are less well known.

The attached report summarizes the leadership and management structure of the University that is used to develop policy, budget, and capital recommendations before they are submitted to the Board.

University leadership includes three types of committees that address the short-term and long-term needs of the University. Two upper-level policy groups, the 8:15 Group and the Deans' Council, are the leadership teams responsible for enacting initiatives consistent with the University's vision and mission. Five standing committees consider the specific needs of their charge areas, which are budget, capital expenditures, enrollment, academic initiatives, and research. When a policy group or standing committee recognizes the need for an in-depth analysis of a specific issue, a unit strategic planning committee or targeted task force may be initiated to evaluate and make recommendations for long-term planning or a current concern.

Although this report describes the specific committees currently providing leadership on the main campus, this organizational model also applies to the University's regional campuses.

Leadership Committees at West Virginia University

Committee	Mission	Membership
University Management Teams:		
8:15 Group	Leadership of WVU's vision and mission	President, vice-presidents, executive officers
Deans' Council	Academic Policy	Provost, associate provosts, deans, directors
Standing Committees:		
Budget Planning Committee	General university budget	Provost, vice-presidents, budget-related assistant/associate provosts/vice presidents
Capital Planning Committee	University-wide capital expenditures	Provost, Vice-President for Finance, Administration & HR, related assistant/associate provosts/vice-presidents
Enrollment Management Council	Undergraduate recruitment, scholarship policy, retention efforts	Vice-president for University Advancement and Marketing, Enrollment-related assistant/associate provosts/vice-presidents, WVU Foundation, Senior Associate Provost
Strategic Planning (2010 Plan) Implementation Team	Strategic academic initiatives	Provost, selected faculty, staff, and dean
WVU Research Corporation Board of Directors	Support of WVU's research agenda	President, Provost, Vice-President for Research and Economic Development, deans, faculty
Targeted Task Force:		
Targeted Task Force	Issue evaluation and recommendations for change	Administrators, faculty, staff, students, external constituents
Unit Strategic Planning Committee	Strategic planning for the unit	Administrators, faculty, staff, students, external constituents

University Leadership and Management

University leadership includes three types of committees that address the short-term and long-term needs of the University. Two upper-level policy groups, the 8:15 Group and the Deans' Council, are the leadership teams responsible for enacting initiatives consistent with the University's vision and mission. Five standing committees consider the specific needs of their charge areas, which include budget, capital expenditures, enrollment, academic initiatives, and research. These committees oversee University operations and develop policy or operational changes to improve the functioning of their respective areas. Significant policy recommendations from the standing committees are forwarded to upper-level policy groups. When a policy group or standing committee recognizes the need for an in-depth analysis of a specific issue, a targeted task force or unit strategic planning committee may be initiated. These task forces are charged with evaluating and making recommendations related to either a current concern or long-term planning strategies.

8:15 Group

Leadership and planning are inseparable activities in an institution of the size and complexity of West Virginia University. One cannot exist without reliance and dependence on the other. Indeed, only through the merging of these activities can a major university continue to grow and deal with the myriad of day to day issues while envisioning and effecting a brighter future. Leadership, as evidenced in WVU's most senior administrators, has propelled the University to the forefront nationally in its core mission of instruction, research, and service. Their task is to steer WVU in the appropriate direction by using their accumulated experience, planning, and negotiation skills. This involves both short and long term decisions. The President, Provost, Vice Presidents, and other senior executives of the university sit on this committee. This committee is responsible for the ongoing vision, mission, and future direction of West Virginia University. In addition, the 8:15 Group is responsible for managing various programs and services in a manner that is congruent with the university's vision and mission statement.

Deans' Council

The Deans' Council meets with the Provost monthly to share important information and data regarding academic affairs and to consider major academic policies. It consists of all deans, associate provosts, and several assistant and associate VPs.

The Budget Planning Committee

The Budget Planning Committee serves as the primary unit for recommending monetary allocations for the University. The Committee oversees the General University's budget policies and processes and ensures that dollars are directed towards programs, projects, and services that are critical to furthering the University's vision and goals. It approves tuition and fee schedules, reviews pro forma budgets for the General University and auxiliaries, approves funds for salary increases, and reviews budget requests from vice presidents for additional funding. When budget reductions are required, the Committee approves the formulas used to distribute the cuts. The Committee's charge is to ensure that the University's fiscal position remains strong through managed allocation of resources. Proposals from various University organizations, legislative initiatives, and senior management projects are forwarded to

this committee for consideration within the scope of institutional fiscal and academic well-being. The Committee is comprised of senior representatives from Academic Affairs, Student Affairs, Health Sciences, Administration, Finance and Human Resources, University Advancement and Marketing, and the Chief of Staff. The Budget Planning Committee is chaired by the Provost of the University.

The Capital Planning Committee

The Capital Planning Committee focuses on facilities, acquisitions, maintenance, and upkeep of the campus. Like the Budget Planning Committee, it is comprised of senior representatives from Academic Affairs, Student Affairs, Administration, Finance and Human Resources, University Advancement and Marketing, and the Chief of Staff. It is important to note that the Provost chairs both the Capital Planning Committee and the Budget Planning Committee, ensuring consistency of expenditures in relation to institutional mission. With a campus of the size and complexity of WVU, providing up-to-date facilities in good operating order is a large task. Buildings are in constant need of repair, upgrades, technological enhancements, and safety improvements. New construction continues in an effort to replace dated teaching and administrative facilities.

Enrollment Management Council

The Enrollment Management Council became part of the University's planning infrastructure in 1996, when President Hardesty raised concern about declining freshmen enrollments and the projected decline in high school graduates over the next ten years in West Virginia. The Council's primary functions include:

- Development and updating the institution's long-term strategic enrollment plan.
- Endorsing the annual operating plan developed by the enrollment management staff.
- Reviewing data and enrollment projections routinely and making any needed adjustments in recruiting operations throughout the recruitment cycle.

The Enrollment Management Council is composed of senior leaders of the campus who have a vested interest in the successes and decisions affecting institutional enrollment. The individuals who serve on the Council have control of the fiscal and/or human resources that are needed to implement the policies and programs adopted by the Council. The Council is chaired by the Senior Associate Provost and the Assistant Vice President for Enrollment Management. Also serving are the Vice President of University Advancement and Marketing, Associate Provost for Academic Programs, the Associate Vice President for Planning and Treasury, the Associate Vice President for Finance, the Directors of Housing, Financial Aid, and Institutional Research, and the Deans of Arts and Sciences, the Honors College and Extended Learning.

To accomplish its work the Council meets every other week. These routine meetings usually involve reviewing the current status of the enrollment cycle by looking at numbers of first-year applicants, admissions, and deposits. In addition, the Office of Institutional Research has developed several short-term and long-term projection models that tell us whether we are on track to meet enrollment goals. The results of these models are also reviewed carefully at each meeting to determine if any adjustments are needed in the recruiting plan. If the institution is not on target to meet

its goals, it is not uncommon for the Council to respond by developing and adopting a tactical intervention plan designed to get back on track. Having decision makers at the table is crucial for these decisions to be made and implemented in a timely manner.

Some significant highlights of the work of the Enrollment Council include:

- Scholarships revamped - by level, residency, and amount
- Immediate award of scholarship offer upon application to eligible applicants
- Offered non-resident scholarships for the first time in Fall 2000
- Increase in test scores of admits (Average ACT score has risen from 22 to 23).
- Freshmen class has grown from 3006 in Fall 1995 to 4828 in Fall 2006.
- Headcount Enrollment has grown from 21,517 in Fall 1995 to 27,115 in Fall 2006 – a 26% increase. Instructional FTE growth has been similar.
- Established an enrollment goal of 30,000 headcount by 2010 (28,500 for main campus and 1,500 for Potomac State College)
- Established 2010 enrollment goals for each college/school along with a reward structure for meeting goals.

Current challenges of the Council include:

- increasing graduate student enrollment significantly
- improving first-second year retention from 81% to 85%
- increasing 6-year graduation rates from 55% to 63%

The Strategic Planning (2010 Plan) Implementation Team

The Strategic Planning Implementation Team meets every other week to enact academic initiatives that support the University's 2010 Plan for "Building the Foundation for Academic Excellence." The Team's primary function is to analyze current instructional, research, and outreach programs at the university and to develop programs that further the University's academic strategic plan for attracting and graduating high-quality students, recruiting and retaining high-quality faculty, enhancing the educational environment, promoting the discovery and exchange of knowledge, and improving the state's health, economy, and quality of life. As part of the implementation process, the team is overseeing an effort to align the strategic plan of each school and college with University goals. The Implementation Team is co-chaired by the Provost and a faculty member; it includes one dean, one staff member, and two additional faculty.

WVU Research Corporation Board

The WVU Research Corporation is a private corporation authorized by the state legislature and acts as the legal agent of West Virginia University in applying for and administering grants and contracts. The Research Corporation consists of a board of directors, headed by the chair (President of the University) and vice chairman (Provost). The executive director is the Vice President for Research and Economic Development. The Research Corporation receives and administers funds awarded by external agencies for the pursuit of research and other activities. The corporation is also responsible for handling intellectual property for the university.