

WEST VIRGINIA UNIVERSITY
BOARD OF GOVERNORS

April 12, 2013

The one hundred ninth meeting of the West Virginia University Board of Governors was held on April 12, 2013 at the Erickson Alumni Center. Board members in attendance/participating included David Alvarez, Dr. Lesley Cottrell, James W. Dailey, II, Thomas Flaherty, Dr. Robert Griffith, Diane Lewis, Dixie Martinelli, William Nutting, Andrew A. Payne, III, Zach Redding, Ed Robinson, J. Robert (J.R.) Rogers, Dr. Charles Vest, and William Wilmoth. Board members, Dr. Tom Clark, Ellen Cappellanti and Raymond Lane was absent and excused.

WVU officers, divisional campus officers, and representatives present included:

President, James P. Clements;
Provost and Vice President for Academic Affairs, Michele Wheatly;
Health Sciences Chancellor, Dr. Christopher Colenda;
Vice President for Administration and Finance, Narvel Weese;
Vice President for Legal Affairs and General Counsel & Assistant
BOG Secretary, William H. Hutchens, III;
Vice President for Student Affairs, Ken Gray;
Interim Vice President for Research, Fred King;
Vice President for Human Resources, Margaret Phillips;
Senior Associate Provost, Russell Dean;
Associate Vice President, Academic Strategic Planning, Dr. Nigel Clark;
Associate Director, Organizational Advancement, WVU Extension Service, Ann Berry;
Associate Vice President for Enrollment Management and Services, Brenda Thompson;
Director of Internal Audit, William Quigley;
Executive Officer for Policy Development, Jennifer Fisher;
Senior Associate Vice President for Finance, Dan Durbin;
Associate Vice President for Planning & Treasury Operations, Liz Reynolds;
Associate Vice President for Student Affairs, Michael Ellington;
Dean of Students and Director of Housing, G. Corey Farris;
Director of Communications for Student Affairs and Executive Director of
Mountaineer Parents Club, Sabrina Cave;
Student Affairs Chief Business and Planning Officer, Les Carpenter;
Accreditation and Planning Officer, Elizabeth Hamilton;
Dean of Extended Learning, Sue Day-Perroots;
Assistant Vice President for University Communications, Becky Lofstead;
Director of University Relations/News, John Bolt;
West Virginia University Institute of Technology, Chief Executive Officer,
Carolyn Long;
Potomac State College of West Virginia University, Divisional Campus Provost,
Leonard Colelli;
Chief Financial Officer for WVU Health Sciences, Wendy King;
Senior Advisor to the Provost for Divisional Campuses, Kerry Odell;

Interim Associate Provost for Graduate Academic Affairs, Katherine Karraker;
Teaching Associate Professor, World Languages, Literatures & Linguistics, Lisa
DiBartolomeo;
Director, Assessment & Retention, Academic Affairs, Bernadette Jungblut;
Professor and Chair, Geology & Geography, Steve Kite;
Professor, Computer Science & Electrical Engineering, Matthew Valenti;
Special Assistant to the President, Sara Master;
Senior Special Event Coordinator, Gretchen Hoover; 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 Board Chairman, Andrew A. Payne, III, at 8:35 a.m.

BOARD ITEMS

UPDATE OF WVU STRATEGIC PLANNING PROCESS

Dr. Nigel Clark, Associate Vice President for Academic Strategic Planning, provided an update on WVU's 2020 Strategic Plan. The 2020 Strategic Framework for the Future, which the Board adopted in February of 2011, contained the following five goals.

Goal 1: Engage undergraduate, graduate, and professional students in a challenging academic environment.

Goal 2: Excel in research, creative activity, and innovation in all disciplines.

Goal 3: Foster diversity and an inclusive culture.

Goal 4: Advance international activity and global engagement.

Goal 5: Enhance the well-being and the quality of life of the people of West Virginia.

Dr. Clark reported that in the two years since adopting a new strategic plan, WVU has made progress on each of the five goals. He noted that perhaps the most important outcome is how individual colleges and departments have instituted their own strategic planning as a result of the university-wide plan. The 2020 Strategic Framework for the Future has a comprehensive website that presents progress and archives material, as well as dashboards that show baseline data and metrics aligned with the goals. In addition, roundtables and workgroups were formed to move strategic goals to operational initiatives.

Some of the tangible results from the plan and aspirations discussed included:

- Creation of 145 faculty positions, including 61 at Health Sciences.
- Hiring Chief Diversity Officer David Fryson.
- Launch of a new School of Public Health.
- Expansion on the Evansdale campus.
- Establishment of the “Mountains of Excellence” initiative.
- Development of University College – a centralized support system/program to assist students who have not declared an academic major.
- Strengthening of the West Virginia Clinical and Translational Science Institute as the result of a nearly \$20 million grant from the National Institutes of Health.

Dr. Clark also reported that West Virginia University has adopted the following three aspirations for 2020:

- To attain and maintain the highest Carnegie research ranking. WVU currently is listed as a Research University (High Research Activity) by the Carnegie Foundation for the Advancement of Teaching – the second highest ranking – but has a goal of joining the 108 Very High Activity institutions.
- Double the number of nationally-ranked programs.
- Groom graduates to be among the nation’s leaders in career readiness.

President Clements remarked that progress on the Strategic Plan has been excellent and brought about by the efforts of a group of very dedicated, passionate individuals.

TOPICS RELEVANT TO FUTURE EDUCATIONAL OUTCOMES AND ENVIRONMENTS

Part One: Dr. Nigel Clark, Associate Vice President for Academic Strategic Planning, presented the first part of this topic – Educational Responsibility. To embrace this concept, WVU has created an Educational Responsibility Roundtable (ERRT) to address changing curriculum and educational practices. Goal 1 of WVU’s 2020 Strategic Plan for the Future calls for WVU to “engage undergraduate, graduate, and professional students in a challenging academic environment.” This serves as an internal motivator to transform the curriculum and encourage innovation in teaching to provide students with the skills that they need to succeed in a rapidly changing society. National needs, examples of which include access, need for career success, educational affordability and return on investment, coupled with changing constituency demands, are driving changes at universities. Dr. Clark provided a brief overview of features and providers related to MOOCs (Massive Open Online Courses.)

WVU’s Educational Responsibility Roundtable is a nine-member group that is charged with determining WVU’s future educational role. Dr. Clark identified the charge of this group, which is:

- Scour the literature (to review curricular and educational techniques landscape and determine characteristics of a graduate that contribute to success);
- Determine the future educational role of West Virginia University;
- Identify cultural changes, structural changes, and resources needed to proceed; and,

- Propose a five-year path to success (including making recommendations to Faculty Senate and Administration; developing an implementation plan; and identifying metrics to measure progress).

Dr. Clark concluded that the suggested educational pathway for WVU includes the following:

- Foster the successful on-line education already developed at WVU; and
- Graduate scholars with high competency and skills for career success through innovative residential education, and to this extent:
 - ✓ Employ on-line resources (including MOOCs), where appropriate, as curricular resources and “textbooks of tomorrow”;
 - ✓ Encourage use of proven new educational techniques; and,
 - ✓ Assess outcomes of both skills development and educational practices.

Part Two: Dr. Sue Day-Perroots, Dean of Extended Learning, presented the second part of this topic – WVU Online. Dr. Day-Perroots discussed how online learning has grown at WVU since 1995 to incorporate the latest in educational trends, including MOOCs. She noted that about 1,700 residential students currently also take online courses. She provided specific examples of credit hour growth among the colleges and schools at WVU, along with an overview of the degrees offered, in addition to the individual college/school shares of the WVU Extended Learning revenues.

Dr. Day-Perroots concluded that WVU needs to look online as a means to fulfill our access mission and underscored the following statements related to WVU Online:

- Quality Matters –WVU employs a nationally normed measure of standards for online courses;
- WVU completed the Sloan-C Quality Scorecard for Online Administration; and,
- WVU programs in Nursing, Business and Education & Human Services were ranked respectively by US News & World Report.

BOG member, Dr. Charles Vest, who participated in the Board meeting via telephone, lauded the University for its approach to online learning. He commented that WVU has been careful to build on a deep knowledge base and has also reinvested cost savings funds in an appropriate manner.

EXECUTIVE SESSION

Chairman Payne requested a motion that the Board go into Executive Session, under authority in West Virginia Code §§ 6-9A-4(b)(9) and (12) to discuss legal matters and matters involving the investment of public funds and commercial competition. The motion was made by J. Robert Rogers, seconded by Dixie Martinelli, and passed. Following the conclusion of Executive Session, Zach Redding moved that the Board reconvene into regular session. This motion was seconded by Thomas Flaherty, and passed.

DISCUSSIONS EMANATING FROM EXECUTIVE SESSION

Chairman Payne reported that nothing discussed in today's Executive Session required Board action.

BUDGETARY, TUITION & FEE PLANNING PARAMETERS – FY 2014 BUDGET

Narvel G. Weese, Jr., Vice President for Administration and Finance, provided the following overview as the University begins preparing its FY 2014 budget.

As West Virginia University begins the process of preparing the FY 2014 budget, we are facing the most challenging financial environment in years: we are facing a proposed 8.9% cut in State appropriations (\$13.3M), a competitive enrollment environment, and reductions in federal appropriations and research grant funds due to sequestration.

We are also concerned that the decline in state revenue collections and growing mandates at the state level may negatively impact state appropriated allocations in FY 15 as well.

Given these shortfalls, we believe it is prudent to mitigate costs and explore new revenue ideas in order to provide as much flexibility as possible to units across the campus. We have asked the leadership team to deepen their commitment to fiscal prudence for the remainder of FY 13.

Specifically, we have suggested that units follow a few basic measures:

- Carefully review requests to fill any current or upcoming vacancies since 63% of our budget is invested in personnel salaries and benefits;
- Carefully review any travel requests to determine if each is essential to meeting program objectives; and
- Carefully review major expenditures for equipment or other supplies to assure that they are essential in delivering core mission services.

In addition, we have asked the campus community to assist us in developing a list of cost savings and revenue generating ideas as soon as possible.

We anticipate that the WV legislature will finalize its FY 14 Budget around April 20th. As the FY 14 revenue picture becomes clearer, we will explore various options to effectively manage the loss of state appropriations. The magnitude and duration of the state cuts will have an impact on the type of corrective actions required to maintain the University's stable financial position. West Virginia University continues to consider various financial scenarios in order to develop its FY 2014 budget. The University is also considering tuition increases for undergraduate, graduate and professional students who may see slightly higher increases. At this point, it's difficult to finalize the University's tuition strategy until the state budget process is concluded. However, any proposed tuition increases will maintain our position as one of the lowest cost flagship universities in the country.

The University is committed to student access; therefore the University will also increase institutional scholarships at the same pace that tuition is increased. The University must also continue to invest in its 2020 Strategic Plan, academic program quality, master plan projects, and other mission critical initiatives. We must continue to move forward as we adjust our fiscal plan to reflect the loss of state appropriations and other revenues. This may require a reallocation or repositioning of resources into the University's core mission initiatives and other initiatives that contribute to the long-term quality of the institution.

WVU recognizes salaries need to remain competitive in order for the University to compete for talent and expertise. In this current set of circumstances we are unsure of our ability to provide a salary improvement program this year, but will continue to keep this need as an ongoing priority.

The University's financial goals set forth in the Financial Response to the Strategic Plan Goals, presented to the Board of Governors at its April 8, 2011 meeting, will also be preserved in the budget. Specifically, the goals of maintaining positive operating margins, maintaining cash reserves, and preserving the bond credit rating throughout the implementation of the five-year financial plan will not be impacted by the FY 2014 budget.

APPROVAL OF MINUTES

Dr. Robert Griffith moved that the minutes of the February 22, 2013 regular meeting and March 27, 2013 special meeting be approved. The motion was seconded by William Nutting, and passed.

AUDIT COMMITTEE REPORT

James W. Dailey, II, as Chairman of the Audit Committee, reported that yesterday afternoon's meeting was well attended by an additional number of board members not on the Audit Committee.

Vice President for Administration and Finance, Narvel Weese, provided an update on ORACLE system upgrades and completion of the interim assessment of key financial statement components by Deloitte & Touche. Dennis Juran, Janice Smith and Jacqueline Griffin from Deloitte & Touche discussed information relevant to the upcoming audit, including the Audit timeline, Audit plan by area, and the Independent Accountants' Report on Applying Agreed-Upon Procedures.

During the Audit Committee Executive Session, members received reports from Director of Internal Auditing, William Quigley, in addition to two of his Senior Management Auditors. Vice President for Legal Affairs and General Counsel, & Assistant BOG Secretary, William H. Hutchens, III, also updated the committee on relevant legal issues.

PRESIDENT'S REPORT

President Clements referenced Vice President Narvel Weese's overview of the current state budget allocation. He also referenced Dr. Nigel Clark's agenda item updating the BOG on the strategic plan and applauded all of the efforts by many across the campuses.

The President noted that sponsored programs are running ahead of last year at this time by about \$11.4 million, and that private donations, excluding RTF matches which are not available this year, are running ahead about \$1.5 million after nine months of the fiscal year.

The President then lifted up good news items at WVU Tech, including the completion of the Student Success Center for advising, tutoring, and other student services aimed at retention. Other improvements included renovations to Old Main, expansion of Wi-Fi on campus, general campus infrastructure, a new Alumni Network initiative to help with recruiting, and continued work on strategic planning centered on student retention.

President Clements also noted the participation of Potomac State in the first ever Mineral County STEM festival, which included support from WVU Extension as well.

Dr. Clements shared with the BOG that WVU has joined the Hispanic Association of Colleges and Universities (HACU) as a partner institution.

He also lifted up numerous awards, recognitions, and milestones for faculty, staff, students, and departments at the University.

The president underscored the upcoming forum on April 26th when WVU would become one of just 9 sites to date hosting a discussion on the National Research Council report entitled "Research Universities and the Future of America." The President addressed the 10 recommendations from the report as part of his State of the University address in the Fall of 2012, and then-Faculty Senate Chair Dr. Lesley Cottrell presented to the BOG an analysis of how the recommendations mapped to the WVU Strategic Plan. President Clements noted that in addition to Dr. Cottrell, our own Dr. Charles Vest would be at the forum to speak, along with representatives from the Association of Public and Land-Grant Universities (APLU), and the Association of American Universities (AAU). In addition, the study's director (Dr. Peter Henderson) and one of the report's commission members, former University of Kentucky President, Dr. Lee Todd, would also be in Morgantown to help lead the forum.

Dr. Clements ended his report by sharing an email from a parent praising staff at WVU, in particular in Student Affairs and the Mountaineer Parents Club, for support of students above and beyond late into a Friday night/Saturday morning during a bus delay at the semester break. The email, he said, exemplified the dedicated staff we have across the University.

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 Payne called for any discussion of today's Consent Agenda items. There being none, James W. Dailey, II moved that the Board accept the Consent Agenda items as presented in today's agenda booklet. This motion was seconded by William Wilmoth, and passed.

Thereupon, the following Consent Agenda items were approved:

1. Approval of New Graduate Certificate Program: Applied Biostatistics

Resolved: That the West Virginia University Board of Governors approves the creation of the Certificate in Applied Biostatistics in the School of Public Health.

2. Amendments to West Virginia University Board of Governors Policies 10, 15, and 31

Resolved: That the West Virginia University Board of Governors approves the amended Board of Governors Policies 10, 15, and 31, as presented.

NOMINATING COMMITTEE

Chairman Payne asked the following Board members to serve on a nominating committee to prepare and present a slate of officers at the June 6, 2013 Board meeting: Ellen Cappellanti, who will serve as Chairman, Dr. Lesley Cottrell, Ed Robinson, and William Wilmoth. J. Robert Rogers moved to accept these committee appointments, as presented by Chairman Payne. The motion was seconded by William Nutting, and passed.

OTHER BUSINESS

Chairman Payne announced that Carolyn Long, Chief Executive Office of West Virginia University Institute of Technology, will host our June 6, 2013 Board meeting on the campus of WVU Tech.

ADJOURNMENT

There being no further business to come before the Board, Dr. Lesley Cottrell moved to adjourn the meeting. The motion was seconded by Diane Lewis, and passed. The meeting was adjourned at 12:20 p.m.

Thomas V. Flaherty, Secretary