

WEST VIRGINIA UNIVERSITY
BOARD OF GOVERNORS

February 28, 2020

The one hundred seventy seventh meeting of the West Virginia University Board of Governors was held on February 28, 2020 in Morgantown, WV. Board members in attendance/participating by telephone included David Alvarez, Marty Becker, Charles Capito, Elmer Coppoolse, Kevin Craig, Dr. Stanley Hileman, J. Thomas Jones, Lisa A. Martin, Taunja Willis Miller, Richard Pill, Ed Robinson, J. Robert (J.R.) Rogers, Benjamin Statler, Dr. Kimberly Weaver and William Wilmoth. Board members Kate Dye and Dr. Emily Murphy were absent and excused.

**WVU officers, divisional campus officers, representatives (and others)
present included:**

President, E. Gordon Gee;
Vice President, Legal, Government and Entrepreneurial Engagement, Rob Alsop;
Provost, Maryanne Reed;
General Counsel, Stephanie Taylor;
Vice President and Executive Dean of Health Sciences, Clay Marsh;
Vice President for University Relations, Sharon Martin;
Vice President and Chief Financial Officer, Paula Congelio;
Vice President for Diversity, Equity and Inclusion, Meshea Poore;
Vice Provost for Academic Strategies, Curriculum and Assessment,
Paul Kreider;
Associate Provost for Budget, Facilities and Strategic Initiatives,
Mark Gavin;
Associate Vice President for Finance, Anjali Halabe;
Associate Vice President for Academic Affairs, WVU Health Sciences,
Louise Veselicky;
Deputy General Counsel, Gary G. Furbee, II;
Assistant VP for Finance, David Kosslow;
American Council on Education Fellow, 2018-19, Lisa M. Di Bartolomeo;
President, WVU Potomac State College, Jennifer Orlikoff;
President, WVU Tech, Carolyn Long;
Director of Internal Audit, Bryan Shaver;
Assistant Vice President for Student Life Communications, Sabrina Cave;
Director of Communications and Marketing for Strategic Initiatives,
Erin Newmeyer;
Executive Director, Design and Construction, Joe Patten;
Director of Communications, Office of the Provost, Kimberly Becker;

Program Coordinator, Office of Student Success, Michelle Paden;
WVU FirstGen Student, Cole Anderson;
WVU ACCE Representative, Shirley Robinson;
Executive Officer and Assistant Board Secretary, Jennifer Fisher;
Senior Executive Director, Office of Communications, John Bolt; and,
Special Assistant to the Board of Governors, Valerie Lopez.

Members of the Press were also present.

CALL TO ORDER

The meeting was called to order by Chairman David Alvarez, at 9:50 a.m. A roll call was taken to determine who was in attendance and a quorum established.

ACADEMIC AFFAIRS UPDATES

Provost Maryanne Reed provided the following Academic Affairs Updates:

Dean Search Updates

Provost Reed reported that we have a new dean of the Statler College of Engineering and Mineral Resources. Dr. Pedro Mago from Mississippi State University was hired last month through a national search process. He is an outstanding educator and administrator; most recently he has served as a named chair and head of the Mechanical Engineering program at Mississippi state (the largest program in their engineering college). He officially starts in his new role on July 1, but he will be making several visits to campus this spring to prepare for the transition. In fact, he's been on campus for the past few days.

Our searches for the deans of Extension Service and the Davis College of Agriculture, Natural Resources and Design are well underway. We used a national firm to identify candidates and will be bringing finalists to campus for both positions over the next 3 weeks, beginning this week. I'm pleased to report that in both cases, we have a diverse pool of highly qualified candidates.

Other Administrative Searches

We currently have a search underway for a new Chief Data Officer at WVU. This is a new administrative position created in response to our growing dependence on data to inform decision-making across the institution, encompassing such areas as student success, research, enrollment management and finance. The new person will be tasked

with consolidating our data gathering and reporting efforts, developing a data governance policy (in conjunction with the administration and faculty), and determining what additional hires we may need to make to strengthen our data operations.

Student Success

Provost Reed reported that, in addition to an increase in freshmen retention, we are also seeing improvement in student persistence and graduation. The four-year graduation rate of the 2013 cohort increased from 36 to 39 percent compared to the 2012 cohort. The five year-rate for the 2013 cohort is up from 54 to 56 percent, and the six-year rate is up from 59 to 60 percent. While this is still not ideal, it is a marked improvement, and is two percentage points above the national average for public institutions. Even better news is that, last year, the 2015 cohort who graduated in four years did so at a rate of 43.6 percent, which demonstrates a positive steady increase from previous cohorts.

Student success continues to be a major focus for the University. Last month, I took a team of faculty and administrators to visit Georgia State University, which has become a national leader in student success; and their efforts have resulted in a significant increase in their graduation rates. It was a fantastic visit. We learned a lot and gained valuable insights about efforts we are already engaged in and those from Georgia State that we can emulate and build upon.

We are engaging with the consultant TorchStar again to help us with our retention efforts. Previously, they conducted a Stay Survey, in which they interviewed 1,000 seniors — to learn the reasons why these students decided to stay at the institution and the reasons why some of them had contemplated leaving. Now, we're engaging TorchStar on developing and implementing two retention efforts. One is aimed at reforming class scheduling so that students can get the classes they need to progress toward their degree programs in a timely fashion. The other is aimed at improving gatekeeper courses in which a significant number of students receive either a D, F, or W grade. Working with faculty and looking at best practices, we will try to determine if there are better ways to teach these courses, particularly for students who aren't planning to major in those subjects.

Finally, we are creating a Student Success SWOT Team comprised of key faculty and administrators who will meet regularly, beginning next month, to help us determine a long-term strategy for student success. This may require us making additional institutional investments but will also enable us to make a significant impact in this area.

May-mester

Partially as a retention effort, we are seeking board approval to launch a new “May-mester.” This would be a three-week condensed term, offered immediately after Spring semester, from May 11th-29th. The May-mester would capture students before they leave for the summer and could help students who don’t succeed in a course during the school year, retake that course, hopefully pass it, and progress to their next academic year. It may also offer a new market for summer school and would give faculty the opportunity to teach in the summer for a shorter term.

For 2020, we would like to pilot the May-mester with a limit of 15 courses, and we would like to offer a flat “resident” tuition rate (plus fees) for all students, identical to what we have done with the three-week, “winter-session,” which is growing in popularity each year.

Curriculum Planning and Updates

We are planning to move the department of Communication Sciences and Disorders from the College of Education and Human Services to the School of Medicine. This department houses a bachelor’s degree program and two undergraduate minors and graduate programs in Speech-Language Pathology and Audiology. The College of Education had decided to discontinue the audiology doctorate program because of the high costs of administering the program and the major investment needed to update their clinical spaces. The audiology program is the only one in the state of West Virginia. We feel it is important to retain this program for the state, and there is demand for audiologists. HSC believes it has the resources and space to support and grow these programs, which are in essence, pre-professional and professional healthcare programs. We are in the process now of determining where everyone will be housed so that we can begin the transfer of faculty and students for Fall 2021.

We also are in the process of developing our rubric for identifying new academic programs we want to develop and grow and those we believe are no longer relevant in their current state and either need to be revised or sunset. We are working with EAB to help shape that formula and process. As a first step, we are now increasing scrutiny of new proposals for undergraduate and graduate programs based on market demand and available resources.

It’s important to note that, while we have approved a number of new academic programs this year, we have also turned several away that did not meet the viability test through this more rigorous process.

Finally, we continue to work with faculty to update the general studies curriculum. Because of new federal Title 4 changes, which are much more stringent about which courses are covered by federal financial aid, we have created a new task force, comprised of faculty and administrators across the institution, to ensure our new GEC curriculum is highly relevant, flexible — and that it complies with the new standards.

Faculty Opportunities

In an ongoing effort to recognize faculty contributions across a variety of areas, we are requesting changes to BOG Rules 4.2 and 4.7, which Gary Furbee will present after my report. These revisions will allow us to offer longer contracts for Service faculty (formerly called “Clinical” faculty on the main campus) similar to what we do for Teaching faculty. This also will necessitate making these faculty (with longer contracts) subject to the same “reduction in force” provision that is applicable to tenure track and teaching faculty. This is a first step in re-envisioning our faculty rewards and recognition structure to ensure that “all” faculty who are doing a good job are recognized and rewarded for their accomplishments.

We are piloting a new initiative to increase diversity among our faculty, which we believe will also help us to attract more diverse students — the fastest growing population of high school graduates. It is a small pilot, in which the Provost’s Office will provide a total of \$300,000 dollars to hire at least four new diverse faculty (at up to \$75,000 each). We are making a salary commitment of three-years, and the units will have to pick up the cost of these positions after that. (We are hoping to repeat this over the next two years for 12 new faculty of color.)

What is unique about this effort is that it will also allow us to do more targeted hiring and in a more timely fashion. So we are modeling a new process, as well as making a commitment to adding to the diversity of our faculty. Academic units will compete for these positions, and we will make our decision based on quality of the candidates and the need for the positions in the units — particularly in relation to program growth.

Finally, we are launching a mini-grants program designed to enhance and improve campus culture. This came out of last year’s strategic transformation process and was developed by the strategic transformation implementation team. These are \$1,500 mini-grants for faculty and staff who have creative ideas on how to bring people together, foster collaboration and community, and spread a little joy on our campuses. The deadline for submission was Monday, and we received 44 applications from Morgantown and Keyser campuses. Recipients will be notified later today!

First-Generation Initiatives

And finally, I'm pleased to introduce two additional guest speakers today who will share some insight on our First-Generation Initiatives.

First, we'll hear from Michelle Paden, program coordinator of First-Generation Initiatives within the Office of Student Success. Michelle previously worked with Upward Bound at Davis & Elkins College with first-generation low-income students in Pendleton and Pocahontas Counties. If you're not familiar, Upward Bound is a federally funded TRIO program that helps high school students overcome a variety of barriers to higher education.

In 2015, Michelle joined WVU and began advising in the Center for Learning, Advising and Student Success (or CLASS – formerly University College). During that time, Dr. Sue Day-Perroots initiated a first-generation living-learning community for the 2017-2018 academic year prior to retiring. She also generously left a Foundation account, "First-Generation Student Success," which is mainly used to purchase textbooks for students.

In 2018, Michelle transitioned full-time to FirstGen role, and her efforts have focused on student mentoring, the Success Scholars program and building awareness on campus.

Joining Michelle today is one student who has benefited from the "First-Generation Student Success" fund. Cole Anderson is a freshman pre-psychology student from Welch, West Virginia, in McDowell County. Cole is not only a first-generation underrepresented student, but he was also considered homeless after moving in with his unofficial "adopted" parents for his senior year of high school. Cole will share his story of how our First-Generation Initiatives have impacted him.

BOARD PRESENTATION AND POSSIBLE ACTION: NOTICE OF PROPOSED RULEMAKING FOR CURRENT BOARD OF GOVERNORS RULES DESCRIBED BELOW

Chairman Alvarez called upon Deputy General Counsel, Gary G. Furbee, II, who provided an overview related to this Notice of Proposed Rulemaking. The proposed changes are to amend current BOG Faculty Rules to add a service-track faculty classification in a manner that is consistent with the teaching-track faculty classification. Substantively, the proposed changes to the Rules set forth below will result in additions

or amendments as set forth in detail in the table located in the Notice of Proposed Rulemaking, included within this particular agenda item. The Board of Governors Rules involved cover:

West Virginia University Board of Governors Faculty Rule 4.2 – Appointment, Promotion, Tenure, and Dismissal for Cause; and West Virginia University Board of Governors Faculty Rule 4.7 – Reduction in Force

Following the issuance of the Notice of Proposed Rulemaking, the proposed changes to the Policies and Rules will be posted for the required thirty (30) day public comment period from March 3, 2020 through April 2, 2020.. Any comments received will be summarized and presented to the board. Following any proposed changes, the final Rules will then be presented to the full board for review and approval.

William Wilmoth therefore moved that the Board of Governors approve the Notice of Proposed Rulemaking, as presented. Said motion was seconded by Marty Becker and passed.

APPROVAL OF MINUTES

Elmer Coppoolse moved that the minutes of the November 8, 2019 regular meeting, the December 20, 2019 regular meeting and the January 24, 2020 special meeting be approved. The motion was seconded by Kevin Craig and passed

COMMITTEE REPORTS

February 27, 2020 Audit Committee Meeting: Audit Committee Chairman, J. Thomas Jones, reported on yesterday's Audit Committee meeting - during which committee members received a report from the Chief Financial Officer, and then moved to executive session – during which they received a report from WVU's General Counsel, and a report from the Director of Internal Audit, dealing with Current Internal and External Audit Activity, in addition to other matters being handled within the Internal Audit Department.

February 27, 2020 Strategic Plans and Initiatives Committee Meeting: Elmer Coppoolse, Committee Chairman, provided the following report on yesterday's committee meeting: During our Strategic Initiatives Committee meeting, we met in executive session and discussed several matters, but took no action. Included in our discussions were the following:

- We discussed matters relating to student housing, including public private partnerships, potential projects, and a student housing master plan engagement;
- We heard from the WVU Foundation on maximizing fundraising opportunities and obtaining the best return on investment to increase financial support for the University;
- We discussed matters relating to the current budget, with a particular focus on recruiting, retention, and student success.
- We discussed intellectual property contractual arrangements relating to the WVU Hospital;
- We heard an update on efforts at the University to address matters relating to information technology governance, risks, and security; and

We heard about efforts of the University to assist in local and statewide economic Development projects that will have a positive impact on the economy and the ability to the University to increase its research portfolio

February 28, 2020 Finance and Facilities and Revitalization Committee Meeting: Marty Becker, Committee Chairman, provided the following report on today's committee meeting:

- The university's unaudited financial statements for the two quarters ended December 31, 2019 were presented during the Finance and Facilities and Revitalization Committee meeting this morning and are included as informational items in your Board packets.
- As a result of the revenue and expense activity through the second quarter, the net position for the university improved by \$17 million since June 2019.
- Leadership remains committed to strengthening the financial performance of the University in order to provide fair and competitive wages to the workforce while continuing to invest in building and infrastructure to improve the overall student experience, and this was evident in the 5-year plan.
- We also reviewed an updated financial projection for the fiscal year as well as a 5-year financial projection.
- The University remains largely on target for the Fiscal Year 2020 budget, with expenses trending slightly higher due to a larger than anticipated VSIP acceptance rate and the winding down of the Federal Perkins loan program.

BOARD ACTION ITEMS

- During the Committee meeting, we also heard requests from management to approve five items relating to athletics:
 - New videoboards for the Coliseum and the south endzone of the Milan Puskar Stadium, including associated sound and lighting upgrades;
 - New seating for the WVU Coliseum;
 - A renovation of the Shell Building, to become the WVU Athletics Performance Center;
 - A financing to cover the costs of these projects as Learfield IMG and fundraising pledges are received; and
 - A renovation of the West side suites at the Milan Puskar Stadium.

Accordingly, Elmer Coppoolse moved that the Board of Governors approve these five items as found in the Board packet. This motion was seconded by Kevin Craig, and passed, with a notation that Charles Capito and Taunja Willis Miller abstained from the vote on this motion.

- We also heard that the Governor, the Legislature, and the National Guard are prepared to move forward with a Second Challenge Academy at our Montgomery campus

Accordingly, William Wilmoth moved that the Board of Governors authorize management to transfer the properties associated with Conley Hall, Maclin Hall, the Tech Center, and associated parking and properties to the Armory Board, as provided in the Board packet. This motion was seconded by Elmer Coppoolse, and passed.

- Finally, Sodexo has entered into an agreement to take over the restaurant space in the Evansdale Crossings building. Consistent with our overall agreement with Sodexo, the University will sublease the space from the private developer, WVU Connector, LLC, and then receive a right to manage payment for those spaces from Sodexo.

Accordingly, J. Thomas Jones moved that the Board authorize management to negotiate an amendment to the Sodexo overall agreement and to authorize management to negotiate an amendment with WVU

Connector, LLC to effectuate this change, as provided in the Board packet. This motion was seconded by Lisa A. Martin, and passed.

PRESIDENT'S REPORT

President Gee offered the following comments, beginning with a statement about the shooting that occurred at the College Park Residence Hall. The president congratulated the University Police Department on its prompt response and reiterated that student safety is of the utmost importance here at WVU.

Mental health

Promoting mental health and well being among students is among the greatest challenges facing universities today. Family issues, pressures from social media and a certain instability dominating our lives, nationally and globally, all contribute to this challenge. According to the Center for Collegiate Mental Health, higher education counselors today are treating more students than ever before for mental health challenges, primarily anxiety, stress and depression. According to a major survey by Cigna, Generation Z—the current college-going population—reports higher levels of loneliness than any other age group. Most tragically, the suicide rate for young adults has risen by 51 percent over the past decade. Showing students that we care about them—and giving them the tools to thrive—has never been more important. Because mental health is so critical, we have provided budget enhancements for:

- Five new positions
- A crisis text line
- A “stepped care” model
- And new staff recruitment and retention strategies.

Our Carruth Center for Psychological and Psychiatric Services is the hub for mental health initiative. The crisis text line, which can be accessed by texting “WVU” to 741741, is part of our increased support for psychological emergencies. The Carruth Center is also hiring a new behavioral health clinician primarily dedicated to drop-in and emergency interventions. The “stepped care” model enables students to access clinical interventions that meet their need for specialized long-term and short-term care. It involves a more robust partnership with WVU Medicine to develop collaborative care in Student Health, the Emergency Department and Behavioral Medicine. This will enable us to provide longer, more specialized mental health care for students and will enable clinical staff to more efficiently coordinate emergency and ongoing care. The Carruth Center is recruiting a behavioral health clinician to serve as the liaison to these

departments and coordinate care with medical and psychiatric providers. The Carruth Center is also partnering with Behavioral Medicine to develop a Healthy Minds University: a mental health clinic that offers longer-term and more specialized counseling billed to insurance. We will continue to provide short-term counseling at no cost to students at the Carruth Center. We are also adding two more counselors focused on providing short-term care, facilitating crisis interventions, developing procedures to track outcomes and developing collaborative initiatives that reduce barriers to care. One such initiative would be offering “Let’s Talk”, a nationally recognized model for walk-in consultation hours at various on-campus locations that was originally developed by Cornell University. The Carruth Center will also offer programs that teach higher-level coping skills and increase students’ connections and support within the University community. One example is a new joint psychologist position shared by Adventure WV and the Carruth Center. This person will ensure best practices for group-based outdoor adventure experiences, nature-based recreation, and adventure-based therapy programming. By adopting innovative strategies that give clinicians more time for training and self-care, we will ensure that Carruth Center is the workplace of choice for the most creative and experienced professionals.

Recognitions

I would like to give a shout-out to Rick Pill, who has been named Berkeley County’s 2020 Distinguished Citizen by the Boy Scouts of America. Rick is the 25th recipient of the award, which recognizes commitment to the community. A Morgantown native who earned both his bachelor’s and law degrees at our University, Rick has a long history of service to his alma mater, his profession and his long-time home, West Virginia’s Eastern Panhandle. He is a past member and vice president of the Berkeley County Board of Education and the Berkeley County Development Authority, and past president of the West Virginia Bar Association. He served on the West Virginia United Health System board of directors and currently chairs the WVU Medicine East board. As well as serving on our University’s Board of Governors, he is past president of the Eastern Panhandle WVU Alumni Association and current president of the Eastern Panhandle Mountaineer Fan Club. He will be honored in Martinsburg on March 17, at a dinner with an incredibly dynamic keynote speaker. And, as the speaker in question, I am happy to extend my congratulations to a great Mountaineer.

And one more honor to lift up, one we just learned about this week. Our own Kim Weaver, another native West Virginian and WVU alumnae, has been named to the inaugural group of fellows of the American Astronomical Society, honored for extraordinary achievement and service.

INFORMATION ITEMS

There were no questions or concerns expressed by any Board members pertaining to the Information Items contained within the agenda.

CONSENT AGENDA

Chairman Alvarez called for any discussion of today's Consent Agenda items and asked whether any items needed to be pulled for a separate discussion/vote. There being no such request made Kevin Craig moved that today's Consent Agenda be approved. This motion was seconded by Lisa A. Martin and passed.

Thereupon, the following Consent Agenda items were approved:

- 1. Mountainlair and Mountaineer Station Parking Garage Rehab**
Resolved: That the West Virginia University Board of Governors approves the project and total budget, as presented.
- 2. HSC 1st Floor Dental Clinic Renovation – Phase 1**
Resolved: That the West Virginia University Board of Governors approves the funding of the proposed renovations to the School of Dentistry 1st Floor Clinic, as presented.
- 3. Approval of the Master of Science (MS) in Digital Marketing Communications degree program within the Reed of College of Media**
Resolved: That the West Virginia University Board of Governors approves the creation of a Master of Science (MS) in Digital Marketing Communications degree program within the Reed College of Media.
- 4. WVU Summer Maymester Tuition Approval**
Resolved: That the West Virginia University Board of Governors approves the FY2020 Maymester Tuition and New Approval Timeline, as presented
- 5. Appointment to County Extension Committees**
Resolved: That the West Virginia University Board of Governors approves the nominees and alternates for positions on the County Extension Service Committees in West Virginia, as presented, with a notation that some duplications listed thereon will be investigated and corrected, as necessary.

EXECUTIVE SESSION

Chairman Alvarez requested a motion that the Board go into Executive Session, under authority in West Virginia Code §§6-9A-4(b)(2)(A), (b)(9), and (b)(12) to discuss: a. Confidential and deliberative matters regarding University strategic priorities and personnel matters; and b. Report by General Counsel. The motion was made by Kevin Craig, seconded by J. Robert (J.R.) Rogers and passed. Following the conclusion of Executive Session, Lisa A. Martin moved that the Board rise from Executive Session. This motion was seconded by J. Thomas Jones and passed.

DISCUSSIONS/ACTIONS EMANATING FROM EXECUTIVE SESSION

Board member Taunja Willis Miller moved the WVU Board of Governors approve the appointment of James Steven Ferguson, as discussed in today's Executive Session, to replace Kevin Craig, on an interim basis, as a Public University Representative on the West Virginia Health System Board of Directors. The motion was seconded by Marty Becker and passed.

GENERAL DISCUSSION AND ADJOURNMENT

Chairman Alvarez announced that the Board will conduct its next regular meeting on May 1, 2020 in Morgantown. There being no further business to come before the Board, Ed Robinson moved to adjourn the meeting. The motion was seconded by Dr. Stanley Hileman and passed. The meeting was adjourned at 11:50 a.m.

Taunja Willis Miller, Secretary