

WEST VIRGINIA UNIVERSITY BOARD
OF GOVERNORS

October 29, 2021

The one hundred ninety-seventh meeting of the West Virginia University Board of Governors was held on October 29, 2021 in Morgantown, WV in person and via zoom. Board members in attendance/participating via zoom included David Alvarez, Bray Cary, Elmer Coppoolse, Kevin Craig, J. Thomas Jones, Dr. Patrice Harris, Dr. Stanley Hileman, Amaya Jernigan, Alan Larrick, Lisa A. Martin, Dr Ashley Martucci, Taunja Willis Miller, Richard Pill, Ed Robinson, and Benjamin Statler. Board members Marty Becker and Charles Capito were absent and excused.

Note: With this meeting being conducted in person and via zoom, there was no way to ascertain all attendees but the following WVU officers, divisional campus officers, representatives (and others) participated:

President, E. Gordon Gee;
Vice President for Strategic Initiatives, Rob Alsop;
Provost and Vice President for Academic Affairs, Maryanne Reed;
General Counsel, Stephanie Taylor;
Vice President for University Relations, Sharon Martin;
Vice Provost, Paul Kreider;
Associate Provost for Budget, Facilities and Strategic Initiatives, Mark
Gavin;
Vice President and Chief Financial Officer, Paula Congelio;
Senior Associate Vice President for Finance, Anjali Halabe;
Associate Vice President of Business & Auxiliary Services,
Ted Svehlik;
President, WVU Tech, Carolyn Long;
Deputy General Counsel, Gary G. Furbee, II;
Interim Chief Information Officer, Brice Knotts;
Director of Communications, Office of the Provost, Kimberly Becker;
Executive Director for Strategic Initiatives, Erin Newmeyer;
Associate Vice President, Institutional Data and Analytics, Office of the
Provost, Lisa Castellino;
Executive Officer and Assistant Board Secretary, Jennifer Fisher;
Executive Director of Communications, University Relations,
April Kaul; and,
Special Assistant to the Board of Governors, Valerie Lopez.

From WVU's External Auditor - CliftonLarsonAllen

Chris Knopik, Principal

Jake Cattrysse, Senior

Members of the Press also participated.

October 29, 2021

CALL TO ORDER

The meeting was called to order by Chairman J. Thomas Jones at 10:00 a.m. A roll call was taken to determine who was in attendance and a quorum established.

APPROVAL OF MINUTES

Alan Larrick moved that the minutes of the September 17, 2021 Regular Board meeting be approved. The motion was seconded by Kevin Craig and passed

EXECUTIVE SESSION

Chairman Jones requested a motion to move Executive Session, under authority in West Virginia Code §§ 6-9A-4(b)(2)(A), (b)(9), and (b)(12) to discuss:

- a. Potential strategic initiatives relating to academic and administrative priorities; personnel matters; corporate collaborations and financial matters relating to public private partnerships; the purchase, sale or lease of property; and other deliberative matters involving commercial competition which, if made public, might adversely affect the financial or other interest of the University; and
- b. Confidential and privileged report by General Counsel

The motion was made by Dr. Stanley Hileman, seconded by Elmer Coppoolse, and passed. Following Executive Session Ed Robinson moved that the board rise from Executive Session. The motion was seconded by Lisa A. Martin and passed. Chairman Jones stated that no actions were taken as a result of today's Executive Session discussions.

ACADEMIC AFFAIRS UPDATE

Provost Maryanne Reed provided the following Academic Affairs Updates:

COVID-19 Updates

As you are likely aware, the University's COVID situation has significantly improved since last year, and even more so since the start of the Fall semester.

Life on campus feels "almost" back-to-normal with students, faculty and staff again filling our classrooms, working out at the rec center and attending WVU football games. The large majority of our classes are being held in person, and students are happy to have the face-to-face instruction they missed during the height of the pandemic.

Thankfully, due to the low transmission rates and increased vaccination rates, we've been

able to adjust our mask policy this semester. You may recall that in August, we required masks be worn in all classrooms, teaching and research labs on campus. But by September, the University expanded that policy to all campus buildings. This was a proactive move done to help mitigate spread in the community and keep cases and hospitalization rates at manageable levels.

Just last week, however, we were able to revise the mask policy once again. While we still require masks in classrooms, learning and research labs, students and employees are no longer required to wear them in other indoor spaces. We, of course, still strongly encourage their use regardless of vaccination status. The University also dropped the five-day quarantine requirement following out-of-state travel for all faculty, staff and students. Again, we were able to adjust our policy because cases are down at the University and in the community and because of our high vaccination rate. Even without a vaccine mandate, more than 92 percent of our employees and more than 81 percent of our students are now vaccinated. And thanks to CDC approval of third doses, we are now offering Pfizer and Modern booster shots for eligible employees, at our campus clinics. We are hopeful that our vaccination numbers – and now booster numbers – will continue to rise moving us ever closer to a return to even more normalcy.

Academic Transformation Updates

My office is continuing to focus on Academic Transformation — an effort that we launched in January, following President Gee’s charge that we transform our academic programming and practices to better prepare our students for a changing world and to position the University for success in a challenging higher education environment.

As reminder, we focused on three priorities in the Spring semester: Academic restructuring; instructional efficiencies; and a program portfolio review and prioritization process.

Academic Restructuring

As we identified opportunities for academic restructuring, we focused our efforts on three primary goals:

- To reduce administrative overhead
- To combine the strengths of smaller units by bringing them together, enabling them to share expertise and create economies of scale.
- And to create a platform to develop cutting-edge interdisciplinary curriculum, research and outreach.

One of the more exciting changes to come out of this early effort is the merging of the College of Physical Activity and Sport Sciences and the College of Education and Human Services to form a brand-new, dynamic college focused on human development and physical and mental well-being.

Since the announcement in May, leadership, faculty and staff from both colleges have been working together to address various aspects of the merger, including such things as: curriculum, promotion and tenure, finance and budgeting, staffing, communications, and more.

This early partnering helped to move along the naming process as well. The name of the new college, voted on by key constituent groups from both colleges, and approved by WVU senior leadership – is the “College of Applied Human Sciences.” You’ll notice this is on the agenda for affirmation later today.

The two units have also worked to establish the organizational structure of the new college. It will include three schools: the School of Education, the School of Counseling and Well-being, and the School of Sport Sciences.

To support their efforts, the Provost’s office just contracted the Greenwood/Asher search firm to lead the search this year for the new founding dean. We plan to conduct interviews in early 2022 and have a new dean in place for the school’s official launch in July.

We are also engaging the services of the Ologie agency to help the college identify its new brand identity and value proposition. (This will be another bonding opportunity for both faculty/staff in both colleges.)

Of course, there is still a lot of work to be done, but I want to be sure to recognize the commitment and strong leadership of both Dean Tracy Morris and Dean Jack Watson, who have taken the reigns and are truly moving mountains to launch this new college in a little over one year.

Program Portfolio Review

My office has been also been intently focused on the accelerated program portfolio process, as part of our academic transformation effort.

Through a data-driven process, we identified 35 undergraduate majors or terminal master’s degree programs as “programs of concern” — meaning they typically fell at the bottom of the 5th quintile in one or more areas of the “gold standard” criteria, such as enrollment, enrollment trends, and student success markers. We also looked at employment trends.

We also identified 30 “programs of opportunity” – primarily those within our current portfolio that demonstrate growth potential.

We then asked the academic units to provide additional information and context to further inform our decision-making. Our preliminary recommendations regarding “programs of concern” included: to continue programs without any additional action required; to continue programs with additional action required (typically an improvement plan within a specific time frame); and finally, to discontinue some programs.

We communicated our findings to the college deans, and in turn, they had the opportunity to respond to and appeal our preliminary recommendations through a formal appeals process as outlined in the BOG Rules. This allowed the units the opportunity to present their case — one more time.

Only two of the programs recommended for discontinuance appealed the preliminary recommendations. Those appeal hearings were held on October 12th. In the case of one program, the appeal was approved; in the case of the another, the appeal was denied.

The final results of this process are outlined on our Academic Transformation website and will be addressed later today.

A few things to note about this process:

- One: In the end, we recommended a relatively small number of programs for discontinuance, and we gave an almost equal number of programs the opportunity to turn their programs around.
- We’ve already done a lot of this work through the five-year BOG program review process. That process resulted in the discontinuance of 28 majors or programs over the past three years.
- The other thing I want to add is that some colleges and departments have embraced Academic Transformation — and are responding in very creative ways to the call for change. To me this is the best part of Academic Transformation, and I hope this process continues to inspire and encourage. It is always better to be the master of your own destiny than to have others dictate your future for you.

And speaking of moving forward this year, we plan to launch a new annual program review process that will be rigorous and ongoing and that will require the colleges and deans to regularly review their own data, so they can be proactive in responding to challenges and opportunities that the data reveal.

Programs of Opportunity/New Programs

Right now, we’re also reviewing the 30 programs of opportunity that I mentioned earlier, which include academic programs in our current portfolio that show growth potential. Some examples include supply chain management, forensics, sports and adventure media, and criminology, to name a few.

We will be working with our deans to prioritize which of those 30 programs show the most immediate potential and determine what resources would be needed to grow those programs and expand their capacity.

At the same time, we are looking for opportunities to create new academic programs — ones that are attractive to prospective students and that satisfy a need in the market.

Last week, we held up our crystal ball to look even further into the future at the University's first-ever Academic Innovation Summit.

The Summit was a two-day, hackathon-style event, co-sponsored by the Provost's office, Health Sciences and the Research Office. The event brought together a carefully curated group of experts from across the University and community, to identify the next big ideas for WVU and West Virginia.

More information on the event will be shared over the next several weeks.

Academic Transformation Next Steps

While we continue to work through the first phase of priorities for Academic Transformation, our office is currently identifying a new set of priorities for the current academic year. We will soon be sharing those with the campus community and on our Academic Transformation website.

Throughout this process, we will continue to work with our various faculty committees, including the Academic Advisory Council (comprised mainly of faculty), to ensure we are taking into account the faculty perspective and that we are being as transparent and open as possible about what we're doing.

At this point, we believe this will be a three-year process, but I also anticipate that we will be in a continuous improvement mode moving forward, because we face tremendous headwinds in higher education, and the challenges will be with us for a while.

But I am not deterred. I believe we have the talent and tenacity as a University to respond to those challenges, to build on our strengths (which are many), and to chart our own destiny — which will be based on best practices but will also be unique to WVU.

COMMITTEE REPORTS

October 28, 2021 Audit Committee Meeting: Taunja Willis Miller, Audit Committee Chairman, provided this report - that included the following agenda items::

- a. Receipt and Acceptance of FY2021 Financial Statements and Audit Report for West Virginia University; and,

b. Receipt of Acceptance of FY2021 Financial Statements and Single Audit Compliance Report for West Virginia University Research Corporation

Thank you, Mr. Chairman. Yesterday afternoon, there was a meeting of the Audit Committee beginning at 11:30 a.m.

First, we heard a report from Paula Congelio, who gave an update on the audit process with CliftonLarsonAllen, and submission of audit reports to HEPC. She also discussed the ongoing state single audit and that the university began the implementation of GASB 87, which relates to the appropriate accounting treatment of leases.

Next, we heard from CliftonLarsonAllen, our external independent auditors. They reported on the FY 2021 audits of the financial statements and audit reports for both West Virginia University and WVU Research Corporation. They reviewed their auditor responsibilities for both engagements, discussed the impact of COVID 19 on the audit, and discussed their risk base approach to auditing.

They reported that the University received an unmodified opinion – which is the highest level of assurance that can be given. In addition, there were no material audit adjustments that needed to be made. In addition, the Research Corporation received an unmodified opinion and additionally an unmodified opinion on compliance with uniform guidance. There were also no material audit adjustments and no findings related to compliance issues causing material financial impact.

In addition, CLA reported that their review of internal controls for both the University and the Research Corporation identified no material weaknesses and no significant deficiencies.

We do have two individuals from CLA with us today - Chris Knopik and Jake Cattrysse. Mr. Chairman, I would like to open it up to the full board if there are any questions for CLA.

Next, we heard from Paula Congelio, who provided an overview of the University financial statements for the year ended June 30, 2021. Paula reported that the unadjusted operating margin, before capital related revenues, was a positive \$35.5 million positive operating margin. After adjusting for extraordinary items, the operating margin is \$20.9 million. WVU's total net position increased by \$127.8 million. Total assets of the University are \$2.6 billion and total liabilities are \$1.3 billion. The balance sheet remains stable with adequate working capital to meet current obligations.

Mr. Chairman, the Fiscal Year 2021 Financial Statements and Audit Report for West Virginia University are included in the Board packet. I move that the Board approve and accept the Fiscal Year 2021 Financial Statements and Audit Report for WVU. I am happy to try and answer any questions, and I know Paula Congelio and Anjali Halabe are also available to answer any questions. This motion was seconded by Kevin Craig, and passed.

Anjali Halabe then reported on the financial statements for the WVU Research Corporation for the fiscal year ended June 30, 2021. Anjali reported that the net position increased by approximately \$4 million. The operating margin, before capital gains and transfer of assets, was \$8.9 million. The balance sheet remains stable with adequate working capital to meet current obligations.

Mr. Chairman, the Fiscal Year 2021 Financial Statements and Audit Report for West Virginia University Research Corporation are included in the Board packet. I move that the Board approve and accept the Fiscal Year 2021 Financial Statements and Audit Report for the WVU Research Corporation. Again, I am happy to try and answer any questions, as are Paula and Anjali. This motion was seconded by Richard Pill and passed.

We also met in Executive Session. During Executive Session, we received a report from the Director of Internal Audit discussing confidential and ongoing audit investigations and reports. Additionally, we received a confidential and privileged report regarding legal matters from the University's General Counsel. No votes or actions were taken during Executive Session. Mr. Chairman, this concludes my report.

October 28, 2021 Joint Finance and Facilities and Revitalization/Strategic Plans and Initiatives Committee Meetings: Elmer Coppoolse, Strategic Plans and Initiatives Chairman, provided this report - that included the following agenda items:

- a. Approval of 2022 10-Year Campus Development Plan Goals and Guiding Principles - Comment Period
- b. Approval of WVU Modernization Project - Foundational Projects and Student Success Design Work Approval
- c. Approval of WVU Alumni Association Transformation
- d. Approval of Ascend WV, Morgantown Coworking Facility

Thank you, Mr. Chairman. Yesterday afternoon, your committee on Strategic Initiatives met in joint session with the Finance and Facilities and Revitalization Committee.

We first heard from our mental health experts and received an update on the efforts our University is taking to meet the current and changing needs of our students. While mental health has long been a priority, many call the recent challenges a “second pandemic.” Depression, anxiety, eating disorders, and family distress have all been on the rise in the past ten years. More and more students come to college with a history of therapy. The Carruth Center for Counseling and Psychological Services is the core of our mental health portfolio. We heard from the Director about the increases in crisis intervention work, the addition of virtual counseling and a new option called “TalkSpace” for students to remotely access counseling at all times. We heard about the increased investments that the University has made in additional staff for the Carruth Center, the addition of satellite centers, the increase this past year in outreach work, and the creation of a wellness and mental health student advisory board. We heard about the integrated and stepped care approach with the important addition of a Healthy Minds University clinic operated by WVU Medicine and the Rockefeller Neurosciences Institute. It is co-located with the Carruth Center and our Student Health clinic in the middle of the Evansdale Campus. Health Minds University is aimed at longitudinal medication management and psychotherapy needs. While the Carruth Center is focused on short term and crisis intervention work, the Healthy Minds University Clinic will provide longer-term services. The new clinic opened this fall, seeing student patients as referred by the Carruth Center, the Emergency Department, Student Health and self-referrals. In just the first 7 weeks, 141 new student patients have been seen. As the Clinic continues to hire staff, it will become an integral part of the unique mental health support stepped-care model we are able to offer our students on campus.

We also met in Executive Session. During Executive Session, we discussed deliberative, preliminary, and confidential information relating to university strategic priorities, including matters involving or affecting the University’s budget for the current and upcoming academic year and retention and enrollment initiatives. No votes or actions were taken during Executive Session.

After we rose from Executive Session, the Joint Committee made several recommendations to the Board of Governors.

First, we considered a recommendation from management relating to the 2022 10-Year Campus Development Plan Goals and Guiding Principles. Every 10 years, we are required by State Code to undertake a campus development plan. Our last plan was developed in 2012, and so we are required to develop a new ten-year plan that meets the requirements of the State and develops a base framework for our infrastructure priorities as an institution. Over the past several months, the team has developed a set of Plan Goals and Guiding Principles. Earlier this month, Rob, Erin, and Ted led a campus conversation on this process and started the process of obtaining feedback from our campus community. As you know, our President rightly believes that our strategic plans need to be largely about execution. This framework is designed to set an overall context and to align the campus on a set of common themes and priorities to lead us over the next decade. The Plan Goals and Guiding Principles are included in the Board packet, and cover a comprehensive set of topics, with topics including financial stewardship, connectivity, sustainability, collaboration, and aligning with WVU's mission, vision, and values to support growth in enrollment, research, and service. Management has asked that we approve sending these Plan Goals and Guiding Principles out for a thirty-day comment period from the campus before proceeding with the next steps of identifying priorities consistent with those goals and guiding principles.

Therefore, Mr. Chairman, I move that the Board approve the 2022 10-Year Campus Development Plan Goals and Guiding Principles for a 30-day comment period. I am happy to answer any questions and I know Erin Newmeyer and Ted Svehlik are here as well to answer any questions about this topic. This motion was seconded by Bray Cary and passed.

Mr. Chairman, we then heard from Rob Alsop about our efforts to modernize our Information Technology systems through what has been dubbed the WVU Modernization Project. Management is developing a multi-year plan to overhaul our finance, human resources, and student information systems. The goal is to move from our current on-campus, customized legacy systems to state-of-the-art cloud-based systems in a common platform that will drive transformation in business applications across the campus and allow us to meet the needs of our faculty, staff, and students in a new and very exciting manner. This WVU Modernization Project

will also enable the University to make better use of its data. We will have a system that will be scalable with optionality, will provide financial stability, provide more flexibility to our students, and will allow for proactive portfolio management. The first step in this process is to move forward with 15 identified foundational projects. These projects include a new budget model, a new chart of accounts, new data management and governance, document digitization, and a new knowledge base and digital assistant, among others. Additionally, these foundational projects also include student facing projects, including improvements relating to our student workflow, student onboarding, student engagement, and student data analytics. It is exciting to see us move forward on this project. I have been particularly interested and concerned that we as an institution focus more on our information technology, and our committee agrees.

Mr. Chairman, I therefore move that the Board authorize management to move forward with the WVU Modernization Project Foundational Projects and Student Success Design Work approval. I am happy to answer any questions, and I know Rob Alsop and Brice Knotts are also here to answer any questions you may have. This motion was seconded by Bray Cary and passed.

For our next topic, Mr. Chairman, we discussed the WVU Alumni Association. As we are all aware, engagement with our over 200,000 alumni across the globe is incredibly important. From recruiting new students, to linking current students to alumni for mentoring and job opportunities, to fund-raising and philanthropy, our connection to our alumni is absolutely essential to the work of the University. Over the past several months, leadership from the University, the Alumni Association, and the Foundation have been hard at work in re-thinking how our alumni activities should be structured to best achieve our goals. A plan emerged to have the University be much more involved in the day-to-day operations of our alumni activities and of the Alumni Association. Sharon Martin, Stephanie Taylor, Paula Congelio, and Anjali Halabe have been masterful in charting this path forward. And I want to give a particular note of thanks to Kevin Berry, who has been a steady and dynamic force in moving these plans forward. They have worked together in a number of committees to operationalize the new path forward. During our committee meeting, we heard that management of the University and the Alumni Association are now prepared to move forward with a plan where the University and the Alumni

Association will enter into two agreements relating to the management of the Association and the management of the Erickson.

This plan has a lot of potential and I move that the Board authorize management to finalize negotiations and execute the relevant administration and management agreements regarding the WVU Alumni Association. I am happy to answer any questions, and I know Sharon, Stephanie, and Kevin are also here to answer any questions you may have. This motion was seconded by Ed Robinson, and passed.

Finally, project Ascend is well on its way. As our President has noted, when we opened the Morgantown remote site, we had thousands of applications for 50 slots. The generous gift by Brad and Alys Smith has provided a tremendous opportunity for West Virginia to capitalize on the possibilities of remote work. Previously, our Board authorized management to take action to obtain a location for the Morgantown coworking facility. Management is now asking for authorization to spend approximately \$1.5 million to remodel the facility, which is located along Morgantown's waterfront, between Reynolds Hall and the Westover Bridge. The money for this project is coming from the Smith Gift.

Accordingly, Mr. Chairman, I move that the Board approve the renovation. I am happy to answer any questions, and I know that Mark Gavin and Gary Furbee are here as well. This motion was seconded by Richard Pill and passed.

Mr. Chairman, we had a busy afternoon yesterday, and this concludes my report. Thank you.

October 29, 2021 Academic Affairs and Accreditation Committee Report: Dr. Patrice Harris, Academic Affairs and Accreditation Committee Chairman, provided this report - that included the following agenda items:

- a. Approval of the Discontinuation of Undergraduate and Graduate Programs: BA Contemporary and Integrative Performance; BA Religious Studies; BFA Ceramics; BFA Printmaking; BFA Sculpture; BM Music Performance: Piano; MA Art History; MA Spanish; MFA in Ceramics; MFA Graphic Design; MFA Intermedia and Photography; MFA Painting; MFA Printmaking; MFA Sculpture; and MS in Design and Merchandising.
- b. Affirm the name for the college resulting from the merger of the College of Education and Human Services ("CEHS") and the College of Physical Activity and Sports Science ("CPASS").

Thank you, Mr. Chairman. Your committee on Academic Affairs met this morning. We also met in Executive Session. During Executive Session, we discussed preliminary, deliberative, and confidential matters regarding academic priorities and transformation. No votes or actions were taken during Executive Session.

After we rose from Executive Session, the Committee made two recommendations to the full board.

As background, the Academic Affairs committee heard updates on academic transformation. Specifically, we heard about progress in Priority 1, which is to “Determine the viability of academic programs in the current portfolio” and also to realign the “academic portfolio to emphasize undergraduate and graduate programs that are responsive to student and market needs.” As we just heard in Provost Reed’s report, the Provost’s office conducted a data-driven review process of all undergraduate and terminal master’s degree programs that identified 35 “programs of concern,” as well as 30 other programs in the current portfolio that demonstrate growth potential. The Academic units were given the opportunity to submit additional information to provide context to the decision-making process. Following a review of those reports, the Provost’s office made its preliminary recommendations, shared them with the impacted units and posted them under Priority 1 on the Provost’s office Academic Transformation Website. Out of the 35 programs and/or majors recommended for either continuance, continuance with future action required, or discontinuance, only two units appealed the recommendations during appeals hearings held on October 12, 2021. The final results were again noted under Priority 1 on the Academic Transformation website. Out of this process, the Provost’s Office has recommended 15 programs for discontinuation, some of which will be consolidated into a single major or degree program.

The Academic Affairs Committee recommends approval of the plan for the programs listed in the agenda item. Accordingly, Mr. Chairman I move that the board approve the Discontinuation of Undergraduate and Graduate Programs: BA Contemporary and Integrative Performance; BA Religious Studies; BFA Ceramics; BFA Printmaking; BFA Sculpture; BM Music Performance: Piano; MA Art History; MA Spanish; MFA in Ceramics; MFA Graphic Design; MFA Intermedia and Photography; MFA Painting; MFA Printmaking; MFA Sculpture; and MS in Design and Merchandising. This motion was seconded by Alan Larrick and passed.

We also heard an update on plans to combine the College of Education and Human Services and the College of Physical Activity and Sports Sciences. The resulting new college will be focused on human and youth development and it will be called the “College of Applied Human Sciences.” Once the two colleges merge, there will be a shared administrative structure and three schools within the college, which will be: 1) Sports Sciences; 2) Education; and 3) Counseling and Well-Being.

Accordingly, Mr. Chairman, I move that the Board affirm the merger the new name of the college and organizational structure. I am happy to answer any questions, well. This motion was seconded by Bray Cary and passed.

Mr. Chairman, we had a busy morning, and this concludes my report.

PRESIDENT’S REPORT

President Gee offered the following remarks:

We were excited yesterday afternoon that our board and the boards of the Alumni Association and WVU Foundation participated in enlightening programs and shared meal. We are all happy to be back together again in person.

As we saw from the presentations yesterday and today, this is a time of transformation for our University. Our meeting today is an important example, as we begin a new and exciting partnership with the Alumni Association. We have incredible alumni worldwide who are using their WVU education to make our world a better place. And when they come home, they return to our Alumni Association. This new partnership will allow us to fully leverage the power of our alumni to tell our story, engage students and provide opportunities for our alumni to become fully invested in the continuing progress of the university. This change is just one example of how we are transforming every aspect of our work.

All universities seek to change and improve but I believe that one of the most deep-seeded differentiations of our University must be the purpose we pursue in our transformation and the way we imbed that purpose into the daily decisions we make as an institution.

Talking with prospective students and their parents at Discover WVU events keeps me in touch with our fundamental purpose. I have learned that students want to come to a place that is

open and where they can fully participate in collegiate life. Our efforts at managing the pandemic and having a reputation for doing so in a way that is supportive of our students is resonating with both parents and students.

Secondly, I hear that students are looking for programs that accommodate their interests. The emphasis we have put on certain programs, such as forensic science, is attracting students from all over the country because they see that we are achieving excellence in a growing discipline.

The same can also be said for many of our other academic programs. Continuing to understand our students and creating programs they care about will be the key to our success.

Students also want to come to a place with options for activity outside the classroom. With over 500 different student groups, we can assure them that they will find a place at this University. And through Project 168, we will make certain that students find activities that nurture their intellectual and social well-being, as well.

Transformation is not always easy; but it is necessary. We know we must make thoughtful – and sometimes hard – decisions to move this University forward. And I am deeply grateful to our university leaders, faculty staff and students – and to you, our board of governors – for your commitment to this journey.

GENERAL DISCUSSION AND ADJOURNMENT

Chairman Jones announced that the Board will conduct its next regular meeting on December 17, 2021. There being no further business to come before the board, Elmer Coppoolse moved to adjourn the meeting. The motion was seconded by Taunja Willis Miller and passed. The meeting was adjourned at 11:45 a.m.

Richard Pill, Secretary