

WEST VIRGINIA UNIVERSITY
BOARD OF GOVERNORS

June 17, 2005

The thirty-second meeting of the West Virginia University Board of Governors was held on June 17, 2005, at the Embassy Suites Hotel in Charleston, W.V. Board members in attendance were Hank Barnette, Joe Campbell, Betty Chilton, Tom Dover, Steve Farmer, Steve Goodwin, Russ Isaacs, Vaughn Kiger, Doug Leech, Joe Lopez, Paul Martinelli, Parry Petroplus, and Chris Wilkinson. Jordan Workman, Robert Wells and Rod Thorn were absent and excused. [There is one vacancy on the board.]

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 Student Affairs, Ken Gray;

Vice President for Institutional Advancement, Christine Martin;

Vice President for Health Sciences, Bob D'Alessandri;

Vice President for Administration, Finance & Human Resources, Gary Rogers;

Vice President for Research and Economic Development, John Weete;

Chief of Staff, Margaret Phillips;

General Counsel, Tom Dorer;

Dean of Students, David Stewart;

Associate VP for Finance-HSC – James Hackett;

Sr. Associate VP for HS – Fred Butcher;

Special Assistant to the President for Legislative Affairs, David Miller;

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

Associate Director of Extension, David Snively;

Special Assistant for Academic Personnel, LuAnn Moore;

Director of Economic Development, Russ Lorince;

Director of University News Service, Becky Lofstead;

Assistant to the President/Chief of Staff, Jennifer Fisher;

President of the Faculty Senate, Larry Hornak;

Student body President, D.J. Casto

From WVU at Parkersburg:

Marie Foster Gnage, Campus President and Regional Vice President, WVU;

From West Virginia University Institute of Technology:

Charles Bayless, Campus President and Regional Vice President, WVU;

Lanny Janeksela, Vice President for Academic Affairs;

From the Community & Technical College of West Virginia University Institute of Technology:

Beverly Jo Harris, Campus President;

Denise Kerby, Budget Officer;

Ralph Sevy, Member of the Board of Advisors, Former Member of the BOG;

Several members of the Press were also present.

CALL TO ORDER

The meeting was called to order by Board Chairman, Doug Leech at 8:00 a.m. He welcomed new board member, Tom Dover, to the Board.

EXECUTIVE SESSION

Mr. Barnette moved that the West Virginia University Board of Governors go into executive session pursuant to West Virginia Code §6-9A-4(2)(A) to discuss personnel and management issues. The motion was seconded and passed, and the Board thereupon met in executive session. Following the discussion, Dr. Wilkinson moved that the Board rise from executive session. The motion was seconded and passed*. The Chairman invited D.J. Casto, WVU Student Body President, to participate in the Board meeting as the non-voting observer. (Mr. Casto's term as the student representative to the Board commences by law on July 1, 2005.)

ACTIONS EMINATING FROM EXECUTIVE SESSION

Mr. Martinelli moved approval of a new member of the Board of Advisors for West Virginia University at Parkersburg, the name to be announced at a later date. The motion was seconded and approved*.

Dr. Wilkinson moved acceptance of the Promotion and Tenure Report. The motion was seconded and approved.

Dr. Wilkinson moved that the West Virginia University Board of Governors approve as presented the nominees and alternates for positions on the County Extension Service Committees in West Virginia. The motion was seconded and approved.

Mr. Isaacs moved that the West Virginia University Board of Governors approve plans to continue forward with a possible land exchange, details to be released later. The motion was seconded and approved.

Mr. Kiger moved that the West Virginia University Board of Governors adopt a resolution of support for Alumni Association plans, details to be released at a later date. The motion was seconded and approved.

APPROVAL OF MINUTES

Mr. Isaacs moved that the minutes of the meetings of April 8, and May 9, 2005 be approved as written. The motion was seconded and passed.

PRESIDENT'S REPORT**

President David C. Hardesty reported on the University's progress over the past decade and outlined a long-range strategy for propelling the University through 2010.

***Unless otherwise stated, all motions were passed unanimously.**

****Slides used in this report are attached to the Board's official copy of these minutes.**

June 17, 2005

Highlights of the past 10 years include (from the press release):

- Full-time equivalent enrollment is up from 19,300 students in fall 1995 to a projected 24,228 for fall 2005 – an increase of nearly 5,000 full-time students, or a 25.5 percent increase
- Retention rates went from 76 percent to 81 percent
- WVU was reaccredited for a full 10-year cycle, and all colleges and schools have achieved full accreditation from professional associations
- Thirty-seven new degree programs have been established, including WVU's internationally recognized forensic and investigative science degree and biometrics program
- Student life initiatives were established, including a Mountaineer Parents Club, which today boasts 13,000 members, and is led on a full-time, volunteer basis by Susan Hardesty
- Annual research and sponsored project dollars have increased 119 percent since 1995 to \$140.3 million in 2005, while at the same time a new tech transfer office and business incubator were established and ground broken on a new research park
- Annual number of in-patients served by WVU Hospitals is up by some 24,000, or 26 percent, and out-patients served by University Health Associates have increased 50 percent to 533,270
- Annual extension clients rose from some 122,200 to almost 257,000 – a 110 percent increase
- Foundation assets are up 317 percent since 1995, in large part due to a successful capitol campaign
- More than \$700 million in construction, renovation and infrastructure upgrades have either been completed or are in process (Downtown Library, Life Sciences, Student Recreation Center , One Waterfront Place, Resident Faculty Leader Housing, Health Sciences, Athletics projects, etc.)
- Key organizations have been added – WVU Institute of Technology, the United Health Care System and the Eastern Division of Health Sciences, and the integration of Potomac State as a division of WVU
- Distance education has expanded – satellite delivery went from 10 to more than 100 courses, WebCT Vista course sections went from zero in 1995 to some 980 in 2005, and online degrees increased from three to 27
- The Blanchette Rockefeller Neurosciences Institute was established and funded and construction of its \$30 million headquarters on the Robert C. Byrd Health Sciences Center campus begun
- A strategic research plan for health sciences was developed, establishing six interdisciplinary centers for biomedical research

June 17, 2005

Perhaps the keystone to increasing WVU's enrollment and improving the learning environment, Hardesty said, was the growth in student life programming that began 10 years ago.

This return to a more student-centered culture included establishment of a Resident Faculty Leader Program, with respected faculty members and their spouses living near residence halls to provide guidance and support to first-year students, and a Mountaineer Parents Club, which offers parents a way to stay connected to their sons and daughters through two-way communication and enriching activities.

Other first-year initiatives include New Student Orientation, New Student Convocation, Welcome Week, a Festival of Ideas lecture series, WVUp All Night and a variety of academic support services.

The President also previewed the Strategic Planning Report goals and objectives (see below.)

Chairman Leech congratulated President Hardesty on behalf of the Board, and noted that Penn State President, Graham Spanier, recently commented to Mr. Leech about how highly regarded President Hardesty is around the nation.

ACTION ITEMS

Meeting as a Committee of the Whole, each of the following items was discussed and after an appropriate motion, approved unanimously.

1. Proposal to Continue AAS for Welding Management Technician

Resolved: That the West Virginia University Board of Governors approves the continuation of the AAS degree for Welding Management Technician at West Virginia University at Parkersburg.

2. Approval of a Reciprocity Agreement

Resolved, that the West Virginia University Board of Governors, approves the revised Program Specific Tuition Reciprocity Agreement between Washington State Community College and West Virginia University at Parkersburg until July 2007.

3. Approval to Construct Clinical Space in Charleston

Resolved: That the West Virginia University Board of Governors approves the construction of new Health Professions Clinical Education Space in Charleston, contingent upon receipt of the necessary grant funding.

4. Approval of a Leave Policy

Resolved: the West Virginia University Board of Governors approves Policy 24: Employee Leave.

5. Approval to Construct the Jackson's Mill Fire Academy

Resolved: That the West Virginia University Board of Governors approves construction of a Fire Academy at Jackson's Mill.

INFORMATION ITEMS

Meeting as a Committee of the Whole, the Board received information on:

- A proposed policy on property usage, from Provost Lang;
- A 2005-2010 Student Affairs Strategic Plan, from Vice President Gray;
- The Fall, 2005 enrollment projection, and summer programming initiatives, from Dean of Students, David Stewart;
- A new occupational program, the Associate in Applied Science in Multi-Craft Technology, to be offered at WVU-P, from Campus President, Marie Foster Gnage;
- A contract recently signed for charge-backs between WVUIT and the C&TC at WVUIT – from Campus President Beverly Jo Harris.

President Hardesty congratulated President Harris on finalizing this complex contract.

OTHER OFFICER REPORTS

Vice President Gary Rogers provided an analysis of the University's compliance with the FY2005 financial Plan, and a forecast of the end of the year financial status. He also discussed the projected revenues and the FY06 financial plan.

Mr. Petroplus presented Dr. Rogers with a certificate issued by the State of West Virginia, honoring WVU for being the first state agency to have it audited financials completed. Dr. Rogers acknowledged the Board for their insistence on timeliness and Sarbanes Oxley compliance, and the staff at WVU for their hard work in getting the audit schedule advanced, and the work completed on time.

Provost Lang gave an update on the Strategic Planning effort underway at WVU***, reviewing the process, timeline and proposed measurements, and noted that it would be supported by financial and enrollment plans. He reported that the plan will be brought to the Board for endorsement in September.

Dr. Lang also reported on the successful conclusion of all four searches for major administrators that have been underway during the year; Provost for Potomac State, President for WVUIT, Dean of Business and Economics, and Dean, Eberly College of Arts and Sciences. He thanked the Board members for their participation on these search committees.

ELECTION OF OFFICERS

Mr. Barnette, Chairman of the nominating committee, read the committee's report. By a unanimous vote, the nominees were elected: President, Doug Leech; Vice President, Joe Lopez; Secretary, Betty Chilton.

***Slides used in this report are attached to the Board's official copy of these minutes.

OTHER BUSINESS

Chairman Leech honored outgoing board members Ralph Sevy and Christopher Wilkinson with resolutions thanking them for their service on the Board. (attached)

Mr. Petroplus commented that he felt the State was getting a great return on its investment from the University, and from President Hardesty's leadership.

President Hardesty thanked the Board for the privilege of serving as University President for ten years.

NEXT MEETINGS

Mr. Leech noted that the next meeting will be held on September 8-9, 2005 in Morgantown.

ADJOURNMENT

There being no further business, the meeting was adjourned at 12:35 p.m.

Elizabeth E. Chilton
Secretary

Slide 1



**President's Report to the
WVU Board of Governors**

**10 Year Summary and
Future Directions**

Slide 2

Challenges 1995-2005 (national)

- Globalization of the economy
- Changes in federal funding philosophies
- National recession, dot.com bust
- Increasing competition for state dollars
- Changing economic development expectations for higher education
- Aging physical plant
- Y2K
- Rise of new and transforming scientific and technological discoveries
- Increased calls for accountability
- New competitors in delivery of higher education
- Changing sociological dynamics

September 11, 2001

June 17, 2005

Challenges 1995-2005 (state)

SB 547

Declining high school enrollments

Changing funding philosophies

State budget shortfalls

Declines, and then rise, of energy markets

Decline of the chemical industry

Transitions of governors, changing governance structures

Strategies

Assessment & planning

Leadership team development

Stabilization/improvement of financial position

Focus on student-centered programming

Strategic investments in academics, research, service, facilities, and human resources

Slide 5

**Outcomes and Future Direction:
Building on
a Decade of Success**

The slide features a white background with a black border. At the top, the text "Outcomes and Future Direction: Building on a Decade of Success" is centered in a bold, black, sans-serif font. Below the text is the West Virginia University logo, a stylized gold 'WV' monogram.

Slide 6

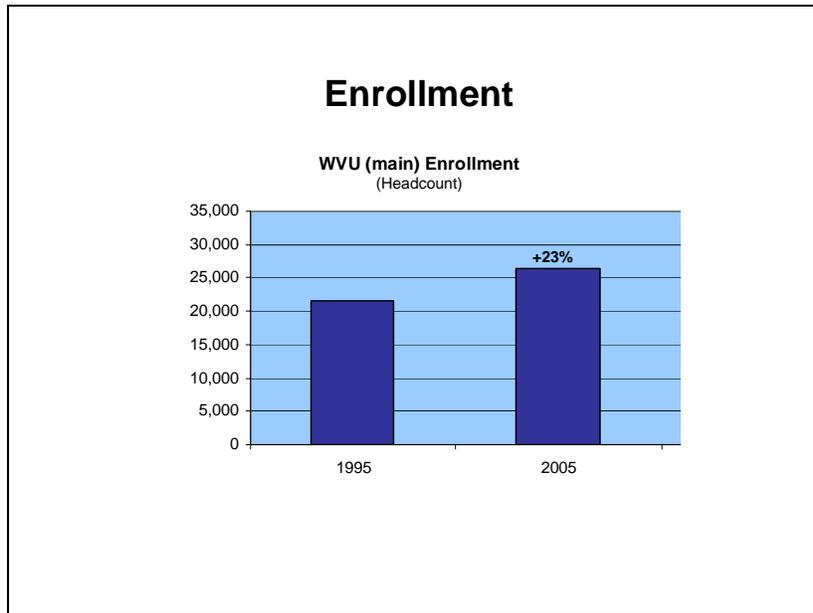


Enrollment

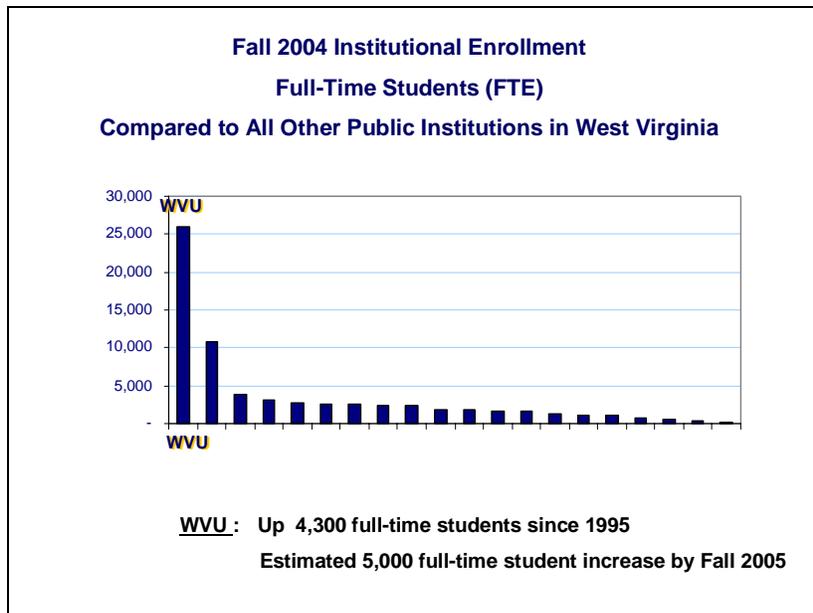
The slide features a white background with a black border. On the left side, the West Virginia University logo is displayed in gold. To its right, the word "Enrollment" is written in a bold, blue, sans-serif font. A horizontal blue line underlines the text. Below the text and logo is a large group photograph of a diverse group of people, including students and staff, standing together.

June 17, 2005

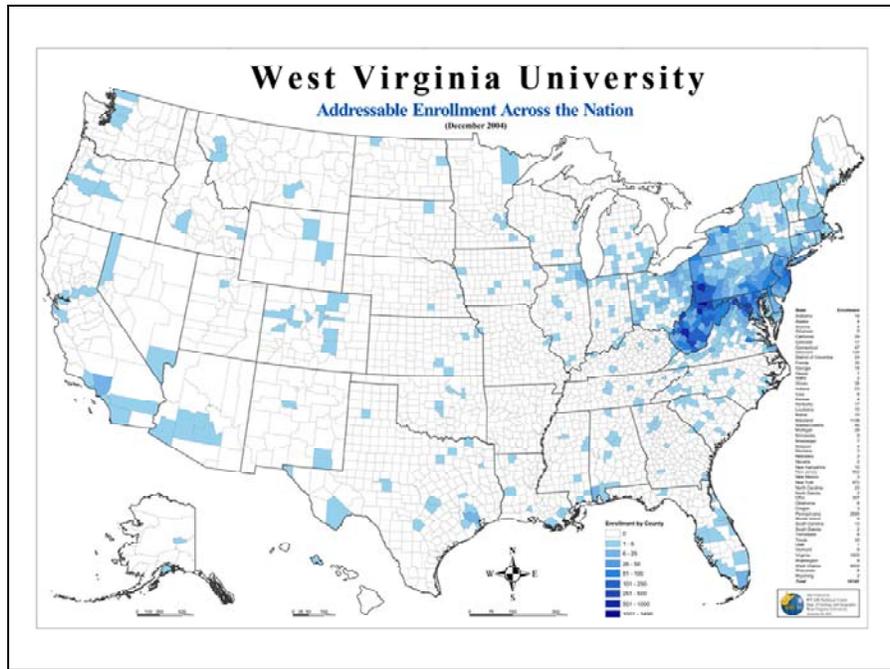
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Slide 8



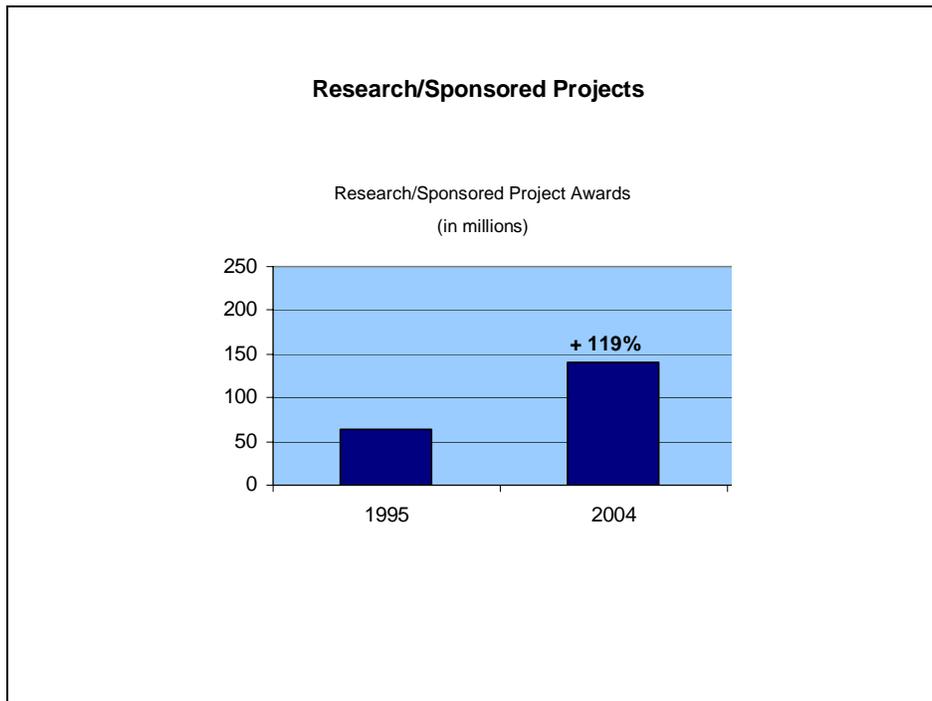
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Slide 10



Slide 11

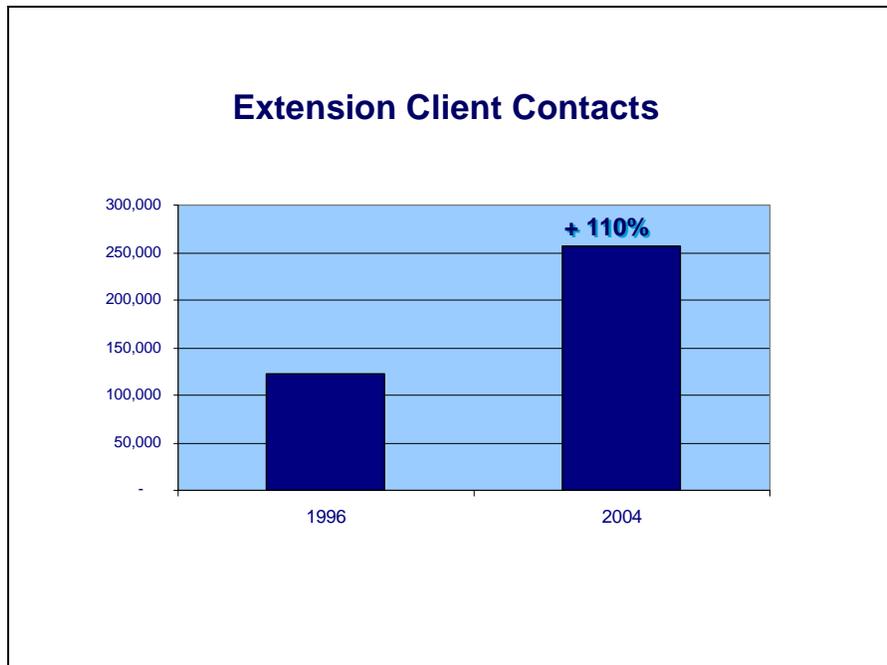


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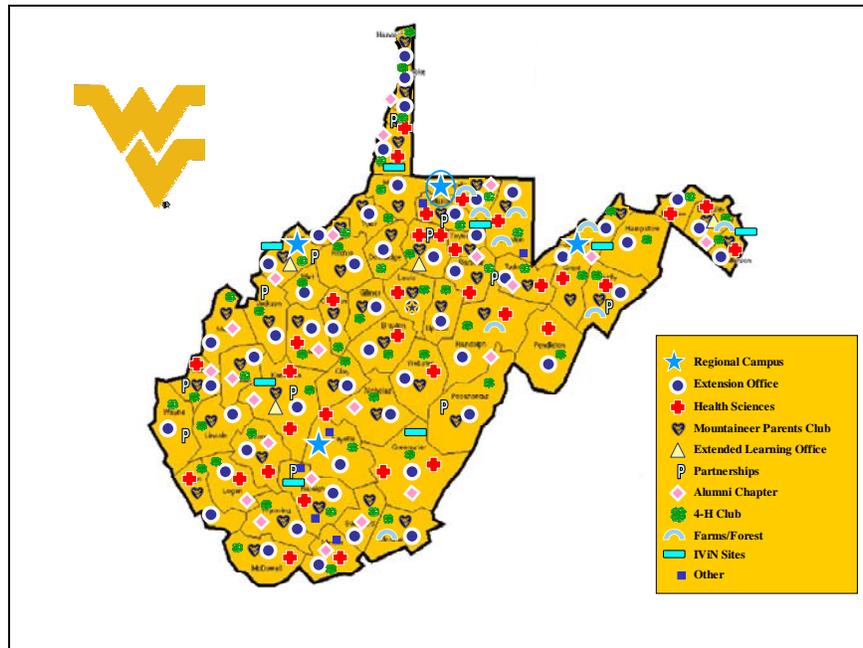


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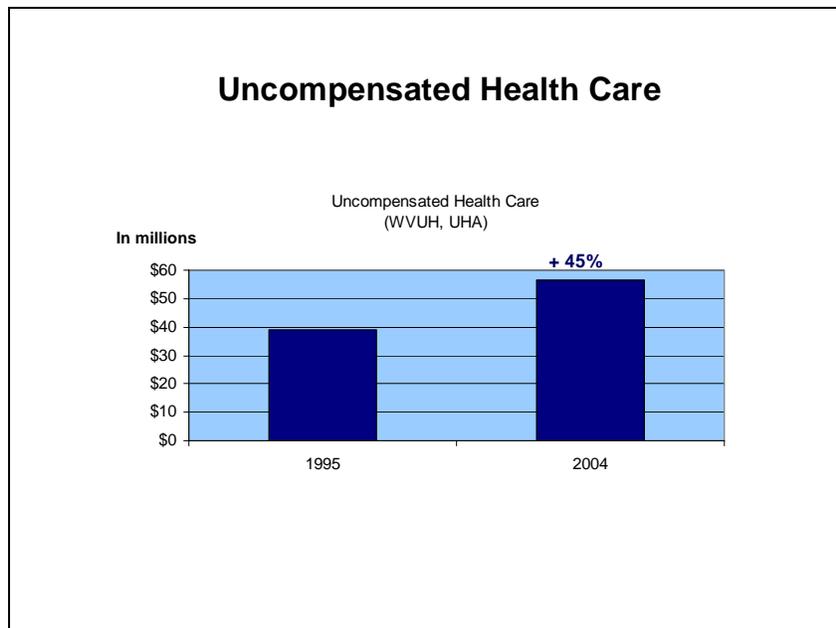


June 17, 2005

Slide 14

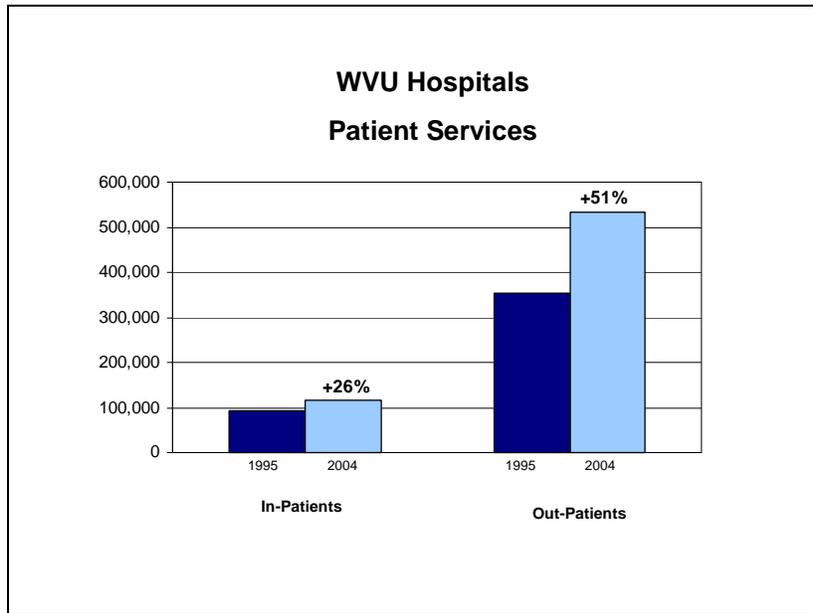


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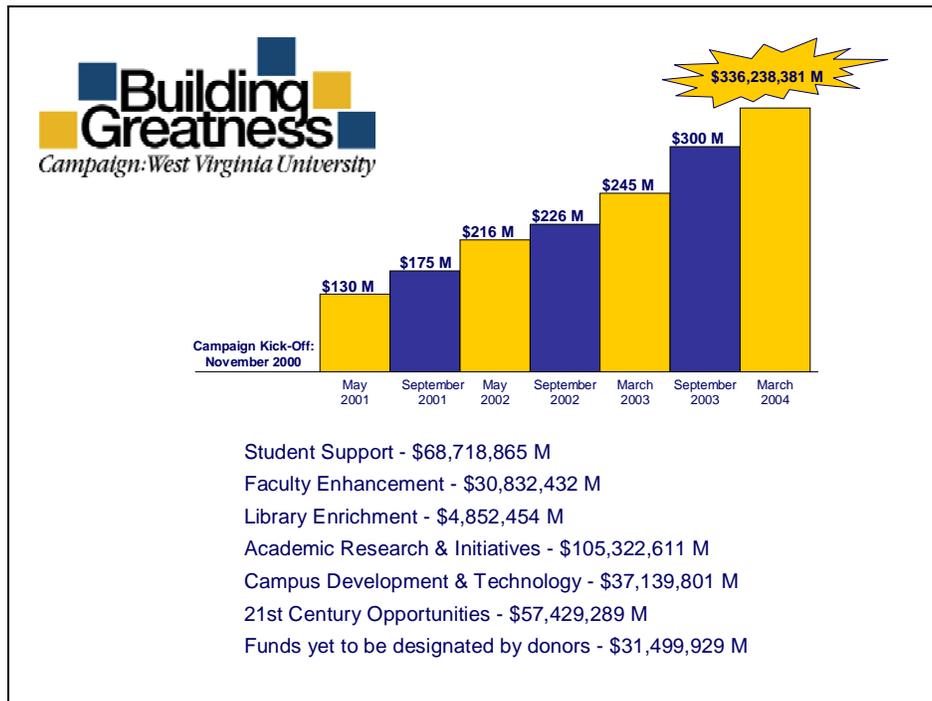
June 17, 2005

Slide 16



Slide 17







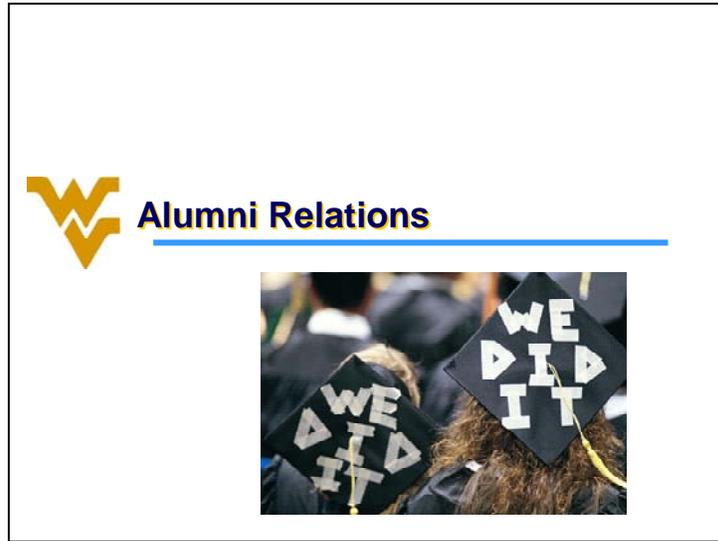
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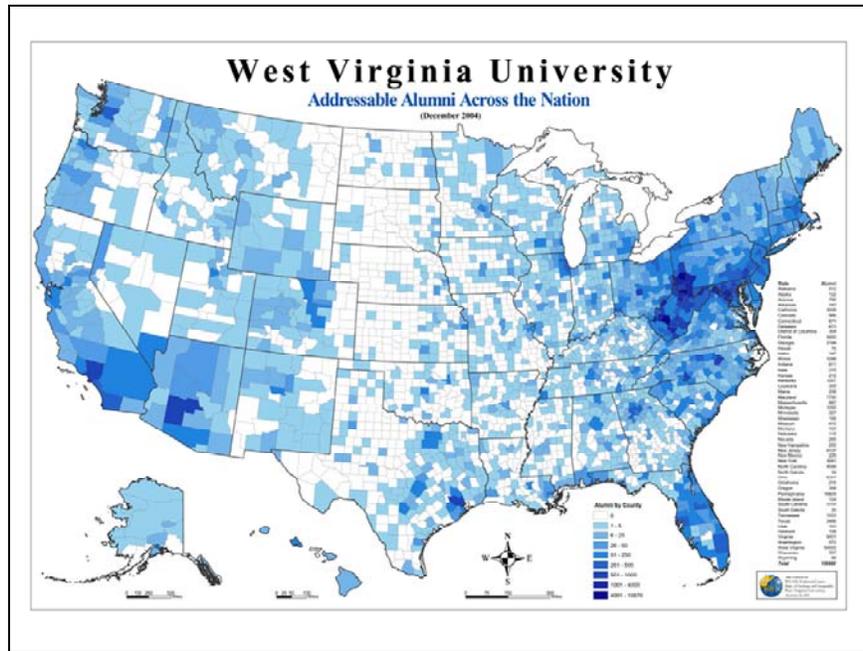


Slide 22



June 17, 2005

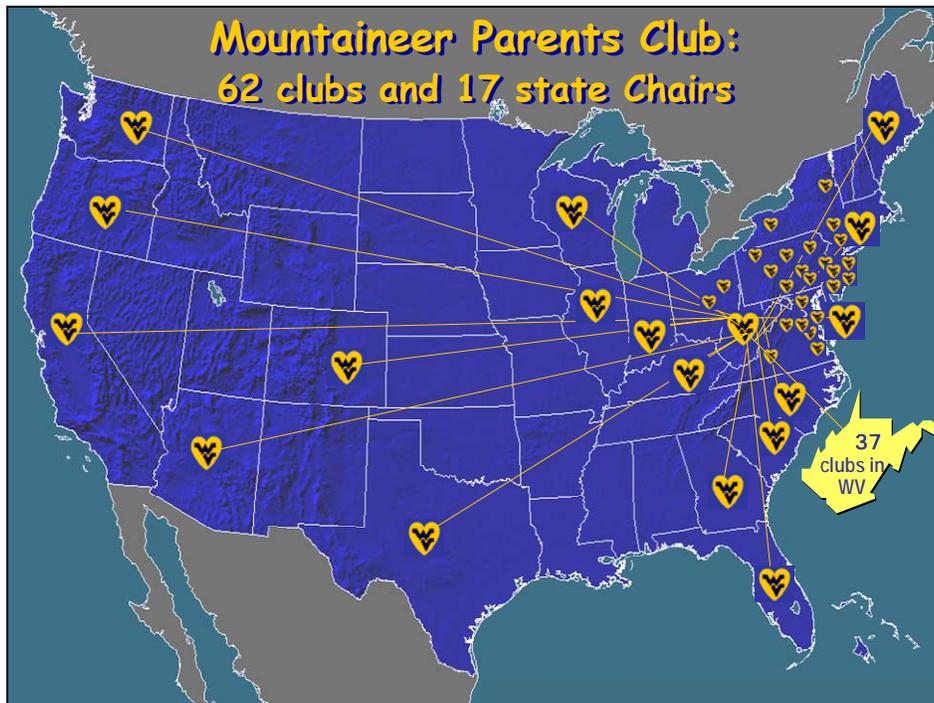




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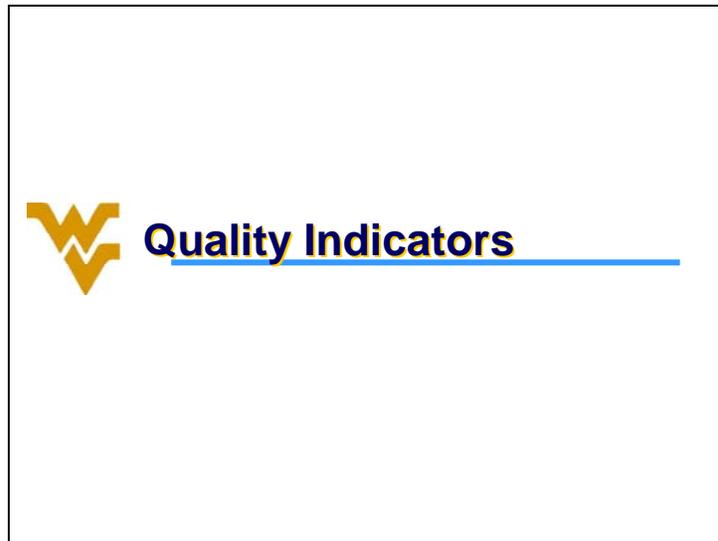


Slide 27



June 17, 2005





Quality Indicators

- ACT/SAT and High School GPA averages increases for matriculating students
- Retention at an all-time high, above average graduation rate
- Full University-wide re-accreditation by Higher Learning Commission
- All department and colleges earning full accreditation
- Highest rating of "excellent" on Compact review
- Clean external audits (no management letter)
- Upgraded bond ratings (A1 and A+ by Moody's and Standard and Poor's)
- Accountability validated by passage of SB 603
- Full certification in NCAA review process
- Numerous departmental and individual awards and recognitions

<u>SUMMARY: Where We've Been (1995-2005)</u>	
Revenues WVU:	+ 72.2%
Revenues all:	+ 151.7%
Enrollment:	+ 25.5%
Research/Sponsored Awards:	+118.7%
In-patients:	+26.0%
Out-patients:	+50.8%
Extension clients:	+ 110.3%
Foundation Assets:	+ 317.3%
Uncompensated Health Care:	+45.4%

Parents Club from 0 to 13,000
Campus revitalization totaling more than \$700 million
WebCT courses: from 0 to 980
Online degrees: from 3 to 27
Organizational additions (WVU Tech, UHS, Eastern Division Health Sciences, Potomac State)
Investments and improvements in academic programs, research centers, service initiatives, General Education Curriculum, and student life programming.

<u>Challenges Next 5 Years</u>
Continued globalization and impact on economy
Urgent need for innovation, reliance on universities
National security
Health care costs
Energy market (price, extraction, environment)
R&D cutbacks at federal level
Competing priorities for increasing revenue at state level
Continued expectations to assist in solving state problems — health, society, education — with no current assumption of added revenue
Retiring faculty
Salary competition (as other states make investments)
Challenges of growth on campus
Continued competition for quality students
International competition for graduate students

Strategies, Next 5 Years

Strategic Planning 2010

Alignment of academic, enrollment, capital, financial, research plans

Continued best practices of 1995-2005:

Leadership team development

Student-centered programming

Statewide engagement and national presence

Leveraging of resources from all sources

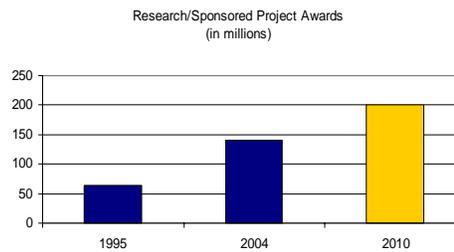
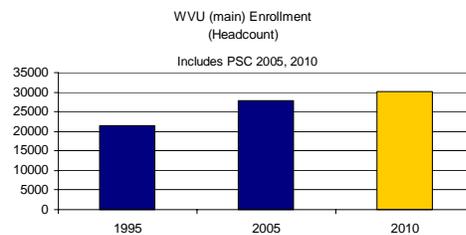
Fundraising growth leading to more than 45% increase in annual disbursements

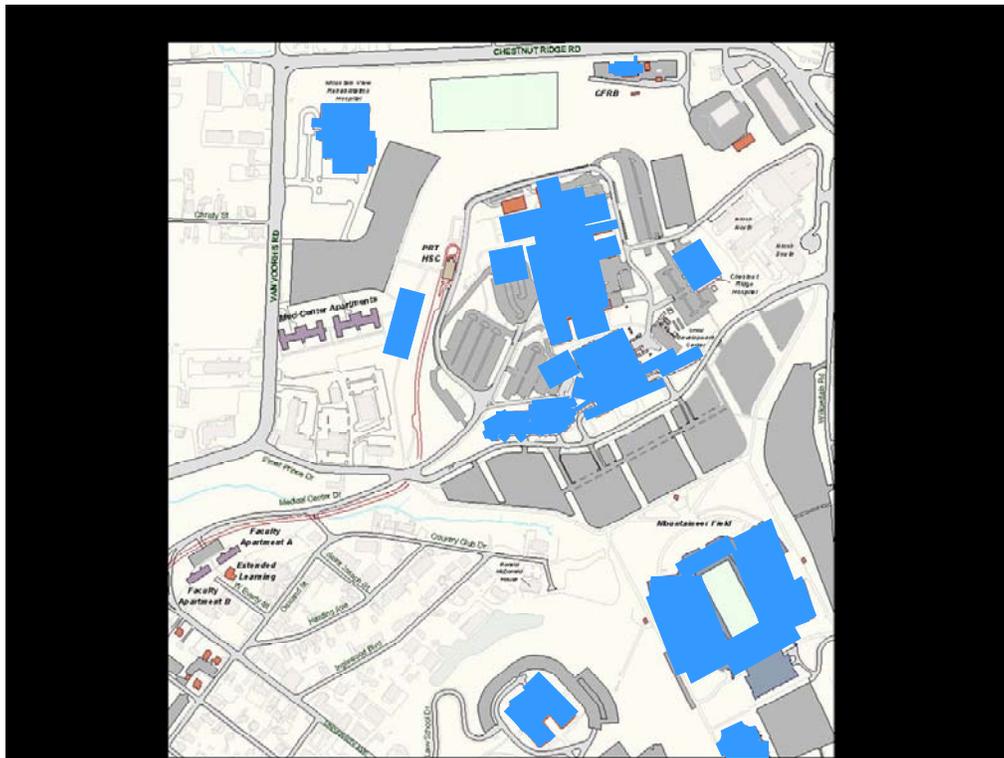
Investments in areas of focus, launching national initiatives

Integration of regional campuses (continue with plan)

Implementation of SB 603 and best business practices

WVU: 2010





SUMMARY: Where We're Going

Enrollment growth to nearly 30,000 for the main campus/PSC

Annual research/sponsored program awards to \$200 million

Complete 2nd phase of facilities master plan, which will include

- 2 new residence halls
- renovation of academic facilities and new forensic floors and general classroom wing in Oglebay
- infrastructure upgrades
- hospital expansion
- Blanchette Rockefeller Neurosciences Institute
- biomedical center
- fully functioning Eastern Medical Division facility, expanded Charleston Division

Revenue growth of more than \$188 million

Foundation mini-campaigns to address needs aligned with strategic plan

- Faculty endowments, student programming, health sciences, alumni center, sustenance of athletic program, special college priorities

Maintenance of accreditations and designation as a Carnegie Research-Extensive

Competitive faculty and staff salaries

Full accountability under SB 603



VISION

West Virginia University is a student-centered learning community meeting the changing needs of West Virginia and the nation through teaching, research, service, and technology.



VISION

West Virginia University is a student-centered learning community meeting the changing needs of West Virginia and the nation through a commitment to excellence in teaching, research, service, and technology.

Slide 1

West Virginia University's 2010 Plan
Building the Foundation for Academic Excellence



Slide 2

OUTLINE FOR PRESENTATION

Philosophy for “strategic planning” at WVU

Implementation Timeline

Comment on “Academic Plan”

Implementation Strategy

“Report Card”

June 17, 2005

STRATEGIC PLANNING AT WVU

Topically Focused, Task Force Driven

Student Affairs Task Force

Unit Focused

OIT
Athletics Strategic Direction

Functionally Driven

Enrollment Strategic Plan
Financial Plan
Academic Strategic Plan

IMPLEMENTATION TIMELINE

- **April to June, 2004** Discussion of Institutional Capacity with WVU Board of Governors, including Environmental Assessment, Financial Plan, Capital Plan, Fund Raising Objectives
- **April, 2004** Report of the Higher Learning Commission (the institution's accrediting body) Stresses Importance of Strategic Planning
- **October, 2004** Challenge by President Hardesty for a Comprehensive, Campus-wide Strategic Plan
- **December, 2004** Formation of the Strategic Planning and Assessment Committee, Co-chaired by L. Hornak and G. Lang
- **March 3-4, 2005** Comprehensive Focus Group Work-out Sessions Involving More Than 100 Constituents
- **June 13, 2005** Endorsement of Framework by WVU Faculty Senate
- **June 17, 2005** Briefing for WVU Board of Governors
- **July, 31 2005** Completion of the 2010 Plan
- **August, 2005** Begin Development of Implementation Strategy
- **September, 2005** Endorsement by WVU Board of Governors
- **October to December, 2005** Identification of Baseline and Goals for Current Strategies and Potential New Strategies
- **June, 2006** Deliver First Report Card to WVU Board of Governors

WVU 2010: BUILDING THE FOUNDATION FOR ACADEMIC EXCELLENCE

- **Grounded on Mission, Vision, and Values**
- **Based on Strengthening Faculty-Student Interaction**
- **Forces Integration and Alignment**
- **Five-year Plan**
- **Sets the Stage for Long-term Institutional Direction**
- **Enforced through Indicators, Baselines, Goals**
- **Reported through Report Card**

ACADEMIC STRATEGIC PLAN

Goal 1: Attract and Graduate High-Quality Students

- **Speaks to the fundamental mission of WVU**
- **Builds on current momentum**
- **Focuses on academic program quality**
- **Recognizes the importance of faculty**
- **Stresses career placement and success**

Guiding Principle:

- **Commitment to student-centered education**

Objectives:

- **Enhance our academic programs**
- **Expands the networks needed to enhance graduation rates**
- **Market our strengths**

ACADEMIC STRATEGIC PLAN

continued

Key Indicators:

- Assess academic programs
- Strengthen support services for students
- Provide more enrichment opportunities
- Maintain 80% retention rate
- Increase graduation rate

Measurements:

- Assess program quality through accreditation reviews
- Measure and report on career placement or entrance to graduate/professional school
- Student surveys for satisfaction, report findings, change strategies, make investments where needed
- Grow enrollment in Honors program
- Assess participation in enrichment opportunities
- Measure retention rates annually
- Measure graduation rates annually

IMPLEMENTATION STRATEGY

Implementation Team

- Co-Chairs: L. Hornak and G. Lang
- Dean of Arts and Sciences
- Two faculty

Determine Key Strategies to Measure

Set Campus-wide Expectations

Establish Task Forces as Needed

Develop Report Card

REPORT CARD

- **Critical Assessment Document**
- **Detailed Data Presentation Annually over the Five-year Period**
- **Inform Campus Community and External Constituents of Institutional Achievements**
- **Provide Opportunity to Develop New Strategies as Necessary**
- **Indicate Areas for Special Investment**

West Virginia University Board of Governors
RESOLUTION HONORING
Ralph G. Sevy

WHEREAS: Ralph G. Sevy was duly appointed to and elected Chairman of the Board of Advisors of the Community & Technical College at West Virginia University Institute of Technology; and

WHEREAS: By virtue of this position, Ralph G. Sevy also served on the West Virginia University Board of Governors for the years 2003 – 2005; and

WHEREAS: Ralph G. Sevy was a faithful and contributing member of the West Virginia University Board of Governors from 2003 - 2005, and

WHEREAS: Ralph G. Sevy ably represented the interests and concerns of the Community & Technical College at West Virginia University Institute of Technology while serving on the West Virginia University Board of Governors,

NOW THEREFORE, BE IT RESOLVED: That the West Virginia University Board of Governors wishes to express its thanks and appreciation to Ralph G. Sevy for his service on the Board, and wishes him well in his future endeavors.

**Adopted by the West Virginia University
Board of Governors
June 17, 2005**

David C. Hardesty, Jr.
University President

Douglas J. Leech
Chairman, Board of Governors

West Virginia University Board of Governors
RESOLUTION HONORING
Christopher Wilkinson

WHEREAS: Christopher Wilkinson was duly elected as the chairman of the West Virginia University faculty senate; and

WHEREAS: This election also made Christopher Wilkinson the faculty representative on the West Virginia University Board of Governors; and

WHEREAS: Christopher Wilkinson was a faithful and contributing member of the West Virginia University Board of Governors from 2003 – 2005; and

WHEREAS: Christopher Wilkinson ably represented the interests and concerns of the faculty on the West Virginia University Board of Governors from 2003 – 2005 forcefully and ably;

NOW THEREFORE, BE IT RESOLVED: That the West Virginia University Board of Governors wishes to express its thanks and appreciation to Christopher Wilkinson for his service on the Board, and wishes him well in his future endeavors.

Adopted by the West Virginia
University Board of Governors
June 17, 2005

David C. Hardesty, Jr.
University President

Douglas J. Leech
Chairman, Board of Governors