



West Virginia University

# Board of Governors

## 2023 - 2024

### Meeting Agenda Booklet

#### September 15, 2023

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**WEST VIRGINIA UNIVERSITY BOARD OF GOVERNORS**  
**Board Meeting – September 15, 2023 – 9:00 a.m.**

**Barnette BOG Room,  
Erickson Alumni Center  
Morgantown, West Virginia  
and**

**Please click the link below to join the webinar:**

<https://wvu.zoom.us/j/99814155818>

**MEETING AGENDA**

- |   |                                 |
|---|---------------------------------|
| <b>1. Call to Order</b>   | <b>Member<br/>Willis-Miller</b> |
| <b>2. Potential Executive Session, under authority in West Virginia Code §§6-9A-4(b)(2)(A), (b)(9), (b)(10), and (b)(12) to discuss:</b> <ul style="list-style-type: none"><li><b>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;</b></li><li><b>b. Possible naming opportunity of a non-academic building; and</b></li><li><b>c. Confidential and preliminary matters involving or affecting the University’s budget for the current and upcoming academic year, including retention and enrollment.</b></li></ul> | <b>Willis-Miller</b>            |
| <b>3. Discussions Emanating from Executive Session – if any</b>   | <b>Willis-Miller</b>            |
| <b>4. Office of the Provost - Final Recommendations (Discussion and Vote)</b>   | <b>Gee &amp; Reed</b>           |
| <b>5. Fall 2023 Fiscal Leading Indicators (Information Only)</b>  | <b>Congelio &amp; Weiss</b>     |
| <b>6. Approval of minutes for June 23, 2023, July 31, 2023, and August 22, 2023 board meetings</b>  |                                 |
| <b>7. Information Items (Written Only)</b> <ul style="list-style-type: none"><li><b>a. Report of Real Property Transactions – Fourth Quarter of FY 2023</b></li><li><b>b. Educational Materials Report</b></li></ul>  | <b>Furbee<br/>Widders</b>       |

- c. **Organizational (Departmental) Change at the West Virginia University School of Medicine: The WVU School of Medicine is creating a Department of Hematology & Oncology** **Gee & Reed**
- d. **Organizational (Departmental) Change at the West Virginia University School of Medicine: The WVU School of Medicine is creating a Department of Cancer Prevention and Control** **Gee & Reed**
- e. **Assessment of Strategic Initiatives Units and the Office of General Counsel** **Alsop**

**8. Consent Agenda (for Board Review and Action)**

- a. **Entry of Institutional Undergraduate Fee Waivers and Institutional Graduate and Professional Fee Waivers** **Reed**
- b. **Appointment to County Extension Committees** **Reed**
- c. **Naming Opportunity for Non-Academic Building** **Alsop**

**9. President's Report**

**Gee**

**10. The next regular board meeting is scheduled for November 17, 2023**

**11. Adjournment**

**WEST VIRGINIA UNIVERSITY BOARD OF GOVERNORS**  
**Meeting of September 15, 2023**

**ITEM:** Final recommendations resulting from the WVU Board of Governors Academics Rule 2.2 program reviews conducted by the Office of the Provost in summer 2023.

**INSTITUTION:** West Virginia University

**COMMITTEE:** Full Board – Agenda

**RECOMMENDATION:** Resolved: That the West Virginia University Board of Governors approves these recommendations resulting from the program review process completed over summer 2023.

**STAFF MEMBERS:** Dr. E. Gordon Gee  
President

Maryanne Reed, BA, MS  
Provost and Vice President for Academic Affairs

**BACKGROUND:** In March of 2023, WVU’s Board of Governors tasked the President and Provost with developing and executing an accelerated process of academic program reviews that would enable the University to make recommendations for personnel reductions and address its structural budget deficit.

With support from the rpk Group, the WVU Office of the Provost developed a data-informed process that identified 25 of its academic units to undergo formal review through a full program review process in accordance with WVU Board of Governors Academics Rule 2.2. Each of these 25 units completed and submitted a written self-study, due to the Office of the Provost on August 1, 2023. The colleges and units were notified of the Office of the Provost’s preliminary recommendations on August 11, 2023. Of the 130 total majors under review, 33 majors were recommended for discontinuance, 15 were recommended for the development of cooperative programs (to result in 5 majors), and 169 faculty positions were identified for reduction.

Units and faculty were given until August 18, 2023, to file an Intent to Appeal the preliminary recommendations. Appeals for 19 of the 25 units were heard between August



24 and September 1, 2023. The colleges and units were notified of the Office of the Provost's final recommendations within 3 business days of their appeal hearing date.

In those 19 appeal hearings, the appeal committees considered 51 separate items: 30 of those appeals were granted, and 21 were denied. As a result of those appeals, 5 programs that were originally recommended for discontinuance were continued with specific action, and 22 faculty positions that had been originally identified for reduction were returned to their units. Additionally, 66 assigned actions were not appealed.

The results of the appeal hearings are considered the Provost's Office's final recommendations. Department names (in blue) are links to each of the final recommendation letters. For any unit that did not request an appeal hearing, the Provost's Office's preliminary recommendations are the final recommendations. The numbering (e.g., B&E 1) is for reference purposes only.

We are now seeking approval by the Board of Governors for the final recommendations below.

In addition to these specific items for Board of Governors' approval, we are also including several supplemental tables that provide summary information.

- Table 1. Summary of faculty reductions and retentions by unit resulting from the final recommendations
- Table 2. Summary of appeal outcomes
- Table 3. Summary of programmatic actions (by category, before and after appeals)
- Table 4. Summary of majors and students in majors recommended for discontinuance (before and after appeals)
- Table 5. Summary of faculty impact (before and after appeals)

## **Chambers College of Business and Economics**

*(Referenced as B&E 1-4)*

### Department of Management

- **BSBA Management: Continuance at the Current Level of Activity with Specific Action (B&E 1)**
  - Reduce the number of faculty positions associated with this program.
- **MS Human Resources Management: Continuance at the Current Level of Activity with Specific Action (B&E 2)**
  - Reduce the number of faculty positions associated with this program.
- **PhD Management: Discontinuance (B&E 3)**
  - Appealed discontinuance; appeal denied.
- **Reduce the number of faculty positions in the unit from its current number to 17. (B&E 4)**

*Note: The MS Human Resources Management and PhD Management programs were reviewed by request of the Chamber's College Dean's Office.*

## **College of Applied Human Sciences**

*(Referenced as CAHS 1-7)*

### School of Education

- **BA Elementary Education: Continuance at the Current Level of Activity with Specific Action (CAHS 1)**
  - Submit curricular revisions or other programmatic changes as stipulated in the final recommendation letter by January 31, 2024.
- **EdD Higher Education Administration: Discontinuance (CAHS 2)**
- **MA Higher Education Administration: Discontinuance (CAHS 3)**
  - Appealed discontinuance; appeal denied.
- **MA Literacy Education: Continuance at the Current Level of Activity with Specific Action (CAHS 4)**
  - Reduce the number of faculty positions associated with this program.

- **MA Special Education: Continuance at the Current Level of Activity (CAHS 5)**
  - Appealed discontinuance; appeal granted.
- **PhD Higher Education: Discontinuance (CAHS 6)**
  - Appealed discontinuance; appeal denied.
- **Reduce the number of faculty positions in the unit from its current number to 18. (CAHS 7)**

**College of Creative Arts**  
*(Referenced as CCA 1- 38)*

School of Art and Design

- **BA Art History: Continuance at the Current Level of Activity with Specific Action (CCA 1)**
  - Submit curricular revisions or other programmatic changes as stipulated in the final recommendation letter by January 31, 2024.
  - Reduce the number of faculty positions associated with this program.
    - Appealed for a decrease in the proposed number of faculty position reductions; appeal granted.
  - Appealed discontinuance; appeal granted.
- **BA Technical Art History: Discontinuance (CCA 2)**
- **BFA Art and Design: Continuance at the Current Level of Activity with Specific Action (CCA 3)**
  - Submit curricular revisions or other programmatic changes as stipulated in the final recommendation letter by January 31, 2024.
  - Reduce the number of faculty positions associated with this program.
    - Appealed for a decrease in the number of proposed faculty position reductions; appeal granted.
- **BFA Art Education: Continuance at the Current Level of Activity with Specific Action (CCA 4)**
  - Submit curricular revisions or other programmatic changes as stipulated in the

- final recommendation letter by January 31, 2024.
- Reduce the number of faculty positions associated with this program.
  - Appealed for a decrease in the proposed number of faculty position reductions; appeal granted.
- **MA Art Education: Continuance at the Current Level of Activity (CCA 5)**
- **MFA Art and Design: Continuance at the Current Level of Activity with Specific Action (CCA 6)**
  - Submit curricular revisions or other programmatic changes as stipulated in the final recommendation letter by January 31, 2024.
  - Reduce the number of faculty positions associated with this program.
    - Appealed for a decrease in the proposed number of faculty position reductions; appeal granted.
- **Reduce the number of faculty positions in the unit from its current number to 16. (CCA 8)**

#### School of Music

- **BA Music: Continuance at the Current Level of Activity (CCA 8)**
- **BA Music Business and Industry: Continuance at the Current Level of Activity (CCA 9)**
- **BM Music Composition: Continuance at the Current Level of Activity with Specific Action (CCA 10)**
  - Reduce the number of faculty positions associated with this program.
    - Appealed for a decrease in the proposed number of faculty position reductions; appeal granted.
- **BM Music Education: Continuance at the Current Level of Activity (CCA 11)**
- **BM Music Performance: Continuance at the Current Level of Activity with Specific Action (CCA 12)**
  - Reduce the number of faculty positions associated with this program.

- Appealed for a decrease in the proposed number of faculty position reductions; appeal granted.
- **BM Music Performance: Jazz and Commercial Music: Discontinuance (CCA 13)**
- **BM Music Therapy: Continuance at the Current Level of Activity (CCA 14)**
- **DMA Collaborative Piano: Discontinuance (CCA 15)**
- **DMA Composition: Discontinuance (CCA 16)**
- **DMA Conducting: Continuance at the Current Level of Activity (CCA 17)**
- **DMA Performance: Continuance at the Current Level of Activity with Specific Action (CCA 18)**
  - Reduce the number of faculty positions associated with this program.
    - Appealed for a decrease in the proposed number of faculty position reductions; appeal granted.
- **MA Music Business and Industry: Continuance at the Current Level of Activity (CCA 19)**
- **MM Collaborative Piano: Discontinuance (CCA 20)**
- **MM Composition: Discontinuance (CCA 21)**
- **MM Conducting: Continuance at the Current Level of Activity (CCA 22)**
- **MM Jazz Pedagogy: Discontinuance (CCA 23)**
- **MM Music Education: Continuance at the Current Level of Activity (CCA 24)**
- **MM Performance: Continuance at the Current Level of Activity with Specific Action (CCA 25)**
  - Reduce the number of faculty positions associated with this program.
    - Appealed for a decrease in the proposed number of faculty position reductions; appeal granted.
- **Reduce the number of faculty positions in the unit from its current number to 34. (CCA 26)**

#### School of Theatre and Dance

- **BA Dance: Continuance at the Current Level of Activity (CCA 27)**
- **BA Theatre: Continuance at the Current Level of Activity with Specific Action (CCA 28)**

- Reduce the number of faculty positions associated with this program.
- **BFA Acting: Continuance at the Current Level of Activity (CCA 29)**
- **BFA Musical Theatre: Continuance at the Current Level of Activity (CCA 30)**
- **BFA Puppetry: Development of a Cooperative Program (CCA 31)**
  - Merge with BA Theatre by January 31, 2024.
- **BFA Theatre Design and Technology: Continuance at the Current Level of Activity (CCA 32)**
- **MFA Acting: Continuance at the Current Level of Activity (CCA 33)**
  - Appealed discontinuance; appeal granted.
- **MFA Costume Design and Technology: Continuance at the Current Level of Activity (CCA 34)**
  - Appealed the recommendation of the development of a cooperative program; appeal granted.
- **MFA Lighting Design and Technology: Continuance at the Current Level of Activity (CCA 35)**
  - Appealed the recommendation of the development of a cooperative program; appeal granted.
- **MFA Scenic Design and Technology: Continuance at the Current Level of Activity (CCA 36)**
  - Appealed the recommendation of the development of a cooperative program; appeal granted.
- **MFA Technical Direction: Continuance at the Current Level of Activity (CCA 37)**
  - Appealed the recommendation of the development of a cooperative program; appeal granted.
- **Reduce the number of faculty positions in the unit from its current number to 17. (CCA 38)**

### **College of Law**

*(Referenced as LAW 1-2)*

- **JD Law: Continuation at the Current Level of Activity with Specific Action (LAW 1)**
  - Submit curricular revisions or other programmatic changes as stipulated in the final recommendation letter by January 31, 2024.
  - Reduce the number of faculty positions associated with this program.
    - Appealed for a decrease in the proposed number of faculty position reductions; appeal denied.
- **Reduce the number of faculty positions in the unit from its current number to 24. (LAW 2)**

### **Davis College of Agriculture, Natural Resources, and Design**

*(Referenced as DVS 1-29)*

#### School of Design and Community Development

- **BS-AGR Agriculture and Extension Education: Continuation at the Current Level of Activity with Specific Action (DVS 1)**
  - Reduce the number of faculty positions associated with this program.
- **BS Design Studies: Continuation at the Current Level of Activity with Specific Action (DVS 2)**
  - Reduce the number of faculty positions associated with this program.
- **BS Environmental and Community Planning: Discontinuance (DVS 3)**
- **BS Fashion Design and Merchandising: Continuation at the Current Level of Activity with Specific Action (DVS 4)**
  - Reduce the number of faculty positions associated with this program.
    - Appealed for a decrease in the proposed number of faculty position reductions; appeal denied.
- **BS Interior Architecture: Continuation at the Current Level of Activity (DVS 5)**

- Appealed recommendation of Continuation at the Current Level of Activity with Specific Action: Reduce the number of faculty positions associated with this program; appeal granted.
- **BSLA Landscape Architecture: Continuation at the Current Level of Activity with Specific Action (DVS 6)**
  - Reduce the number of faculty positions associated with this program to a maximum of 5.
    - Appealed discontinuance; appeal granted.
- **MSLA Landscape Architecture: Discontinuance (DVS 7)**
- **PhD Human and Community Development: Continuation at the Current Level of Activity with Specific Action (DVS 8)**
  - Submit curricular revisions or other programmatic changes as stipulated in the final recommendation letter by January 31, 2024.
  - Reduce the number of faculty positions associated with this program.
- **Reduce the number of faculty positions in the unit from its current number to 21. (DVS 9)**

#### Division of Forestry and Natural Resources

- **BS Energy Land Management: Development of a Cooperative Program (DVS 10)**
  - Submit Intent to Plan regarding merger with BS Environmental and Energy Resource Management or other programmatic changes as stipulated in the final recommendation letter by January 31, 2024.
- **BS Wildlife and Fisheries Resources: Continuation at the Current Level of Activity (DVS 11)**
- **BSF Forest Resource Management: Development of a Cooperative Program (DVS 12)**
  - Reduce the number of faculty positions associated with this program.
  - Submit Intent to Plan regarding merger with BSF Wood Science or other programmatic



- changes as stipulated in the final recommendation letter by January 31, 2024.
- **BSF Wood Science and Technology: Development of a Cooperative Program (DVS 13)**
    - Reduce the number of faculty positions associated with this program.
    - Submit Intent to Plan regarding merger with BSF Forest Resource Management or other programmatic changes as stipulated in the final recommendation letter by January 31, 2024.
  - **BSR Recreation, Parks, and Tourism Resources: Discontinuance (DVS 14)**
    - Appealed discontinuance; appeal denied.
  - **PhD Natural Resources Science: Continuation at the Current Level of Activity (DVS 15)**
  - **Reduce the number of faculty positions in the unit from its current number to 22. (DVS 16)**

#### Division of Plant and Soil Sciences

- **BS Environmental Microbiology: Development of a Cooperative Program (DVS 17)**
  - Submit Intent to Plan regarding merger with BS Environmental, Soil, and Water Science or other programmatic changes as stipulated in the final recommendation letter by January 31, 2024.
  - Reduction of faculty positions associated with the program.
    - Appealed for a decrease in the number of proposed faculty reductions; appeal granted.
- **BS Environmental, Soil, and Water Science: Continuation at the Current Level of Activity with Specific Action (DVS 18)**
  - BS Environmental Microbiology will merge with this program by January 31, 2024.
  - Reduction of faculty positions associated with the program.
    - Appealed for a decrease in the number of proposed faculty reductions; appeal granted.

- **BSAGR Horticulture: Development of a Cooperative Program (DVS 19)**
  - Submit Intent to Plan regarding merger with the BSAGR Sustainable Food and Farming or other programmatic changes as stipulated in the final recommendation letter by January 31, 2024.
  - Reduction of faculty positions associated with the program.
    - Appealed for a decrease in the number of proposed faculty reductions; appeal granted.
- **BSAGR Sustainable Food and Farming: Development of a Cooperative Program (DVS 20)**
  - Submit Intent to Plan regarding merger with the BSAGR Horticulture or other programmatic changes as stipulated in the final recommendation letter by January 31, 2024.
  - Reduction of faculty positions associated with the program.
    - Appealed for a decrease in the number of proposed faculty reductions; appeal granted.
- **PhD Genetics and Developmental Biology: Continuation at the Current Level of Activity (DVS 21)**
- **PhD Plant and Soil Sciences: Continuation at the Current Level of Activity with Specific Action (DVS 22)**
- **Reduce the number of faculty positions in the unit from its current number to 12. (DVS 23)**

[Division of Resource Economics and Management](#)

- **BS Agribusiness Management: Development of a Cooperative Program (DVS 24)**
  - Submit Intent to Plan regarding merger with BS Environmental and Natural Resource Economics or other programmatic changes as stipulated in the final recommendation letter by January 31, 2024.
- **BS Environmental and Energy Resource Management: Development of a Cooperative Program (DVS 25)**

- Submit Intent to Plan regarding merger with BS Energy Land Management or other programmatic changes as stipulated in the final recommendation letter by January 31, 2024.
- **BS Environmental and Natural Resource Economics: Development of a Cooperative Program (DVS 26)**
  - Submit Intent to Plan regarding merger with the BS Agribusiness Management or other programmatic changes as stipulated in the final recommendation letter by January 31, 2024.
- **MS Energy Environments: Discontinuance (DVS 27)**
- **PhD Natural Resource Economics: Continuation at the Current Level of Activity (DVS 28)**
- **PhD Resource Management: Discontinuance (DVS 29)**
  - Appealed discontinuance; appeal denied.

#### **Eberly College of Arts and Sciences**

*(Referenced as ECAS 1-29)*

#### [Center for Women's and Gender Studies](#)

- **BA Women's and Gender Studies: Continuation at the Current Level of Activity with Specific Action (ECAS 1)**

#### [Department of Chemistry](#)

- **BA/BS Chemistry: Continuation at the Current Level of Activity with Specific Action (ECAS 2)**
  - Submit curricular revisions or other programmatic changes as stipulated in the final recommendation letter by January 31, 2024.
  - Reduce the number of faculty positions associated with this program from the current number.
    - Appealed for a decrease in the proposed number of faculty position reductions; appeal denied.

- **PhD Chemistry: Continuation at the Current Level of Activity (ECAS 3)**
- **Reduce the number of faculty positions in the unit from its current number to 23. (ECAS 4)**

[Department of Communication Studies](#)

- **BA Communication Studies: Continuation at the Current Level of Activity with Specific Action (ECAS 5)**
  - Submit curricular revisions or other programmatic changes as stipulated in the final recommendation letter by January 31, 2024.
  - Reduce the number of faculty positions associated with this program from the current number.
    - Appealed for a decrease in the proposed number of faculty position reductions; appeal denied.
- **MA Communication Studies: Continuation at the Current Level of Activity with Specific Action (ECAS 6)**
  - Discontinue in-person version of this program.
  - Reduce the number of faculty positions associated with this program from the current number.
    - Appealed for a decrease in the proposed number of faculty position reductions; appeal denied.
- **PhD Communication Studies: Continuation at the Current Level of Activity with Specific Action (ECAS 7)**
  - Submit curricular revisions or other programmatic changes as stipulated in the final recommendation letter by January 31, 2024.
  - Reduce the number of faculty positions associated with this program from the current number.
    - Appealed for a decrease in the proposed number of faculty position reductions; appeal denied.
- **Reduce the number of faculty positions in the unit from its current number to 11. (ECAS 8)**

Department of English

- **BA English: Continuation at the Current Level of Activity with Specific Action (ECAS 9)**
  - Reduce the number of faculty positions associated with this program from the current number.
    - Appealed for a decrease in the proposed number of faculty reductions; appeal granted.
- **BA English/Secondary Education: Continuation at the Current Level of Activity with Specific Action (ECAS 10)**
  - Reduce the number of faculty positions associated with this program from the current number.
    - Appealed for a decrease in the proposed number of faculty reductions; appeal granted.
- **MA Professional Writing and Editing: Continuation at the Current Level of Activity with Specific Action (ECAS 11)**
  - Reduce the number of faculty positions associated with this program from the current number.
    - Appealed for a decrease in the proposed number of faculty reductions; appeal granted.
- **MFA Creative Writing: Continuation at the Current Level of Activity with Specific Action (ECAS 12)**
  - Reduce the number of faculty positions associated with this program from the current number.
    - Appealed for a decrease in the proposed number of faculty reductions; appeal granted.
    - Appealed discontinuance; appeal granted.
- **PhD English: Continuation at the Current Level of Activity with Specific Action (ECAS 13)**
  - Reduce the number of faculty positions associated with this program from the current number.

- Appealed for a decrease in the proposed number of faculty reductions; appeal granted.
- **Reduce the number of faculty positions in the unit from its current number to 28. (ECAS 14)**

#### Department of Philosophy

- **BA Philosophy: Continuation at the Current Level of Activity (ECAS 15)**

#### Department of Public Administration

- **MLS Legal Studies: Discontinuance (ECAS 16)**
  - Appealed discontinuance; appeal denied.
- **MPA Public Administration: Discontinuance (ECAS 17)**
  - Appealed discontinuance; appeal denied.
- **Reduce the number of faculty positions in the unit from its current number to 0. (ECAS 18)**

#### Department of World Languages, Literatures, and Linguistics

- **BA Chinese Studies: Discontinuance (ECAS 19)**
- **BA French: Discontinuance (ECAS 20)**
- **BA German Studies: Discontinuance (ECAS 21)**
- **BA Russian Studies: Discontinuance (ECAS 22)**
- **BA Spanish: Discontinuance (ECAS 23)**
- **MA Linguistics: Discontinuance (ECAS 24)**
- **MA TESOL: Discontinuance (ECAS 25)**
- **Reduce the number of faculty positions in the unit from its current number to 5. (ECAS 26)**

*Note: The unit's appeal to continue face-to-face instruction in language acquisition was successful and resulted in the retention of 5 faculty to the institution beyond the original recommendation.*

#### School of Mathematical and Data Sciences

- **BA/BS Mathematics: Continuation at the Current Level of Activity with Specific Action (ECAS 27)**
  - Submit curricular revisions or other programmatic changes as stipulated in the

final recommendation letter by January 31, 2024.

- Reduce the number of faculty positions associated with the program.
  - Appealed for a decrease in the number of proposed faculty reductions; appeal granted.
- **PhD Mathematics: Discontinuance (ECAS 28)**
- **Reduce the number of faculty positions in the unit from its current number to 32. (ECAS 29)**

*Note: The School also won an appeal to permit an Intent to Plan for a program at the doctoral level in applied mathematics / data science.*

### **School of Medicine**

*(Referenced as SOM 1-11)*

- **AUD Audiology: Continuation at the Current Level of Activity with Specific Action (SOM 1)**
  - Reduce the number of faculty positions associated with this program.
- **BS Communication Sciences and Disorders: Continuation at the Current Level of Activity with Specific Action (SOM 2)**
  - Reduce the number of faculty positions associated with this program.
- **BS Exercise Physiology: Continuation at the Current Level of Activity with Specific Action (SOM 3)**
  - Reduce the number of faculty positions associated with this program.
- **BS Health Informatics / Information Management: Continuation at the Current Level of Activity with Specific Action (SOM 4)**
  - Reduce the number of faculty positions associated with this program.
- **BS Human Performance and Health: Continuation at the Current Level of Activity with Specific Action (SOM 5)**
  - Reduce the number of faculty positions associated with this program.
- **DPT Physical Therapy: Continuation at the Current Level of Activity with Specific Action (SOM 6)**

- Reduce the number of faculty positions associated with this program.
- **MOT Occupational Therapy: Continuation at the Current Level of Activity with Specific Action (SOM 7)**
  - Reduce the number of faculty positions associated with this program.
- **MS Athletic Training: Continuation at the Current Level of Activity with Specific Action (SOM 8)**
  - Reduce the number of faculty positions associated with this program.
- **MS Speech Language Pathology: Continuation at the Current Level of Activity with Specific Action (SOM 9)**
  - Reduce the number of faculty positions associated with this program.
- **PhD Exercise Physiology: Continuation at the Current Level of Activity (SOM 10)**
- **Reduce the number of faculty positions in the unit by 4 FTE. (SOM 11)**

#### School of Pharmacy

*(Referenced as SOP 1-5)*

- **BS Pharmacy: Continuation at the Current Level of Activity with Specific Action (SOP 1)**
  - Reduce the number of faculty positions associated with this program.
- **PharmD Pharmacy: Continuation at the Current Level of Activity with Specific Action (SOP 2)**
  - Reduce the number of faculty positions associated with this program.
- **PhD Health Services and Outcomes Research: Continuation at the Current Level of Activity (SOP 3)**
- **PhD Pharmaceutical and Pharmacological Sciences: Continuation at the Current Level of Activity (SOP 4)**
- **Reduce the number of faculty positions in the unit by 8 FTE. (SOP 5)**



**School of Public Health**

*(Referenced as SPH 1-8)*

- **BS Public Health: Development of a Cooperative Program (SPH 1)**
  - Merge with the BS Health Services Management and Leadership by January 31, 2024.
  - Reduce the number of faculty positions associated with this program.
    - Appealed for a decrease in the number of proposed faculty reductions; appeal granted.
- **MPH Public Health: Continuation at the Current Level of Activity with Specific Action (SPH 2)**
  - Reduce the number of faculty positions associated with this program.
    - Appealed for a decrease in the number of proposed faculty reductions; appeal granted.
- **MHA Health Administration: Continuation at the Current Level of Activity with Specific Action (SPH 3)**
  - Reduce the number of faculty positions associated with this program.
    - Appealed for a decrease in the number of proposed faculty reductions; appeal granted.
- **MS Biostatistics: Continuation at the Current Level of Activity with Specific Action (SPH 4)**
  - Reduce the number of faculty positions associated with this program.
    - Appealed for a decrease in the number of proposed faculty reductions; appeal granted.
- **PhD Epidemiology: Continuation at the Current Level of Activity (SPH 5)**
- **PhD Occupational and Environmental Health Sciences: Discontinuance (SPH 6)**
- **PhD Social and Behavioral Sciences: Continuation at the Current Level of Activity (SPH 7)**
- **Reduce the number of faculty positions in the unit from its current number by 11. (SPH 8)**

*Note: The inclusion of the PhD Occupational and Environmental Health Sciences in the programs reviewed in the School of Public Health was at the request of the School's Dean's Office.*

**Statler College of Engineering and Mineral Resources**  
*(Referenced at CEMR 1-19)*

[Department of Civil and Environmental Engineering](#)

- **BSCE Civil Engineering: Continuation at the Current Level of Activity with Specific Action (CEMR 1)**
  - Submit curricular revisions or other programmatic changes as stipulated in the final recommendation letter by January 31, 2024.
  - Reduce the number of faculty positions associated with this program from the current number.
    - Appealed for a decrease in the number of proposed faculty reductions; appeal denied.
- **PhD Civil Engineering: Continuation at the Current Level of Activity (CEMR 2)**
- **Reduce the number of faculty positions in the unit from its current number to 14. (CEMR 3)**

[Department of Computer Science and Electrical Engineering](#)

- **BSBSE Biometric Systems Engineering: Discontinuance (CEMR 4)**
  - Appealed discontinuance; appeal denied.
- **BSCPE Computer Engineering: Continuation at the Current Level of Activity with Specific Action (CEMR 5)**
  - Reduce the number of faculty positions associated with this program from the current number.
    - Appealed for a decrease in the number of proposed faculty reductions; appeal denied.

- **BSCS Computer Science: Continuation at the Current Level of Activity with Specific Action (CEMR 6)**
  - Reduce the number of faculty positions associated with this program from the current number.
    - Appealed for a decrease in the number of proposed faculty reductions; appeal denied.
- **BS Cybersecurity: Continuation at the Current Level of Activity (CEMR 7)**
- **BSEE Electrical Engineering: Continuation at the Current Level of Activity with Specific Action (CEMR 8)**
  - Reduce the number of faculty positions associated with this program from the current number.
    - Appealed for a decrease in the number of proposed faculty reductions; appeal denied.
- **MSSE Software Engineering: Continuation at the Current Level of Activity with Specific Action (CEMR 9)**
  - Reduce the number of faculty positions associated with this program from the current number.
    - Appealed for a decrease in the number of proposed faculty reductions; appeal denied.
- **PhD Computer Engineering: Continuation at the Current Level of Activity (CEMR 10)**
- **PhD Computer Science: Continuation at the Current Level of Activity (CEMR 11)**
- **PhD Electrical Engineering: Continuation at the Current Level of Activity (CEMR 12)**
- **Reduce the number of faculty positions in the unit from its current number to 28. (CEMR 13)**

#### Department of Mining Engineering

- **BSMINE Mining Engineering: Continuance at the Current Level of Activity with Specific Action (CEMR 14)**
  - Reduce the number of faculty positions associated with this program from its current number.

- **PhD Mining Engineering: Continuance at the Current Level of Activity with Specific Action (CEMR 15)**
  - Reduce the number of faculty positions associated with this program from its current number.
- **Reduce the number of faculty positions in the unit from its current number to 5. (CEMR 16)**

Department of Petroleum and Natural Gas Engineering

- **BSPNGE Petroleum and Natural Gas Engineering: Continuance at the Current Level of Activity with Specific Action (CEMR 17)**
  - Reduce the number of faculty positions associated with this program from its current number.
    - Appealed for a decrease in the number of proposed faculty reductions; appeal denied.
- **PhD Petroleum and Natural Gas Engineering: Continuance at the Current Level of Activity with Specific Action (CEMR 18)**
  - Reduce the number of faculty positions associated with this program from its current number.
    - Appealed for a decrease in the number of proposed faculty reductions; appeal denied.
- **Reduce the number of faculty positions in the unit from its current number to 5. (CEMR 19)**

## SUPPLEMENTAL TABLES

**Table 1. Summary of faculty reductions and retentions by unit resulting from the final recommendations**

Unit	# of faculty reductions*	# of faculty retained
<b>Chambers College of Business and Economics</b>		
Management	2	17
<b>College of Applied Human Sciences</b>		
School of Education	9	18
<b>College of Creative Arts</b>		
School of Art and Design	6	16
School of Music	7	34
School of Theatre and Dance	3	17
<b>College of Law</b>	5	24
<b>Davis College of Agriculture, Natural Resources and Design</b>		
Design and Community Development	6	21
Forestry and Natural Resources	6	22
Plant and Soil Sciences	9	12
Resource Economics and Management	0	8
<b>Eberly College of Arts and Sciences</b>		
Center for Women's and Gender Studies	0	5
Chemistry	5	23
Communication Studies	5	11
English	8	28
Philosophy	0	8
Public Administration	5	0
World Languages, Literatures and Linguistics	19	5
Mathematical and Data Sciences	16	32
<b>School of Medicine</b>		
Human Performance and Communication Sciences Disorders	4	18
<b>School of Pharmacy</b>	8	33
<b>School of Public Health</b>	11	29
<b>Statler College of Engineering and Mineral Resources</b>		
Civil and Environmental Engineering	4	14
Computer Science and Electrical Engineering	7	28
Mining Engineering	1	5
Petroleum and Natural Gas Engineering	1	5
<b>Total</b>	<b>147</b>	<b>433</b>

\*This number is based on the unit's roster as of July 1, 2023.

**Table 2. Summary of appeal outcomes**

Number of appealable recommendations	117
Number of recommendations not appealed	66 (56%)
Number of recommendations appealed	51 (44%)
Number of appeals granted (in part or whole)	30 (59%)
Number of appeals denied	21 (41%)

**Table 3. Summary of programmatic actions**

Programmatic Actions	Pre- Appeal			Post- Appeal		
	# of programs with this recommendation	As a % of majors identified for formal review	As a % of the 338 majors on the main and HSC campuses	# of programs with this recommendation	As a % of majors identified for formal review	As a % of the 338 majors on the main and HSC campuses
Continue	17	13%	5%	27	21%	8%
Continue with specific action	52	40%	15%	51	39%	15%
Development of a cooperative program	15	12%	4%	11	8%	3%
Discontinue	33	25%	10%	28	22%	8%
No action - Exempt	13	10%	4%	13	10%	4%
<b>Total</b>	<b>130</b>			<b>130</b>		

**Table 4. Summary of majors and students in majors<sup>a</sup> recommended for discontinuance**

Category	Pre-Appeal			Post-Appeal		
	Number of discontinued majors	Total number of majors	%	Number of discontinued majors	Total number of majors	%
Undergraduate majors	12			10		
Graduate/Professional majors	21			18		
<b>Total</b>	<b>33</b>	<b>338</b>	<b>10%</b>	<b>28</b>	<b>338</b>	<b>8%</b>
	Number of students <sup>b</sup>	Total Enrollment <sup>c</sup>	%	Number of students	Total Enrollment <sup>c</sup>	%
Undergraduate students	147	18,821	0.78%	91 <sup>d</sup>	18,821	0.48%
Graduate/Professional students	287	5545	5.20%	225 <sup>e</sup>	5545	4.06%
<b>Total</b>	<b>434</b>	<b>24,366</b>	<b>1.70%</b>	<b>316</b>	<b>24,366</b>	<b>1.30%</b>

<sup>a</sup>Only includes primary majors

<sup>b</sup>As of 8/9/2023; source is ARGOS

<sup>c</sup>As of 8/16/2023 (first day of classes); source is ARGOS

<sup>d</sup>As of 9/5/2023; source is ARGOS

<sup>e</sup>As of 9/1/2023; source is ARGOS

**Table 5. Summary of faculty impact**

	Pre-Appeal		Post-Appeal	
	Faculty Counts	Reductions as a % of Total	Faculty Counts	Reductions as a % of Total
Total faculty reductions	169		147	
Total faculty FTE excluding clinical, research, service and library categories*	1,230	13.74%	1,230	11.95%
Total faculty FTE including clinical, research, service and library categories*	2,573	6.57%	2,573	5.71%

*\*Per the 2023 HEPC Freeze File (reported October 2022)*



**WEST VIRGINIA UNIVERSITY BOARD OF GOVERNORS**  
**Meeting of September 15, 2023**

**ITEM:** Fall 2023 Fiscal Leading Indicators

**INSTITUTION:** West Virginia University

**COMMITTEE:** Full Board – Agenda

**RECOMMENDATION:** Resolved: Information Only

**STAFF MEMBER:** Paula Congelio  
Vice President and Chief Financial Officer

Barb Weiss  
Senior Associate Vice President for Finance

**BACKGROUND:** The Fall 2023 semester is underway, and management is analyzing key metrics that are critical in the development of the financial plan for the fiscal year. Enrollment metrics are critical in the development of tuition and fee income and auxiliary revenues such as housing.

Total enrollment fluctuates a great deal for the first several weeks of the semester. New students enroll after the first day of class, and returning students can be slow to register for classes. In addition, we have a process called “Registered Not Paid” or “RNP” that continues for several days to ensure that continuing students have met financial obligations necessary to remain on our rosters. Once this RNP process is complete, management can better analyze the financial impacts to changes in enrollment and comparison to budget.

RNP will essentially be complete on Monday, September 11. At that time, we will update the following information and charts and have the information available for the September 15, 2023 BOG meeting.

Preliminarily, the overall enrollment before the completion of RNP is 25,627 which compares positively to the budgeted enrollment by 527. We anticipate that we could lose half of those students (over budget) during the RNP process. Our overall undergraduate enrollment is currently over budget by 546 students, graduate students are under budget by just 13, and professional students are under budget by just 6.

Detailed information is provided below by college and residency,

In addition, we have included a preliminary housing summary. Again, total students in university housing exceeds what was budgeted. As students are removed from our rosters in the RNP process, they will also be removed from their housing contracts; so, this number is still in flux also.

Summary information for enrollment and housing is attached.



**WVU BOARD OF GOVERNORS**

**FALL 2023 FISCAL  
LEADING  
INDICATORS**

September 15, 2023

# **PRELIMINARY HEADCOUNT**

## Fee-Based Headcount by Academic Level

STUDENT TYPE	FALL 2023 BUDGET	FALL 2023 ACTUALS	ACTUALS VS. BUDGET
<b>WVU</b>			
Undergraduate	17,530	18,077	547
Graduate	4,212	4,199	(13)
Professional	1,348	1,342	(6)
<b>WVU Total</b>	<b>23,090</b>	<b>23,618</b>	<b>528</b>
<b>WVU INSTITUTE OF TECHNOLOGY (WVU TECH)</b>			
Undergraduate	1,050	1,030	(20)
<b>WVU Tech Total</b>	<b>1,050</b>	<b>1,030</b>	<b>(20)</b>
<b>POTOMAC STATE COLLEGE (PSC)</b>			
Undergraduate	960	979	19
<b>PSC Total</b>	<b>960</b>	<b>979</b>	<b>19</b>
<b>Grand Total</b>	<b>25,100</b>	<b>25,627</b>	<b>527</b>

*\*headcount excludes high-school students, professional development, intensive English and senior citizen course*

## Undergraduate Fee-Based Headcount

PROGRAMS	FALL 2023 BUDGET	FALL 2023 ACTUALS	ACTUALS VS. BUDGET
<b>WVU</b>			
Agriculture Natural Resources and Design	1,433	1,457	24
Arts and Sciences	4,391	4,633	242
Business and Economics	2,851	2,948	97
CLASS	1,159	966	(193)
College of Applied Human Sciences	1,500	1,723	223
Creative Arts	610	651	41
Dentistry	84	85	1
Engineering Mineral Resources	2,609	2,698	89
Intercollegiate Programs	281	252	(29)
Medicine	1,050	1,097	47
MIP and Rounding	33	-	(33)
Nursing	721	685	(36)
Pharmacy	124	106	(18)
Public Health	105	107	2
Reed College of Media	579	669	90
<b>WVU Total</b>	<b>17,530</b>	<b>18,077</b>	<b>547</b>
<b>WVU INSTITUTE OF TECHNOLOGY (WVU TECH)</b>			
Business, Humanities, Social Sciences at WVUIT	581	560	(21)
Engineering and Sciences at WVUIT	468	470	2
MIP and Rounding	1	-	(1)
<b>WVU Tech Total</b>	<b>1,050</b>	<b>1,030</b>	<b>(20)</b>
<b>POTOMAC STATE COLLEGE (PSC)</b>			
Applied Sciences	397	415	18
Liberal Arts	292	295	3
MIP and Rounding	2	-	(2)
STEM	269	269	-
<b>PSC Total</b>	<b>960</b>	<b>979</b>	<b>19</b>
<b>Grand Total</b>	<b>19,540</b>	<b>20,086</b>	<b>546</b>

## Graduate Fee-Based Headcount

PROGRAMS	FALL 2023 BUDGET	FALL 2023 ACTUALS	ACTUALS VS. BUDGET
<b>WVU</b>			
Agriculture Natural Resources and Design	214	240	26
Arts and Sciences	1,022	993	(29)
Business and Economics	579	647	68
College of Applied Human Sciences	583	559	(24)
Creative Arts	143	137	(6)
Dentistry	24	25	1
Engineering Mineral Resources	549	536	(13)
Law	-	1	1
Medicine	446	426	(20)
MIP and Rounding	6	-	(6)
Nursing	140	125	(15)
Pharmacy	28	22	(6)
Public Health	138	140	2
Reed College of Media	340	348	8
<b>WVU Total</b>	<b>4,212</b>	<b>4,199</b>	<b>(13)</b>
<b>Grand Total</b>	<b>4,212</b>	<b>4,199</b>	<b>(13)</b>

## Professional Fee-Based Headcount

<b>PROGRAMS</b>	<b>FALL 2023 BUDGET</b>	<b>FALL 2023 ACTUALS</b>	<b>ACTUALS VS. BUDGET</b>
<b>WVU</b>			
College of Applied Human Sciences	13	23	10
Dentistry	185	191	6
Law	316	316	-
Medicine	629	616	(13)
Nursing	53	55	2
Pharmacy	152	141	(11)
<b>WVU Total</b>	<b>1,348</b>	<b>1,342</b>	<b>(6)</b>
<b>Grand Total</b>	<b>1,348</b>	<b>1,342</b>	<b>(6)</b>



## First-Time Freshman Fee-Based Headcount

PROGRAMS	FALL 2023 BUDGET	FALL 2023 ACTUALS	ACTUALS VS. BUDGET
<b>WVU</b>			
Agriculture Natural Resources and Design	311	279	(32)
Arts and Sciences	1,032	1,049	17
Business and Economics	685	622	(63)
CLASS	614	492	(122)
College of Applied Human Sciences	334	385	51
Creative Arts	167	161	(6)
Dentistry	25	19	(6)
Engineering Mineral Resources	718	749	31
Intercollegiate Programs	82	63	(19)
Law	-	-	-
Medicine	199	279	80
MIP and Rounding Adjustment	29	-	(29)
Nursing	156	155	(1)
Pharmacy	35	25	(10)
Public Health	7	13	6
Reed College of Media	106	126	20
<b>WVU Total</b>	<b>4,500</b>	<b>4,417</b>	<b>(83)</b>
<b>WVU INSTITUTE OF TECHNOLOGY (WVU TECH)</b>			
TE - Engineering and Sciences at WVUIT	144	145	1
TS - Business, Humanities, Soc Sciences at WVUIT	174	172	(2)
MIP and Rounding Adjustment	-	-	-
<b>WVU Tech Total</b>	<b>318</b>	<b>317</b>	<b>(1)</b>
<b>POTOMAC STATE COLLEGE (PSC)</b>			
PA - Applied Sciences	134	166	32
PL - Liberal Arts	112	135	23
PM - STEM	119	114	(5)
MIP and Rounding Adjustment	-	-	-
<b>PSC Total</b>	<b>365</b>	<b>415</b>	<b>50</b>
<b>Grand Total</b>	<b>5,183</b>	<b>5,149</b>	<b>(34)</b>

# HOUSING

## Fall 2023 Housing

ROW LABELS	SUM OF OCCUPANCY	SUM OF OCCUPANCY %
<b>PUBLIC-PRIVATE PARTNERSHIPS (PPP)</b>		
Oakland Hall - East	415	96%
Oakland Hall - West	394	92%
Seneca Hall	414	97%
<b>PPP Total</b>	<b>1,223</b>	<b>95%</b>
<b>WVU</b>		
Bennett Tower	359	89%
Boreman North	202	91%
Boreman South	295	95%
Braxton Tower	368	93%
Brooke Tower	312	73%
Dadisman Annex	137	90%
Dadisman Hall	182	93%
Honors Hall	312	90%
Lincoln Hall	241	77%
Lyon Tower	-	0%
Stalnaker Hall	233	95%
Summit Hall	478	92%
<b>WVU Total</b>	<b>3,119</b>	<b>80%</b>
<b>Grand Total*</b>	<b>4,342</b>	<b>84%</b>

**QUESTIONS?**

**WEST VIRGINIA UNIVERSITY BOARD**  
**OF GOVERNORS**

June 23, 2023

The two hundred ninth meeting of the West Virginia University Board of Governors was held on June 23, 2023 in Morgantown, WV in person and via webinar. Board members in attendance/participating via zoom included Marty Becker, Charles Capito, Bray Cary, Elmer Coppoolse, Kevin Craig, J. Thomas Jones, Dr. Patrice Harris, Chloe Hernandez, Dr. Stanley Hileman, Alan Larrick, Susan Lavenski, Lisa A. Martin, Dr. Ashley Martucci, Paul Mattox, Taunja Willis Miller, Richard Pill, and Benjamin Statler.

**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 President for Diversity, Equity and Inclusion, Meshea Poore;  
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, Barbara Weiss;  
Associate Vice President for HSC Academic Affairs, Louise Veselicky;  
Associate Vice President and Executive Director of the Office of Global Affairs, Amber Brugnoli;  
Deputy General Counsel, Gary G. Furbee, II;  
Director of Internal Audit, Bryan Shaver;  
Assistant Vice President for Strategic Initiatives, Erin Newmeyer;  
Associate Provost for Faculty Development and Culture, Melissa Latimer;  
Associate Provost for Undergraduate Education, Evan Widders;  
Associate Provost for Curriculum and Assessment, Louis Slimak;  
Associate Professor of Health and Well-Being in the College of Applied Human Sciences, Emily Murphy;  
Director of Communications, Office of the Provost, Kimberly Becker;  
Faculty Senate Chair Elect (and incoming BOG faculty representative), Frankie Tack;  
Executive Officer and Assistant Board Secretary, Jennifer Fisher;  
Director of News Communications, Shauna Johnson;  
Executive Director of Communications, University Relations, April Kaull; and,  
Special Assistant to the Board of Governors, Valerie Lopez.

**Members of the Press also participated.**

June 23, 2023

## **CALL TO ORDER**

The meeting was called to order by Chairman J. Thomas Jones at 9:00 a.m. A roll call was taken to determine who was in attendance and a quorum established.

## **ANNUAL REPORT OF THE FACULTY REPRESENTATIVES TO THE BOARD OF GOVERNORS**

Listed below are the presentations and presenters involved with this year's annual report of the faculty representatives:

- Faculty Presentation by Drs. Stanley Hileman and Ashley Martucci
- WVU-Tech Faculty Report by Cynthia R. Hall, Ph.D., Chair of Faculty Assembly
- Rare Diseases & Patient-Centered Outcomes Research (PCOR) by Katie E. Corcoran, Ph.D., Professor of Sociology, Department of Sociology & Anthropology, Eberly College of Arts and Sciences
- Math 121, Introduction to Concepts of Mathematics by Dr. Erin Goodykoontz, Teaching Professor, School of Mathematical and Data Sciences
- WVU Potomac State College Faculty Highlights by Dr. Richard F. Petersen, Faculty Assembly Chair
- Country Roads Undergraduate Certificate by Lesley Cottrell

## **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; legislative or regulatory matters; 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 Alan Larrick, seconded by Richard Pill, and passed. Following Executive Session Bray Cary moved that the board rise from Executive Session. The motion was

seconded by Charles Capito 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:

In today's report, I will provide a short update on our Academic Transformation initiative and provide some specific results of those efforts.

#### ACADEMIC TRANSFORMATION UPDATE

##### PHASE 1

Recently, the Office of the Provost completed important steps in our graduate program portfolio review. As part of our original Academic Transformation timeline and process, we conducted a review of our non-terminal master's and PhD programs using data focused primarily on enrollment trends, market demand and research productivity.

Of the identified "programs of concerns," we are recommending that three programs be continued at their current level of activity; 21 programs be continued but with plans for improvement; one program be developed as a cooperative program; and 12 programs be discontinued. Of the 12 discontinued programs, two programs appealed this Spring, but their appeals were denied.

The formal review process, as outlined in BOG rule 2.2, is complete, and we are presenting for Board decision today our recommendations for programs to be discontinued. That list is included in the consent agenda.

##### PHASE 2 – ACADEMIC TRANSFORMATION

We are now in our second phase of Academic Transformation, which was launched after President Gee's State of the University address in March, as an accelerated process, designed to help the university navigate its current structural budget deficit.

My office has been tasked with leading this effort, and we're approaching it through several areas of work. Since I gave a more extensive report in the public session of the Joint Committee meeting, I will just give a few updates this morning.

##### Program Portfolio Review:

Our second review of all academic programs is well underway, with the added goal of creating a smaller and more focused program portfolio – aligned with student demand, career opportunities and market trends. This will ultimately be a holistic and data-informed approach — but the data will largely determine which programs will be identified as "programs of concern" and be required to undergo the formal review process, as outlined in BOG Rule 2.2.

June 23, 2023

We have finished our data collection and initial analysis, which includes a review of student demand – based on each program’s size and its enrollment trajectory – and a review of “net” tuition revenue over time. At this initial stage, we’re also taking a high-level look at each unit’s contributions to the R1 mission, particularly in relation to its doctoral programs.

From that data and analysis, we have worked with our consultant, the RPK group, to help us identify the “programs of concern” that were shown to have either small enrollments, declines in enrollment, declines in net revenue - or in some cases, weakness in all three areas.

The week of July 10th, we will be sharing with campus this list of programs tagged for further review, along with our data and analysis and decision-making process.

Because of the different mission of our branch campuses, WVU Tech and Potomac State College will follow a separate timeline/process.

#### Academic Support Units Review:

In addition, we are currently evaluating the performance and efficiency of our Academic Support Units (or ASUs), which support the academic needs of our students, faculty and staff in a variety of ways. There are 20 units that report up to the Provost’s Office being reviewed and include everything from WVU Libraries, to the Registrar’s Office to the Office of Global Affairs.

In May, we collected input from the units themselves and their stakeholders to determine if the ASUs are operating as efficiently and effectively as they could be. We will soon be working with RPK to develop recommendations to improve and transform our ASUs, where needed. In late July, we plan share those recommendations with the Board and then begin to implement those changes with the units.

#### Academic Restructuring:

Finally, we are continuing to focus on academic restructuring that will enable us to reduce administrative overhead and costs and create new dynamic academic units that can be centers of new activity and growth.

Last week, as our latest restructuring effort, we announced our intention to merge the College of Creative Arts and the Reed College of Media.

Both colleges have complimentary strengths, along with a history of curricular collaboration and a shared focus on hands-on learning and creative scholarship. Together and as one college, we believe they will develop new areas of academic programming in growing areas such as digital media, interactive design and visual storytelling.

The new college is yet to be named, and many other aspects of the merger, including the new leadership structure, are still to be determined. Faculty, staff, students and alumni will have opportunities to engage in the design of the new college over the next 6 months or so. The new college is scheduled to launch on July first of next year.

June 23, 2023



Today, I will ask you to demonstrate your support of this new academic structure by endorsing this merger.

#### HLC RE-ACCREDITATION

In a related matter, given the many changes we are undertaking this year, the University has asked for and recently received approval from the Higher Learning Commission to delay our University's 10 year re-accreditation review, which was scheduled for the upcoming 2023-24 Academic Year. Instead, the H-L-C will conduct its Year 10 Affirmation review and site team visit during the following 2024-25 Academic year.

#### DR. MAURA MCLAUGHLIN AND DR. DUNCAN LORIMER

And finally, I want to acknowledge that this has been a stressful time for our campus, and we are doing everything we can to support our faculty and staff who may be struggling with the uncertainty of how these changes will impact them. We are also taking every opportunity to celebrate the achievement of our outstanding university citizens — who provide our students with a positive academic experience and who bring great credit to our University through their achievements and excellence.

You will soon hear (or have already heard) some highlights of faculty achievement this past year. But first (or now) I would like to share some incredible news about some of WVU's most prominent superstars – no pun intended

Doctors Maura McLaughlin, Duncan Lorimer, and Matthew Bailes were recently named recipients of the 2023 Shaw Prize in Astronomy for their discovery of fast radio bursts. The Shaw Prize, often referred to as the Nobel Prize of the East, comes with a large cash prize, but more importantly it carries enormous prestige.

The Shaw Prize is an international award that honors individuals who have recently achieved distinguished and significant advances in the fields of Astronomy, Life Sciences and Medicine, and Mathematical Sciences.

Awardees are those who have made outstanding contributions in academic and scientific research or applications, or who in other domains have achieved excellence. The award is dedicated to furthering societal progress, enhancing quality of life, and enriching humanity's spiritual civilization.

We are fortunate to have two of those scientists with us today to share a few insights about their groundbreaking work. Dr. Lorimer is Professor and interim chair in the Department of Physics and Astronomy at WVU and serves as Associate Dean of Research for the Eberly College. Lorimer's scholarly achievements have been recognized on several occasions: a Cottrell Scholar Award in 2008 from the Research Corporation for Scientific Advancement, outstanding teaching awards from the Eberly College and the University, as well as the Benedum

June 23, 2023

Distinguished Scholar Award in the Physical Sciences in 2019. Since 1994, Lorimer has been a Fellow of the Royal Astronomical Society and in 2018 he was elected a Fellow of the American Physical Society.

Dr. McLaughlin is the Eberly Family Distinguished Professor in Physics and Astronomy at West Virginia University and the Director of the Center for Gravitational Waves and Cosmology. She also serves as co-Director of the NANOGrav Physics Frontiers Center. She has been named a 2020 Highly Cited Researcher by Web of Science, one of the world's top research awards. She has been awarded an Alfred P. Sloan Fellowship, a Cottrell Scholar Award from the R-C-S-A for her work, and was elected a Fellow of the A-P-S in 2021. She is also the incoming chair of the Physics department.

Drs. Lorimer and McLaughlin then updated the board on their current research efforts.

**ENDORSEMENT OF THE PLAN TO  
MERGE THE REED COLLEGE OF  
MEDIA AND THE COLLEGE OF  
CREATIVE ARTS**

Provost Maryanne Reed presented this agenda item, as follows:

On June 14, 2023, the Office of the Provost announced the University's plan to merge the Reed College of Media and the College of Creative Arts into a new college focused on the future of arts and media education as part of a strategic repositioning of the entire WVU System for success in a challenging collegiate landscape.

While the merger presents an opportunity for administrative efficiencies and cost savings, the University believes that the real benefits of the merger will result from the creative and innovative collaboration ahead for the new college. The University through this new college will have the opportunity to distinguish itself with dynamic programming in areas such as digital media, interactive arts and game design to prepare students for the jobs of today and the careers of tomorrow.

Whereupon Kevin Craig moved that the West Virginia University Board of Governors endorse the proposed merger of the Reed College of Media and the College of Creative Arts. This motion was seconded by Richard Pill and passed.

**APPROVAL OF MINUTES**

Paul Mattox moved that the minutes for the April 21, 2023 and May 17, 2023 board meetings be approved. This motion was seconded by Alan Larrick and passed.

**COMMITTEE REPORTS**

**June 8, 2023 Nominating Committee Meeting:** Marty Becker, Chairman of the

June 23, 2023

Nominating Committee, reported as follows:

Mr. Chairman, this year's nominating committee, consisting of myself as Chairman, and board members, Charles Capito, Kevin Craig, Dr. Stanley Hileman and Lisa A. Martin. met on June 8, 2023, via zoom, and now recommends the following slate of officers for the upcoming year: Taunja Willis Miller, Chair; Richard Pill, Vice-Chair, and Dr. Patrice Harris, Secretary. Accordingly, Mr. Chairman I would move that the Board accept this slate of officers as presented by your Nominating Committee and elect these individuals to begin service effective July 1, 2023.

**There being no questions or discussion, board Chairman J. Thomas Jones called for a vote on this motion – noting that no second was needed for a committee motion. The motion passed.**

**June 22, 2023 Audit Committee Meeting:** Taunja Willis Miller, Audit Committee Chairman, reported as follows:

Thank you, Mr. Chairman. Yesterday there was a meeting of the Audit Committee.

First, we heard a report from Paula Congelio, who reported that Forvis is continuing the audit of the retirement plan for the Research Corporation and assisting with the preparation of the annual retirement plan filings, Form 5500 and other returns.

In addition, CLA completed their interim fieldwork for the University in May. No major issues were found. CLA will begin preliminary work for the FY 2023 audit in July. Final field work for the annual audit will be in early September. Final audit reports are due to HEPC by October 15, 2023.

Second, we met in Executive Session. During Executive Session, we received a confidential and privileged report regarding legal matters from the University's General Counsel. Next, we received a report from the Director of Internal Audit discussing confidential and ongoing audit investigations and reports. We also discussed the Auditor's proposed and confidential FY2024 Proposed Project Plan for the upcoming fiscal year. No votes or actions were taken during Executive Session. However, upon returning to public session the audit committee voted to approve the Internal Audit FY2024 Proposed Project Plan discussed in Executive Session

Mr. Chairman, this concludes my report.

**June 22, 2023 Joint Finance and Facilities and Revitalization/Strategic Plans and Initiatives Committee Meeting:** Marty Becker, who chaired this joint committee meeting, reported as follows:

Thank you, Mr. Chairman. Yesterday afternoon, the committee on Finance and Facilities and Revitalization Committee met in joint session with the Academic-Affairs and Accreditation Committee.

The Committee first received an update on the FY2024 Financial Plan. Management delivered a

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newly revamped and expanded presentation relating to the FY2024 Fiscal Year.

WVU is committed to strengthening the financial performance of the University and developing a strong fiscal budgeting process that will improve our margins, preserve cash, and strengthen reserves to allow for future strategic investments.

WVU identified the need to improve the Fiscal Year 2024 margin by \$45 million. In order to achieve this goal, the University plans to reduce expenses and to deploy one-time WVU Foundation funds to offset salary and supply expenses during the year. The University anticipates that it will need to reduce expenses by at least another \$24 million in additional permanent reductions for Fiscal Year 2025.

After adjusting for donated software amortization and excluding the surplus appropriation relating to enhancing cancer outcomes in West Virginia and Appalachia, the University is planning for a slightly positive adjusted operating margin, but the FY2024 Plan will require using approximately \$3 million in University reserves from a cash standpoint.

The assumptions relating to the budget and basic budget parameters are included in the FY2024 Plan as a public document to provide additional information to the University community.

As indicated in the FY2024 Plan, management is seeking to increase tuition and fees by \$132 per semester for undergraduate resident students; and \$396 per semester for undergraduate resident students, both increases slightly less than a 3% increase. Information relating to the proposed tuition and fees increases and the full fee schedule, including housing and dining, is included in the FY2024 Plan.

**On behalf of the Joint Finance and Strategic Plans Committee I move that the full Board approve the FY2024 Tuition and Fees as included in the Board packet. There being no questions or discussion, board Chairman J. Thomas Jones called for a vote on this motion – noting that no second was needed for a committee motion. The motion passed.**

**On behalf of the Joint Finance and Strategic Plans Committee I also move that the full Board approve the FY2024 Financial Plan. There being no questions or discussion, board Chairman J. Thomas Jones called for a vote on this motion – noting that no second was needed for a committee motion. The motion passed.**

Additionally, the Committee received an update on the FY2023 Projected Results. As was reported in the first quarter of the year, actual student enrollment fell short of our budgeted enrollment by nearly 1,000 students. Even though our first-time freshmen approximated our budgeted enrollment, overall enrollment was down because of improved graduation rates and a decline in retention and persistence of returning students. This resulted in less tuition revenue and less auxiliary revenue than originally planned. Additionally, the University saw increased costs associated with payroll, supplies and services (including utilities).

As we finish out the last quarter for FY2023, we are now projecting an operating margin (after adjusting for donated software amortization) of negative \$17.801 million.

Additional information relating to FY2023 is included in the FY2024 Plan.

The Committee also received an update on the Possible Recommendation to the Board of Governors on Deferred Maintenance. As previously shared, the Legislature has appropriated approximately

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\$200 million to the Governor’s Civil Contingency Fund for deferred maintenance for Higher Education, available beginning in August. The Governor has outlined a grant process for submission of projects, which requires support of the Board of Governors. Working with the Higher Education Policy Commission, management developed a list of projects for submission along with a resolution for the Board’s consideration. The proposed deferred maintenance submission is included in the Board materials.

**On behalf of the Joint Finance and Strategic Plans Committee I move that the full Board approve the Proposed Deferred Maintenance Submission and Resolution. It is noted that there will be a technical amendment related to the steam plant that is part of the list of projects attached to the resolution. There being no questions or discussion, board Chairman J. Thomas Jones called for a vote on this motion – noting that no second was needed for a committee motion. The motion passed.**

The Joint Committee was also briefed and received an update on the WVU Transformation actions that have occurred over the past several weeks. The University leadership team has been engaged in developing expense reductions as compared to projected Fiscal Year 2023 expenditures, reviewing academic and administrative efforts for efficiencies and effectiveness, and developing a long-term set of goals and priorities designed to prepare West Virginia University to successfully navigate the enrollment challenges associated with a post COVID world.

At the May Board of Governors meeting, the Board approved a timeline for activity and engagement. Marianne Reed and Rob Alsop provided the Board with an update relating to these efforts.

**We then met in Executive Session. During Executive Session, we discussed potential strategic initiatives relating to academic, health sciences, and administrative priorities; personnel matters; corporate collaborations and financial matters relating to public private partnerships; computing, telecommunications, and network security programs; matters relating to construction planning; and/or matters relating to the purchase, sale, or lease of property, or the investment of public funds and other deliberative and proprietary matters involving commercial competition which, if made public, might adversely affect the financial or other interest of the University; and, confidential and preliminary matters involving or affecting the University’s budget for the current and upcoming academic year, including retention and enrollment. No actions or votes were taken during executive session.**

After we rose from Executive Session, we publicly heard a presentation on an Agreement for the Enterprise Resource Planning System, part of the WVU Modernization Project. As recently discussed, the University needs to upgrade to a new cloud-based system for finance, human resources and student information systems.

The University, through a broad and diverse set of functional and technical experts from across the University, has been evaluating initial proposals, assessing and refining proposers technical and financial offers, and selecting the best overall ERP vendor that best fits the future needs of the University. The WVU Selection and Evaluation Committees have made a consensus selection for the ERP vendor.

WVU leadership is asking the Board to authorize management to finalize and execute a contract with the selected vendor by July 21, 2023. Due to the sensitivity of ongoing negotiations, the financial terms of that agreement were discussed in Executive Session, in accordance with W.Va. Code § 6-9A-4(b)(9), as the discussion of these commercial financial terms at this moment, if made public, might adversely affect the financial or other interest of the University.

**On behalf of the Joint Finance and Strategic Plans Committee I move that the full Board**

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**approve the Authorization of Management to Negotiate and Finalize a Contract with the selected vendor. There being no questions or discussion, board Chairman J. Thomas Jones called for a vote on this motion – noting that no second was needed for a committee motion. The motion passed.**

The Committee next received an update on an Agreement with Barnes & Noble. Barnes & Noble College Booksellers, LLC currently serves as the third-party entity operating the University's on-campus bookstores in Morgantown, Beckley, and Keyser. The current agreement with Barnes & Noble expires on June 30, 2023.

Management has been negotiating a new agreement with Barnes & Noble and is requesting authorization to finalize a new agreement. Due to the ongoing negotiations, the financial terms of that agreement were discussed in Executive Session, in accordance with W.Va. Code § 6-9A-4(b)(9), as the discussion of these commercial financial terms at this moment, if made public, might adversely affect the financial or other interest of the University.

**On behalf of the Joint Finance and Strategic Plans Committee I move that the full Board approve the Authorization of Management to Negotiate and Finalize an Agreement with Barnes & Noble. There being no questions or discussion, board Chairman J. Thomas Jones called for a vote on this motion – noting that no second was needed for a committee motion. The motion passed.**

Lastly, The Committee received an update on Certain Real Estate Items. Management is asking for Board consent to lease a farm that the University owns in Monroe County and to obtain authorization to transfer buildings and property in Montgomery, West Virginia, relating to the former WVU Tech campus. Both Real Estate Items are on the Consent Agenda for consideration.

After a very productive afternoon and consideration of the above actions, the Joint Committee adjourned. That concludes my report, Mr. Chairman. Thank you.

## **RESIDENT'S REPORT**

President Gee offered the following remarks:

I want to begin by expressing my gratitude to Provost Reed and her whole team for the tireless work they are doing to help transform academics at West Virginia University. This process is obviously challenging and at times painful for the University community. It is, however, necessary that we reposition ourselves today to be a responsive, relevant university system of the future.

The recently announced merger between the College of Creative Arts and the Reed College of Media is a great example of change that puts our students first by aiding their recruitment, retention, persistence and graduation. This new college will serve as a hub of creative activity and hands-on learning through creative and strategic storytelling. Graduates will emerge prepared for in-demand careers such as digital media, interactive arts and game design. By taking swift, bold actions like this, West Virginia University will grow more resilient and more valuable to society than ever before.

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Our focus on building a better University will help us reach new heights in teaching, research and outreach, areas where we are already experiencing great success. For example, we are working to place the WVU Cancer Institute in the top 2% of cancer centers nationwide. This will improve the health and wellness of West Virginians, by reducing cancer occurrence rates and increasing cancer survival. Last week, our efforts to reimagine and expand cancer care received a \$50 million boost as Gov. Jim Justice announced state surplus funding that will support investment to attain National Cancer Institute Designation — a first for West Virginia.

Another important research effort at our University is a plan to increase the supply of rare earth elements and critical minerals extracted from acid mine drainage across the country. With \$3 million in funding from the U.S. Department of Defense, a team led by Paul Ziemkiewicz, director of our Water Research Institute, will establish resource recovery sites in West Virginia and Montana as part of the project. The research team also recently earned \$8 million in funding from the U.S. Department of Energy to design and evaluate the economics of a full-scale central refinery. It is exciting that West Virginia University is bringing a novel source of rare earth elements out of the lab and toward commercial reality.

Meanwhile, our University’s world-class engineering programs have produced a robotics team with a world-class ranking. The Statler College’s team topped dozens of other teams from 10 countries in a competition to design and build the next generation of Mars rovers during the 2023 University Rover Challenge. Congratulations to this student-led, cross-disciplinary team, which includes more than 75 undergraduate students and five graduate student mentors.

Congratulations also to Ascend West Virginia, the nation’s premier talent attraction and retention program, which is now adding the New River Gorge community. It joins a lineup of other communities that have welcomed nearly 300 new West Virginians while maintaining a 98% retention rate. Ascend West Virginia is currently accepting applications for all its locations, New River Gorge, Greater Elkins, Morgantown Area, Eastern Panhandle and Greenbrier Valley. To celebrate West Virginia Day on June 20, many “ascenders” demonstrated love for their new home by volunteering in their communities. For example, the Morgantown cohort tackled litter cleanup along the Caperton Trail.

Celebrating our state’s birth reminds us of our land-grant commitment--improving life for students and citizens. While change is an inevitable and vital process, that commitment will abide—and our University will be better able to honor it than ever before.

### **INFORMATION ITEMS**

There were no questions or concerns expressed by any board member pertaining to the Information Items contained within today’s agenda.

### **CONSENT AGENDA**

Chairman Jones 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 Marty Becker 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. Renewed Authority to Transfer Buildings and Property Located in Montgomery, WV**

Resolved: That the West Virginia University Board of Governors authorizes the transfer of buildings and parcels of real property located in Montgomery, West Virginia, to the City of Montgomery ("City") or to the West Virginia State Armory Board ("Armory Board"). Accordingly, the Board grants standing authority, through June 30, 2025, to the President or the Vice President for Strategic Initiatives to negotiate and finalize such transfers which are deemed beneficial to the University and the City or Guard, respectively.

**2. Authority to Lease Farm in Monroe County**

Resolved: That pursuant to BOG Governance Rule 5.1, the West Virginia University Board of Governors authorizes the leasing of the Willow Bend Research, Education and Outreach Center (approximately 230 acres, more or less) located in Monroe County, West Virginia.

**3. Termination of the Graduate Certificate in Leadership within the Eberly College of Arts and Sciences**

Resolved: That the West Virginia University Board of Governors approves the termination of the graduate certificate in Leadership within the Eberly College of Arts and Sciences.

**4. Termination of the Graduate Certificate in Pediatric Nurse Practitioner within the School of Nursing**

Resolved: That the West Virginia University Board of Governors approves the termination of the graduate certificate in Pediatric Nurse Practitioner within the School of Nursing.

**5. Termination of the graduate certificate in Adult Gerontology Acute Care Nurse Practitioner within the School of Nursing**

Resolved: That the West Virginia University Board of Governors approves the termination of the graduate certificate in Adult Gerontology Acute Care Nurse Practitioner within the School of Nursing.

**6. New Undergraduate Certificate Program: The Country Roads Program in Academic Affairs**

Resolved: That the West Virginia University Board of Governors approves the Country Roads Certificate Program undergraduate certificate.



- 7. Approval of New Program: BS in Environmental Engineering the Benjamin M. Statler College of Engineering and Mineral Resources**  
Resolved: That the West Virginia University Board of Governors approves the creation of a new BS degree in Environmental Engineering in the Benjamin M. Statler College of Engineering and Mineral Resources
- 8. Approval of New Program LPN to BSN Program at Potomac State College**  
Resolved: That the West Virginia University Board of Governors approves the creation of a new LPN to BSN Program at Potomac State College
- 9. Approval of New Program: BSF in Wood Science and Technology in the Davis College of Agriculture, Natural Resources and Design**  
Resolved: That the West Virginia University Board of Governors approves the creation of a new BSF degree in Wood Science and Technology in the Davis College of Agricultural,
- 10. Discontinuation of Undergraduate Programs: BM Music Performance: Voice; and the BM Music Performance: Piano**  
Resolved: That the West Virginia University Board of Governors approves the discontinuation of the aforementioned undergraduate programs.
- 11. Approval of Undergraduate Program Review Recommendations**  
Resolved: That the West Virginia University Board of Governors approves the Undergraduate Program Reviews conducted by the Undergraduate Council in this cycle, for the 2022/2023 academic year, as presented.
- 12. Approval of Graduate Program Review Recommendations**  
Resolved: That the West Virginia University Board of Governors approves the Graduate Program Reviews conducted by the Graduate Council in this cycle, for the 2022/2023 academic year, as presented.
- 13. County Extension Appointments**  
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.
- 14. Discontinuation of Graduate Programs: MS Finance; Ph.D. Accounting; MA Digital Technology and Connected Learning; MA Elementary Education; MA Instructional Design and Technology; MA Secondary Education; MS Coaching and Sport Education (in-person major only); MS Agriculture and Extension Education; Ph.D. Agriculture and Extension Education; MS Recreation, Parks, and Tourism Resources; MS Safety Management (in-person major only); and Ph.D. Occupational Safety and Health (in-person major only)**  
Resolved: That the West Virginia University Board of Governors approves the discontinuation of the aforementioned graduate programs.

**GENERAL DISCUSSION AND  
ADJOURNMENT**

Chairman Jones recognized outgoing board members Marty Becker, Benjamin Statler, Dr. Ashley Martucci, Lisa A. Martin and Chloe Hernandez.

Chairman Jones announced that the next planned board meeting is scheduled for July 31, 2023. There being no further business to come before the board, Lisa A. Martin moved to adjourn the meeting. The motion was seconded by Marty Becker and passed. The meeting was adjourned at 11:40 a.m.

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Richard Pill, Secretary

**WEST VIRGINIA UNIVERSITY BOARD**  
**OF GOVERNORS**

July 31, 2023

The two hundred tenth meeting of the West Virginia University Board of Governors was held on July 31, 2023 in Morgantown, WV in person and via zoom webinar. Board members in attendance/participating via zoom included Charles Capito, Bray Cary, Elmer Coppoolse, Kevin Craig, Michael D'Annunzio, Dr. Patrice Harris, Dr. Stanley Hileman, J. Thomas Jones, Alan Larrick, Susan Lavenski, Paul Mattox, Richard Pill, Robert Reynolds, Shirley Robinson, Frankie Tack, Madison Santmyer, and Taunja Willis-Miller.

**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, Barbara Weiss;  
Deputy General Counsel, Gary G. Furbee, II;  
Assistant Vice President for Strategic Initiatives, Erin Newmeyer;  
Associate Provost for Undergraduate Education, Evan Widders;  
Associate Provost for Curriculum and Assessment, Louis Slimak;  
Associate Provost for Academic Personnel, Tracy Morris;  
Interim Associate Provost of Graduate Academic Affairs, Richard Thomas;  
Director of Communications, Office of the Provost, Kimberly Becker;  
Executive Officer and Assistant Board Secretary, Jennifer Fisher;  
Director of News Communications, Shauna Johnson;  
Executive Director of Communications, University Relations,  
April Kaull; and,  
Special Assistant to the Board of Governors, Valerie Lopez.

From rpk Group: Katie Hagan

**Members of the Press also participated.**

**CALL TO ORDER AND INITIAL  
COMMENTS**

The meeting was called to order by Chair Taunja Willis-Miller at 1:00 p.m. A roll call was taken to determine who was in attendance and a quorum established.

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Chair Willis-Miller welcomed our five new board members, namely, Michael D’Annunzio, Robert Reynolds, Frankie Tack (new faculty representative), Shirley Robinson (new classified staff representative) and Madison Santmyer (new student representative.)

Chair Willis-Miller stated that under Section 4.12 of the WVU Board of Governors By-Laws, individuals who wish to address the board must inform the Assistant Secretary prior to the start of the scheduled meeting. There was a sign-up sheet for today’s meeting for any individuals wishing to address the board, but nobody signed up. Chair Willis-Miller also acknowledged that fifteen to twenty emails were received for board review.

Frankie Tack, the current Faculty Senate President and faculty representative on the board, shared the following comments with the board. “Stan Hileman and Frankie Tack created a mechanism for faculty to submit comments to them as faculty representatives to the BOG. The form was released 7/24/23. Through 11am 7/31, they received 46 submissions containing 116 comments. Three themes emerged: 1) seeking accountability of upper administration for the budget deficit and enrollment decline; 2) Seeking shared sacrifice from upper administration via voluntary pay cuts; and 3) the other theme that emerged received by far the most comments was taken up in Executive Session due to its focus on a specific personnel matter.”

**PROPOSED FINAL AMENDED RULES AND  
OFFICIAL COMMENTS SUMMARY FOR THE FOLLOWING:  
WEST VIRGINIA UNIVERSITY BOARD OF GOVERNORS  
TALENT & CULTURE RULE 3.9 – REDUCTION IN FORCE;  
WEST VIRGINIA UNIVERSITY BOARD OF GOVERNORS  
FACULTY RULE 4.7 – REDUCTION IN FORCE**

Chair Willis-Miller called upon General Counsel Stephanie Taylor, who presented this agenda item.

At the Board’s May 17, 2023 meeting, it issued a Notice of Proposed Rulemaking for amendment of the Rules identified above. The proposed changes seek to clarify certain provisions within the employee and faculty Reduction in Force (“RIF”) Rules, which were detailed in the Notice of Proposed Rulemaking and in the attached redlines (which were included in today’s meeting materials.) The proposed changes to the Rules were posted for the required thirty (30) day public comment period. Several comments were received. Those comments and the University’s responses were posted on the University’s website for at least ten (10) days in advance of this Board meeting. It was determined that no changes are needed as a result of the comments received. Accordingly, the Board of Governors is asked to approve the final amended Rules as presented. If approved, the amended Rules will be effective in 15 business days, in accordance with our rulemaking procedures

The PowerPoint presentation that accompanied General Counsel Taylor’s recitation involving this agenda item is attached hereto and made a part hereof by reference.

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Following a brief discussion, Charles Capito moved that the West Virginia University Board of Governors approves the final amended Rules as presented, pursuant to BOG Governance Rule 1.1. This motion was seconded by Richard Pill, and passed.

**PROPOSED FINAL APPROVAL AND OFFICIAL  
COMMENTS SUMMARY FOR THE FACULTY AND  
CLASSIFIED STAFF SEVERANCE PACKAGE SCHEDULE**

Chair Willis-Miller called upon General Counsel Stephanie Taylor, who presented this agenda item.

University management developed the Faculty and Classified Staff Severance Package Schedule in anticipation of program reductions or discontinuations as part of the ongoing WVU Transformation process. At the Board's May 17, 2023 meeting, the Board approved placing the schedule out for a thirty (30) day public comment period. During the comment period, several comments were received. Those comments and the University's responses were posted on the University's website for at least ten (10) days in advance of this Board meeting. As a result of these comments, the University has amended the new Proposed Schedule to recommend that any tenured, tenured-track, teaching-track, or service-track faculty, who are subject to a Reduction in Force or are Non-renewed as a result of an academic program review that results in Program Reduction or Discontinuation, be offered the equivalent of 12 weeks of their annual base salary as their severance payment. The Board of Governors is asked to approve the final Faculty and Classified Staff Severance Package Schedule, as amended. If approved, the schedule will become effective immediately.

The Amended Faculty and Classified Staff Severance Package Schedule is attached hereto and made a part hereof by reference.

Also, the PowerPoint presentation that accompanied General Counsel Taylor's recitation involving this agenda item is attached hereto and made a part hereof by reference.

Following a brief discussion, Dr. Patrice Harris moved that the Board of Governors approves the faculty and classified staff severance package schedule, as presented, with the change that all references relating to clinical track and library track be stricken, and that University leadership present information relating to the potential financial impact relating to providing commensurate severance packages to clinical and library track faculty who are subject to a non-renewal or a reduction in force relating to academic transformation. This motion was seconded by Kevin Craig, and passed.

**UPDATE ON ACADEMIC  
TRANSFORMATION AT WEST  
VIRGINIA**

This agenda item was presented by Provost Maryanne Reed, Associate Provost for Budget, Facilities and Strategic Initiatives, Mark Gavin, and Katie Hagan (from rpk Group.)

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The Academic Transformation PowerPoint used to present this agenda item is attached hereto and made a part hereof by reference. Also, this presentation was for information only and was followed by a brief discussion.

**APPROVAL OF BOG COMMITTEE  
ASSIGNMENTS AND OTHER BOARD  
APPOINTMENTS**

The following chart lists the proposed committee structure and other board appointments for West Virginia University Board of Governors members for the period ending June 30, 2024.

**WVU BOARD OF GOVERNORS COMMITTEE  
AND REPRESENTATIVE BOARD APPOINTMENTS  
JULY 2023**

**ACADEMIC AFFAIRS AND ACCREDITATION COMMITTEE**

Dr. Patrice Harris, Chair  
Charles L. Capito, Jr.  
Bray Cary  
Dr. Stanley M. Hileman  
J. Thomas Jones  
Alan Larrick  
Susan Lavenski  
Madison Santmyer  
Frances E. "Frankie" Tack  
WVU Administrative Liaison: Provost Maryanne Reed

**AUDIT COMMITTEE**

Richard A. Pill, Chair  
Elmer Coppoolse  
Kevin J. Craig  
Michael D'Annunzio  
Dr. Stanley M. Hileman  
Paul Mattox  
Robert L. Reynolds  
WVU Administrative Liaison: Director of Internal Audit, Bryan Shaver

**DIVISIONAL CAMPUS COMMITTEE**

Paul Mattox, Chair  
Elmer Coppoolse  
Alan Larrick  
Susan Lavenski  
Shirley D. Robinson  
Madison Santmyer  
Frances E. "Frankie" Tack

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WVU Administrative Liaison: Provost Maryanne Reed

EXECUTIVE COMMITTEE

Elmer Coppoolse (Chair, Strategic Plans and Initiatives Committee)  
Kevin J. Craig (Chair, Finance and Facilities and Revitalization Committee)  
President E. Gordon Gee (Ex-Officio)  
Dr. Patrice Harris (BOG Secretary and Chair, Academic Affairs and Accreditation Committee)  
Paul Mattox (Chair, Divisional Campus Committee)  
Taunja Willis Miller (BOG Chair)  
Richard A. Pill (BOG Vice Chair and Chair, Audit Committee)

FINANCE AND FACILITIES AND REVITALIZATION COMMITTEE

Kevin J. Craig, Chair  
Charles L. Capito, Jr.  
Bray Cary  
Dr. Stanley M. Hileman  
J. Thomas Jones  
Alan Larrick  
Richard A. Pill  
Robert A. Reynolds  
Shirley D. Robinson  
WVU Administrative Liaisons: Vice President for Strategic Initiatives, Rob Alsop, and Senior Associate Vice President for Finance and Chief Financial Officer, Paula Congelio

STRATEGIC PLANS AND INITIATIVES COMMITTEE

Elmer Coppoolse, Chair  
Bray Cary  
Michael D'Annunzio  
Dr. Patrice Harris  
Susan Lavenski  
Paul Mattox  
Shirley D. Robinson  
Madison Santmyer  
Frances E. "Frankie" Tack  
WVU Administrative Liaison: President E. Gordon Gee

BOARD APPOINTMENTS

West Virginia University Hospital Board of Directors: Kevin J. Craig  
West Virginia United Health System Board of Directors: Kevin J. Craig  
WVU Alumni Association Board of Directors: Richard A. Pill

Whereupon Frankie Tack moved that the West Virginia University Board of Governors approves the proposed committee structure, as presented. This motion was seconded by Kevin Craig and passed.

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## **EXECUTIVE SESSION**

Chair Willis-Miller requested a motion to move to 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, including the evaluation of the President of West Virginia University; 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 Frankie Tack, seconded by Charles Capito, and passed. Following Executive Session Kevin Craig moved that the board rise from Executive Session. The motion was seconded by Alan Larrick and passed. Chair Willis-Miller stated that no actions were taken as a result of today's Executive Session discussions.

## **DISCUSSION ON PRESIDENT GEE'S RECENT PERFORMANCE EVALUATION AND CONSIDERATION AND POSSIBLE BOARD ACTION RELATING TO EXTENDING THE CONTRACT OF PRESIDENT GEE TO REMAIN AS PRESIDENT OF WEST VIRGINIA UNIVERSITY FOR ONE ADDITIONAL YEAR, TO JUNE 30, 2025**

Chair Willis-Miller stated that President Gee's current contract ends on June 30, 2024. The Board of Governors seeks to extend that contract for one additional year, to June 30, 2025. President Gee's compensation shall remain the same and there are no other substantive changes to his contract proposed.

Chair Willis-Miller continued with the following remarks: During executive session, the Board did review the performance of President Gee, in accordance with WV Code §18B-1B-6(c), and discussed the extension of his contract to June 30, 2025. We considered a variety of factors in our evaluation which is really an ongoing process that spans his tenure. We were guided by the metrics of the statute which included student success, research, health and welfare, and our role in the state's economic development. We noted that the University also is in a state of transformation. We must continue to act boldly. President Gee has shown time and again he is not afraid to do the difficult work required. The Board directed the administration to lead a strategic repositioning of the entire WVU System earlier this year or the end of last year, and we believe he deserves additional time to see that through. With the challenges the University – and all of higher education – is facing right now, we feel we are very fortunate to have a president with his tenure and experience to lead us and would like to proceed with the extension. We acknowledge not everyone will agree with that assessment or the board's decision to extend the contract. I understand there is criticism of the transformation actions being taken, but as a board, we must focus on the larger vision and future of the University. We

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do not have to agree, but we do need to move forward.

Whereupon J. Thomas Jones moved that the Chair be authorized to take steps necessary to finalize an amended contract with Dr Gee with an end date of June 30, 2025 and under the same other terms and conditions as in the existing contract. This motion was seconded by Kevin Craig and passed.

#### **ADDITIONAL COMMENTS**

President Gee offered the following closing remarks: I would like to express my gratitude to the Board of Governors for their faith in me and in the vision we share for this great University. I am grateful for the opportunity and look forward to continuing the important work we are doing. I love this University and the people of this state, and I will continue to work hard to reposition West Virginia University to be the national model for the modern land-grant university.

#### **ADJOURNMENT**

There being no further business to come before the board, Charles Capito moved to adjourn the meeting. The motion was seconded by Elmer Coppoolse and passed. The meeting was adjourned at 3:25 p.m.

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Dr. Patrice Harris, Secretary

July 31, 2023



**WVU BOARD OF GOVERNORS**  
**BOG RULES 3.9 AND 4.7**  
July 31, 2023

# **DATA ON COMMENTS RECEIVED**

## TOTAL COMMENTS RECEIVED

Proposed amendments to Rule 3.9 and Rule 4.7 and the Proposed Faculty Classified Staff Severance Packages were posted for a 30-day public comment period between **May 22 – June 21**.

**190**

**Total** Comments Received

**7**

Comments Received Relating to **Talent and Culture Rule 3.9 – Reduction in Force**

*Only **one** is a classified staff member*

**119**

Comments Received Relating to **Faculty Rule 4.7 – Reduction in Force**

**108**

Comments Received Relating to **Faculty Severance Package Schedule**

# NUMBER OF COMMENTERS

**320**

Number of  
**Individual Commenters**

*Including anonymous responses*

**83**

Number of  
**Individuals Who Submitted, or Signed Onto, More than One Comment**

*Number of comments per individual range from **two** to **12** comments*

Comment  
Number 104

**55 COMMENTERS**

Comment  
Number 105

**58 COMMENTERS**

Comment  
Number 106

**8 COMMENTERS**

Comment  
Number 178

**165 COMMENTERS**

# CLASSIFICATION OF COMMENTERS

<b>CLASSIFICATION OF COMMENTERS</b>	<b>NUMBER</b>
Anonymous	<b>73</b>
Classified Staff	<b>3</b>
Faculty	<b>179</b>
Foundation Employees	<b>1</b>
Graduate Teaching Assistant	<b>1</b>
Members of the Public	<b>46</b>
Non-Classified Staff	<b>3</b>
Students	<b>14</b>
<b>Total</b>	<b>320</b>

# BREAKDOWN OF FACULTY

FACULTY CLASSIFICATION	NUMBER OF COMMENTERS
<b>TENURED OR TENURE-TRACK</b>	
Assistant Professor	18
Associate Professor	35
Professor	48
<b>Total</b>	<b>101</b>
<b>NON-TENURE FACULTY</b>	
Adjunct	2
Clinical Professor	2
Instructor	15
Librarian	1
Research Associate Professor	3
Teaching-Track or Service-Track	51
Visiting Assistant Professor	2
<b>Total</b>	<b>76</b>
<b>RETIRED</b>	
Emeritus	2
<b>Total</b>	<b>2</b>

## FACULTY BY COLLEGE

<b>COLLEGE / SCHOOL</b>	<b>NUMBER OF COMMENTS</b>
Chambers College of Business & Economics	4
College of Creative Arts	20
Davis College of Agriculture, Natural Resources and Design	10
Eberly College of Arts and Sciences	110
<i>Biology</i>	2
<i>Chemistry</i>	4
<i>Communication Studies</i>	1
<i>English</i>	27
<i>Forensic and Investigative Sciences</i>	3
<i>Geology and Geography</i>	9
<i>History</i>	6
<i>Mathematics and Data Sciences</i>	9
<i>Multidisciplinary Studies</i>	3
<i>Physics and Astronomy</i>	8



## FACULTY BY COLLEGE, CONTINUED

<b>COLLEGE / SCHOOL</b>	<b>NUMBER OF COMMENTS</b>
Eberly College of Arts and Sciences (continued)	<b>110</b>
<i>Political Science</i>	<b>3</b>
<i>Psychology</i>	<b>4</b>
<i>Public Administration</i>	<b>1</b>
<i>Social Work</i>	<b>7</b>
<i>Sociology and Anthropology</i>	<b>2</b>
<i>Women's and Gender Studies</i>	<b>2</b>
<i>World Languages</i>	<b>19</b>
Libraries	<b>1</b>
Reed College of Media	<b>2</b>
School of Medicine	<b>10</b>
School of Pharmacy	<b>2</b>
School of Public Health	<b>7</b>
Statler College of Engineering and Mineral Resources	<b>12</b>
WVU Advance	<b>1</b>

# **PROPOSED AMENDMENTS TO BOG RULE 3.9**

# PROPOSED AMENDMENTS TO BOG RULE 3.9

## Section 2.9

- ✓ Clarifying the legal requirements around **Equal Opportunity and Affirmative Action**.

## Sections 3.1 and 3.2

- ✓ Clarifying the legal requirements relating to **notice periods** (i.e., indicating that the notice periods would also comply with any applicable federal and state law).

## Section 4.2

- ✓ Eliminating the **requirement that severance packages be paid in installments**, which will allow the University more flexibility in designing and paying out severance packages.

# PROPOSED AMENDMENTS TO BOG RULE 3.9

## Section 4.3

- ✓ Clarifying that any waiver in a severance agreement **releases the University and current and former agents, employees, board members, servants, and representatives.**

## Section 5.1

- ✓ Clarifying that **voluntary reductions in FTE or appointment length** do not trigger the provisions of this Rule.

# COMMON THEME OF COMMENTS RECEIVED

## COMMON THEME #1

- Concern over use of documented performance as a primary factor in determining which classified staff members will be retained as it may not paint the full picture of an employee's contributions.

## UNIVERSITY'S DETERMINATION:

- This comment does not relate to a proposed amendment to Rule 3.9.
- Rule 3.9, when it was first enacted, listed performance as a factor to consider in reduction in force determinations.
- Performance has always been an important factor at the University to consider in determining whether to continue someone's employment.

# **PROPOSED AMENDMENTS TO BOG RULE 4.7**

# PROPOSED AMENDMENTS TO BOG RULE 4.7

## Section 2.2

- Clarifying that faculty should be involved in the **academic review process**, which could lead to a **RIF plan** for that program, as opposed to the formulation of the actual **RIF plan**, to ensure that faculty provide input early in the process.

## Section 3.1

- Eliminating the **affirmative obligation** to offer a **first right of refusal** to a RIF'd faculty member of another faculty position that becomes vacant that the RIF'd faculty member is qualified.
  - Replacing that language with the fact that RIF'd faculty members are encouraged to apply for any new or open positions through the normal University hiring process.
- Eliminating any potentially implied obligation of the University to retrain faculty members to be qualified for other faculty positions.

# PROPOSED AMENDMENTS TO BOG RULE 4.7

## Section 3.2

- ✓ Clarifying of the **Dean's** role and the **Office of the Provost's** role in the creation of the **RIF plan** (i.e., the **Dean's Office** and **Provost's Office** will work together to create the **RIF plan** for a program).
- ✓ Clarifying that a **RIF determination** is made based upon a **holistic assessment** of the three factors: **performance, knowledge and qualifications** and **seniority**.
- ✓ Clarifying that **seniority** will be calculated by the length of service as defined by the rules established for the calculation of years of service outlined in **WVU BOG Talent and Culture Rule 3.7 – Annual Increment**.

## Section 3.3

- ✓ Clarifying that all **notifications** will be communicated to faculty through their **WVU email account** instead of regular mail.



# PROPOSED AMENDMENTS TO BOG RULE 4.7

## Section 5.2

- / **Eliminating:** “Generally, the value of the severance package should be equivalent to one year of the Faculty Member’s annual base pay.”
- / **Replacing with:** “The amount of severance that a Faculty Member may be offered will be determined based upon a schedule approved by the Board.”
- / The original language is permissive and does not require that a **severance package** equate to **one year of salary** (meaning 9-month faculty’s annual base salary).

## Section 6.9

- / Clarifying that **Program Reduction** may include reducing **tenured, tenured-track or certain faculty positions with multi-year contracts**.

# COMMON THEMES OF COMMENTS RECEIVED

## COMMON THEME #1

- Faculty should be involved in the RIF plan development, not just the academic program review process.

### UNIVERSITY'S DETERMINATION:

- A determination was made to keep the proposed amendments to Section 2.2.
- It is critical that faculty be involved in the program review process. That is where the decisions that will lead to a RIF Plan will be made and will help to shape the strategic future of the University.
- Once the decisions on program reduction or discontinuation are made, the implementation and execution of a RIF Plan is more tactical.
- It is not fair to ask faculty to pick which of their colleagues should remain at the University or be subject to a RIF.
  - Decisions on who may be selected for a RIF may be challenged through the grievance process or litigation.
  - Those involved in making those decisions would be subject to interviews, hearings, and depositions to defend their decisions.
  - That is a burden for management.

# COMMON THEMES OF COMMENTS RECEIVED

## COMMON THEME #2

- ✓ The change in severance from “one year” to permitting the Board to determine the severance amount is unfair.
- ✓ Faculty believe this is a change to the existing rules when faculty signed their contracts.

## UNIVERSITY’S DETERMINATION:

- ✓ A determination was made to keep the proposed amendments to Section 5.2.
- ✓ First, the Rule currently states that the University is not required to give any severance packages. The current language is permissive and does not require the payment of a year’s severance.
  - ✓ It also does not require any faculty feedback in setting the schedule. Under the new proposed language, the faculty have had the opportunity, through the public comment period, to review and provide feedback on the severance package plan before it is approved by the Board.
  - ✓ It has added a level of transparency to the process and resulted in a change to the Proposed Severance Package Schedule.
  - ✓ The University simply does not have the resources financially to pay everyone an additional year of salary after their employment ends.

# COMMON THEMES OF COMMENTS RECEIVED

## UNIVERSITY'S DETERMINATION, CONTINUED:

- ✓ Second, the standard language in a faculty's offer letter provides: "Your employment at West Virginia University is governed by and subject to the rules and policies adopted by the University's Board of Governors and any other policies and procedures adopted by the University, all as they may be modified from time to time."
  - ✓ As a result, the state of any individual Board Rule or policy at the time a contract is signed is not controlling.
  - ✓ The University and the Board of Governors have the authority to amend their rules and policies so long as it is done pursuant to appropriate processes.

# COMMON THEMES OF COMMENTS RECEIVED

## COMMON THEME #3

- / Concerns over the elimination of the affirmative obligation to offer a first right of refusal to a RIF'd faculty member of another faculty position that becomes vacant for which that RIF'd faculty is qualified.
- / Concerns over the elimination of any potentially implied obligation of the University to re-train faculty members to be qualified for other faculty positions.

## UNIVERSITY'S DETERMINATION:

- / A determination was made to keep the proposed amendments to Section 3.1.
- / First, in terms of the first refusal elimination, the University does not plan to re-fill any RIF'd faculty position within the 12-month period as that would defeat the purpose of the reduction. As a result, there is no need to mandate this first refusal.
- / Second, the University cannot financially afford to re-train faculty members to find other positions within the University.
  - / Many of these positions are not ones that re-training would assist, as faculty positions require years of specialized education and experience to be qualified for the position.
  - / The University, however, does plan to provide support services to those RIF'd and non-renewed to assist them in finding new positions within academia and outside of academia.

# COMMON THEMES OF COMMENTS RECEIVED

## COMMON THEME #4

- Concern over use of documented performance as a primary factor in determining which faculty will be retained as it may not paint the full picture of an employee's contributions.

## UNIVERSITY'S DETERMINATION:

- This comment does not relate to a proposed amendment to Rule 4.7.
- When it was first enacted, Rule 4.7 listed performance as a factor to consider in reduction in force determinations.
- Performance has always been an important factor at the University when determining whether to continue someone's employment.

# COMMON THEMES OF COMMENTS RECEIVED

## COMMON THEME #5

- Commenters stated that they did not believe that tenured faculty members should be subject to a reduction in force and that doing so essentially eliminates tenure and undermines academic freedom.

## UNIVERSITY'S DETERMINATION:

- This comment does not relate to a proposed amendment to Rule 4.7.
- When it was first enacted, Rule 4.7 included tenured faculty in the types of faculty that are subject to a reduction in force.
- Rule 4.7 only provides the University with the ability to eliminate certain faculty positions in limited circumstances (e.g., financial exigency, a program reduction, or a program discontinuation).
- Simply because a RIF can occur in these limited circumstances does not undermine promotion and tenure rules or the principles of academic freedom, both of which remain active and unchanged.

**QUESTIONS?**



# AMENDED FACULTY AND CLASSIFIED STAFF SEVERANCE PACKAGE SCHEDULE

The Proposed Faculty and Classified Staff Severance Package Schedules outlined below, if approved by the WVU Board of Governors, would only be applicable for employees who are subjected to a Reduction in Force or contract non-renewal following the program review process occurring in 2023.

## Tenured, Tenure-Track, Teaching-Track, and Service-Track

- / Faculty severance packages are only available to tenured, tenure-track, and teaching/service-track faculty (regardless of contract end date).
- / Through the notice period and severance payments, an individual would receive between eight and 10 months of pay. **Note:** *Most faculty positions are nine-month positions.*
- / If an individual leaves before their **contract employment** end date, they waive the right to their severance payments.
- / The options below assume a notice date of October 16, 2023, with a contract end date of May 9, 2024. This means the individual would have thirty 30 weeks of notice.
- / All benefits eligible faculty who are involuntarily terminated (including subjected to a Reduction in Force or contract non-renewal) may elect to continue their PEIA insurance for three additional months after their termination date. The faculty member would continue to pay their same employee premium during this three-month period.
- / All **tenured, and tenure-track, teaching-track, and service-track** faculty who are subject to a **reduction in force or non-renewed following an academic program review that resulted in a Program Reduction or Discontinuation** will receive a severance equivalent to twelve weeks of their base salary payable in bi-weekly installment payments starting after May 9, 2024.
- / All **teaching-track and service-track faculty** will receive a severance equivalent to the number of weeks indicated in the below chart, calculated based upon years of service. These severance payments will be payable in bi-weekly installment payments starting after May 9, 2024.

YEARS OF SERVICE	SEVERANCE AMOUNT
1-4 years	2 weeks
5-9 years	4 weeks
10-19 years	6 weeks
20+ years	8 weeks

*Faculty who are on a 12-month appointment may have a contract end date later than May 9, 2024. Those will be determined on a case-by-case basis based upon the needs of the unit.*

## Research-Track, Library-Track, Clinician-Track, and Lecturer

- ✓ Non-renewal of appointment notification will be given as soon as possible, but a minimum of 60-days' notice will be given, if possible (for those ending in 2023) and in the September/October timeline for those ending on May 9, 2024.
- ✓ Certain clinical-track faculty who also are employed through University Health Associates ("UHA") may receive up to 120-days' notice before their contract is ended.
- ✓ If less than 60-days before appointment end date, a limited short-term appointment may be given to reach 60-days' notice.
- ✓ Employees in this job type are employed on annual appointments and are otherwise employed at will. Severance will not be offered.

## Faculty Needed to Teach Out Beyond May 2024 – Retention Bonus

- ✓ All tenured, tenure-track, and teaching/service-track faculty asked to remain through a teach-out period, and they remain the entire time, will receive a retention bonus equivalent to up to twelve weeks of their base salary. There will be no separate severance payment available apart from this retention bonus.
- ✓ If an individual leaves **before the end date of their current contact employment end date**, they waive the right to their retention bonus.
- ✓ The University would like to incentivize selected individuals to stay through end of the teach-out period (approximately two to three additional years, depending on the program).

## Classified Staff

- ✓ RIF notice will be given as soon as possible, but a minimum of 60-days' notice will be given.
- ✓ Classified Staff who are eligible for severance will be offered a severance package based on the length of the notice period and the details of their years of service, annual base salary, and appointment length.
- ✓ All benefits eligible Classified Staff who are involuntarily terminated (including subjected to a Reduction in Force or contract non-renewal) may **elect elected** to continue their PEIA insurance for three additional months after their termination date. The Classified Staff member would continue to pay their same employee premium during this three-month period.

### Example 1

Classified Staff RIF with notice on October 16, 2023, and a last day of employment on December 31, 2023.

<b>YEARS OF SERVICE</b>	<b>NOTICE PERIOD</b>	<b>WEEKS OF SEVERANCE PAY*</b>
<b>0 to 10 years</b>	11 weeks	4 weeks
<b>11 years</b>	11 weeks	8 weeks
<b>12 years</b>	11 weeks	10 weeks
<b>13 years</b>	11 weeks	12 weeks
<b>14 years</b>	11 weeks	14 weeks
<b>15 years</b>	11 weeks	16 weeks
<b>16 years</b>	11 weeks	18 weeks
<b>17 years</b>	11 weeks	20 weeks
<b>18 years</b>	11 weeks	24 weeks
<b>19 years</b>	11 weeks	28 weeks
<b>20+ years</b>	11 weeks	32 weeks

*\*Weeks of severance payments may be prorated for classified staff who work less than 12-month appointment.*

### Example 2

Classified Staff RIF with notice on October 16, 2023, and a last day of employment on May 10, 2024.

<b>YEARS OF SERVICE</b>	<b>NOTICE PERIOD</b>	<b>WEEKS OF SEVERANCE PAY*</b>
<b>0 to 15 years</b>	30 weeks	4 weeks
<b>16 years</b>	30 weeks	6 weeks
<b>17 years</b>	30 weeks	8 weeks
<b>18 years</b>	30 weeks	10 weeks
<b>19 years</b>	30 weeks	12 weeks
<b>20+ years</b>	30 weeks	14 weeks

*\*Weeks of severance payments may be prorated for classified staff who work less than 12-month appointment.*

**PROPOSED FACULTY AND  
CLASSIFIED STAFF  
SEVERANCE PACKAGES**

# COMMON THEMES OF COMMENTS RECEIVED

## COMMON THEME #1

- Teaching-track and Service-track faculty should receive the same number of weeks in severance pay as tenured and tenure-track faculty.

## UNIVERSITY'S DETERMINATION:

- The University agrees with this comment.
- As result, the University has amended the Proposed Faculty and Classified Staff Severance Package Schedule.

# COMMON THEMES OF COMMENTS RECEIVED

## COMMON THEME #2

- 12-month faculty members on yearly appointments, such as clinical faculty and librarians, should be included in the Proposed Faculty and Classified Staff Severance Package Schedule.

## UNIVERSITY'S DETERMINATION:

- A determination was made to keep the Proposed Severance Package Schedule unchanged as it relates to the classifications of faculty members that qualify for severance pay.
- 12-month faculty members, such as clinical faculty or librarians, are generally on annual year-to-year contracts. Those faculty members' employment can be ended for any non-discriminatory reason at the end of their contract via non-renewal. Choosing not to renew a contract doesn't require severance and in past cases, the University has not done so.
- Additionally, unlike teaching-track and service-track faculty, who are primarily 9-month faculty members, 12-month faculty, like clinical faculty and librarians, earn annual leave, which has monetary value. The remaining balance of one's annual leave is paid out when non-renewed. Given this, the University did not opt to provide faculty members with these employment terms with severance pay.

# COMMON THEMES OF COMMENTS RECEIVED

## COMMON THEME #3

- ✓ The approximately 8-month notice period before employment would end should not be considered in developing the severance pay amount.

## UNIVERSITY'S DETERMINATION:

- ✓ A determination was made to keep the Proposed Severance Package Schedule unchanged as it relates to the notice period consideration.
- ✓ The University designed this process to ensure that faculty would have significant notification that their position was being eliminated.
- ✓ The University also aligned the RIF or non-renewal notification timeline (September – October) to correspond when many other universities engage in hiring for the following academic year.
- ✓ The University's goal is to give the lengthy 8-month notice period to maximize the amount of time a faculty member would have to find their next opportunity.
- ✓ The severance payments, on the other hand, are designed to provide a bridge over the summer months before that next opportunity may begin.

**FACULTY SEVERANCE  
PACKAGES, AS AMENDED**



# FACULTY SEVERANCE PACKAGES

## Tenured, Tenure-Track, Teaching-Track and Service-Track

- ✓ **Faculty severance packages** are only available to **tenured, tenure-track, and teaching/service-track** faculty (regardless of contract end date).
- ✓ All **tenured, tenure-track, teaching-track, and service-track** faculty who are subject to a reduction in force or non-renewed following an academic program review that resulted in a Program Reduction or Discontinuation will receive a severance equivalent to **twelve weeks** of their base salary payable in bi-weekly installment payments starting after **May 9, 2024**.
- ✓ Assuming a notice date of **October 16, 2023**, with a contract end date of **May 9, 2024**, an individual would have thirty **30 weeks** of notice.

# FACULTY SEVERANCE PACKAGES

## Tenured, Tenure-Track, Teaching-Track and Service-Track

- ✓ All **benefits eligible** faculty who are involuntarily terminated (including subjected to a Reduction in Force or contract non-renewal) may elect to continue their PEIA insurance for **three additional months** after their termination date.
  - ✓ The faculty member would continue to pay their same employee premium during this three-month period.
- ✓ If an individual leaves before their contract end date, they waive the right to their **severance payments**.

# FACULTY SEVERANCE PACKAGES

## Faculty Needed to Teach Out Beyond May 2024 – Retention Bonus

- ✓ All **tenured, tenure-track** and **teaching/service-track** faculty asked to remain through a **teach-out period** (if they remain the entire time) will receive a **retention bonus** equivalent up to **12 weeks** of their **base salary**. This also will serve as their **severance payment**.
- ✓ If an individual leaves before their **employment end date**, they waive the right to their **retention bonus**.
- ✓ The University would like to incentivize selected individuals to stay through the end of the **teach-out period** (approximately **two to three additional years** depending on the program).

# **CLASSIFIED STAFF SEVERANCE PACKAGES**

# CLASSIFIED STAFF SEVERANCE PACKAGES

## Overview Information

- ✓ RIF notice will be given as soon as possible, but a minimum of **60-days' notice** will be given.
- ✓ Classified Staff who are eligible for severance will be offered a severance package based on the **length of the notice period** and the details of their **years of service, annual base salary** and **appointment length**.
- ✓ All benefits-eligible Classified Staff who are involuntarily terminated (including subjected to a **Reduction in Force** or **contract non-renewal**) may elect to continue their **PEIA** insurance for **three additional months** after their termination date. The Classified Staff member would continue to pay their same employee premium during this three-month period.

# CLASSIFIED STAFF SEVERANCE PACKAGES

## Example 1

Classified Staff RIF with notice on **Oct. 16, 2023**, and a last day of employment on **Dec. 31, 2023**.

YEARS OF SERVICE	NOTICE PERIOD	WEEKS OF SEVERANCE PAY*
0 to 10 years	11 weeks	4 weeks
11 years	11 weeks	8 weeks
12 years	11 weeks	10 weeks
13 years	11 weeks	12 weeks
14 years	11 weeks	14 weeks
15 years	11 weeks	16 weeks
16 years	11 weeks	18 weeks
17 years	11 weeks	20 weeks
18 years	11 weeks	24 weeks
19 years	11 weeks	28 weeks
20+ years	11 weeks	32 weeks

*\*Weeks of severance payments may be prorated for classified staff who work less than 12-month appointment.*

# CLASSIFIED STAFF SEVERANCE PACKAGES

## Example 2

Classified Staff RIF with notice on **Oct. 16, 2023**, and a last day of employment on **May 10, 2024**.

YEARS OF SERVICE	NOTICE PERIOD	WEEKS OF SEVERANCE PAY*
0 to 15 years	30 weeks	4 weeks
16 years	30 weeks	6 weeks
17 years	30 weeks	8 weeks
18 years	30 weeks	10 weeks
19 years	30 weeks	12 weeks
20+ years	30 weeks	14 weeks

*\*Weeks of severance payments may be prorated for classified staff who work less than 12-month appointment.*

# **SEVERANCE COST SUMMARY**



# SEVERANCE COST SUMMARY, PER EMPLOYEE

As units are required to fund severance payments out of existing allocations. The units will be required to adjust within existing budgets to address the additional cost of equalizing severance amongst Tenure-Track, Teaching-Track and Service-Track faculty.

	<b>AVERAGE SALARY</b>	<b>AVERAGE SALARY AND BENEFITS</b>	<b>ONE WEEK SEVERANCE VALUE</b>	<b>COST PER EMPLOYEE – ORIGINAL SEVERANCE PROPOSAL</b>	<b>COST PER EMPLOYEE – REVISED SEVERANCE PROPOSAL</b>	<b>DIFFERENCE IN COST</b>
<b>Tenure Track</b>	\$105,500	\$130,000	\$3,333	\$40,000	\$40,000	\$ -
<b>Teaching Track*</b>	\$78,000	\$96,000	\$2,000	\$12,000	\$24,000	\$12,000
<b>Service Track*</b>	\$82,000	\$101,000	\$2,103	\$12,615	\$25,231	\$12,615
<b>Librarian</b>	\$78,500	\$96,500	Ineligible	\$ -	\$ -	\$ -
<b>Clinical-Track</b>	\$62,200	\$76,500	Ineligible	\$ -	\$ -	\$ -
<b>Other Faculty*</b>	\$63,000	\$78,000	\$1,500	\$9,000	\$18,000	\$9,000
<b>FEAP</b>	\$62,600	\$77,000	Ineligible	\$ -	\$ -	\$ -
<b>Non-Classified</b>	\$84,000	\$103,500	Ineligible	\$ -	\$ -	\$ -
<b>Classified**</b>	\$37,500	\$46,100	\$887	\$8,865	\$8,865	\$ -

\* Assumes 6 weeks of severance for the Original Proposal on Severance based on years of service assumption

\*\* Assumes 10 weeks of severance based on years of service assumption

# **SEVERANCE TIMELINE**

## FACULTY SEVERANCE KEY TIMELINE DATES

- / **August 11** – Notification to Faculty from Deans and Chairs of Provost Office’s Preliminary Recommendations for Program Reduction or Discontinuation
- / **August 21** – Board of Governors Meeting on Preliminary Recommendations
- / **September 15** – Board of Governors Meeting for Final Vote on Program Reduction and Discontinuation
- / **Week of October 16** – Notifications to Individual Faculty and Staff of Reduction in Force
- / Tenure-Track, Teaching-Track and Service-Track Faculty Absent Unique Circumstances contracts end **May 9**, and those faculty would receive 12 weeks severance in addition to notice from **October** to **May**.
- / Classified staff would receive anywhere from four to 32 weeks of severance, depending on the notice period.

**QUESTIONS?**



# WVU Academic Transformation

**Board of Governors**

July 31, 2023

# GOALS OF ACADEMIC PROGRAM PORTFOLIO REVIEW AND REALIGNMENT

- 1 Create a more focused academic program portfolio aligned with student demand, career opportunities and market trends that also serves our land-grant and research missions, while retaining our R1 classification.
- 2 Ensure that the programs in the portfolio are being delivered as effectively and efficiently as possible.

# ACADEMIC PROGRAM PORTFOLIO REVIEW AND REALIGNMENT

## / Metrics Used for the Initial Review Process

### / Program-level metrics

- / Enrollment as of Fall 2022
- / Enrollment trend comparing Fall 2022 to the median of the previous four falls (2018-2021)

### / Unit-level metrics

- / Student Credit Hour (SCH) Production trend from 2020-2022
- / Full-Time Faculty from 2020-2023 (excludes temporary and clinical)
- / Student to Full-time Faculty ratios
  - / Median of all program enrollment from 2018-2022 vs Full-time Faculty for Fall 2023
  - / Median of PhD enrollment from 2020-2022 vs Median Full-time Tenure/Tenure-track Faculty from 2020-2023
- / Net Tuition Revenue trend from 2020-2022
- / Total Unrestricted Expenses trend from 2020-2022
- / Net Financial Position and trend from 2020-2022

- / For more detailed data, visit [provost.wvu.edu/academic-transformation/academic-program-portfolio-review](https://provost.wvu.edu/academic-transformation/academic-program-portfolio-review)

# ACADEMIC PROGRAM PORTFOLIO REVIEW AND REALIGNMENT

## **/ Additional Considerations**

### **/ R1 Research Contributions**

- /** Doctoral programs and associated non-terminal master's programs within a unit that has annual (FY 2022) external research expenditures of \$1 million are exempted from review

### **/ State Priority Program (Land-Grant mission)**

### **/ Area of Distinction/Differentiation**

## **/ Holistic data-informed approach**



# ACADEMIC PROGRAM PORTFOLIO REVIEW AND REALIGNMENT: REASONS FOR EXEMPTION

- ✓ A program will be exempt from review if it falls into any one of the three following categories:
  - ✓ Non-terminal master's programs associated with a doctoral program. These will only be reviewed if their associated doctoral programs are reviewed.
  - ✓ A new program with three or fewer years of enrollment data.
  - ✓ Pathway and completion programs.
- ✓ **Potomac State** and **WVU Tech** programs and **WVU Extension** are not being reviewed at this time. They are following a separate timeline that is still being established.

# ACADEMIC PROGRAM PORTFOLIO REVIEW AND REALIGNMENT: WHAT DOES “FORMAL REVIEW” MEAN?

- / Follows the formal review process per **BOG Rule 2.2**.
- / Does not assume a specific (negative) outcome (i.e., it does not mean a program will automatically close)
- / Potential program-level outcomes include:
  - / Continuance at the current level of activity
  - / Continuance at the current level of activity with specific action
  - / Continuance at a reduced level of activity
  - / Development of a cooperative program
  - / Discontinuance
- / Potential unit-level outcomes include personnel reductions.

# ACADEMIC PROGRAM PORTFOLIO REVIEW AND REALIGNMENT: ADDITIONAL CONSIDERATIONS

- ✓ A unit can be identified for review because:
  - ✓ One or more of its programs have concerning enrollment metrics, and/or
  - ✓ There are unit-level metrics that are concerning, and/or
  - ✓ Some combination of program and unit-level metrics are concerning.
- ✓ When a unit has been identified for review, all of its programs are identified for review, except those that have been exempted. Only exempted programs are exempt from BOG program-level outcomes.
- ✓ When a unit has been identified for review, all of its resources, financial and otherwise, must be considered and managed as they pertain to delivering programs and supporting unit operations.
- ✓ Programs that are not identified for formal review can and should be examined for potential changes to enhance quality and efficiency.

# ACADEMIC PROGRAM PORTFOLIO REVIEW AND REALIGNMENT: DEPARTMENTS IDENTIFIED FOR FORMAL REVIEW

## / BENJAMIN M. STATLER COLLEGE OF ENGINEERING AND MINERAL RESOURCES

- / Civil and Environmental Engineering
- / Computer Science and Electrical Engineering
- / Mining Engineering
- / Petroleum and Natural Gas Engineering

## / COLLEGE OF APPLIED HUMAN SCIENCES

- / School of Education

## / COLLEGE OF CREATIVE ARTS

- / School of Art and Design
- / School of Music
- / School of Theatre and Dance

## / COLLEGE OF LAW

- / Law

## / DAVIS COLLEGE OF AGRICULTURE, NATURAL RESOURCES AND DESIGN

- / Design and Community Development
- / Forestry and Natural Resources
- / Plant and Soil Sciences
- / Resource Economics and Management

# ACADEMIC PROGRAM PORTFOLIO REVIEW AND REALIGNMENT: DEPARTMENTS IDENTIFIED FOR FORMAL REVIEW

## / EBERLY COLLEGE OF ARTS AND SCIENCES

- / Center for Women's and Gender Studies
- / Chemistry
- / Communication Studies
- / English
- / Mathematical and Data Sciences
- / Philosophy
- / Public Administration
- / World Languages, Literatures and Linguistics

## / HSC SCHOOL OF MEDICINE

- / Human Performance and Communication Sciences and Disorders

## / HSC SCHOOL OF PHARMACY

- / Pharmacy

## / HSC SCHOOL OF PUBLIC HEALTH

- / Public Health

## / JOHN CHAMBERS COLLEGE OF BUSINESS AND ECONOMICS

- / Management

# ACADEMIC PROGRAM PORTFOLIO REVIEW AND REALIGNMENT: **SUMMARY**

<p>Number of units identified for review</p>	<p>25 of 52 (48%)</p>
<p>Number of programs identified for review <i>(Note that this does not include some excluded programs)</i></p>	<p>111 of 238 (47%)</p>
<p>Number of students (by major) in programs within departments identified for review <i>(Note that this does not include some excluded programs)</i></p>	<p>6,293 of 18,892 (33%)</p>
<p>Number of full-time faculty within the departments identified for review</p>	<p>590 of 1,230 (48%)</p>

## PROGRAM IDENTIFIED FOR FORMAL REVIEW: CIVIL AND ENVIRONMENTAL ENGINEERING

<u>Undergraduate Programs</u>	-	Median	Fall 22	Change (#)	Change (%)
Civil Engineering	-	247.5	185	-62.5	-25%
<u>Graduate Programs</u>					
Civil Engineering		24.5	19	-5.5	-22%
	2020	2021	2022	2023	Change
Student Credit Hours	5,608	5,638	4,791	N/A	-817
Total Faculty FTE	20	18	19	20	0
Revenue	\$ 2,298,061	\$ 2,407,387	\$ 1,759,682	N/A	\$ (538,379)
Expenses	\$ 4,649,869	\$ 4,441,650	\$ 4,102,419	N/A	\$ (547,450)
Revenue Net Expenses	\$ (2,351,808)	\$ (2,034,263)	\$ (2,342,738)	N/A	

## **PROGRAM IDENTIFIED FOR FORMAL REVIEW: CIVIL AND ENVIRONMENTAL ENGINEERING**

- // Undergraduate enrollment in the Civil Engineering program declined over five years (2018-2022).
- // Departmental student credit hours and tuition revenue declined over three years (2020-2022).
- // Full-time faculty were unchanged over four years (2020-2023).
- // Expenses decreased over three years (2020-2022).
- // Expenses exceed tuition revenues by \$2 million dollars on average over three years (2020-2022).
- // The PhD program is not of concern due to external research funding exceeding \$1 million in 2022, but the PhD student to tenured faculty is below the median.



## PROGRAM IDENTIFIED FOR FORMAL REVIEW: WORLD LANGUAGES, LITERATURES AND LINGUISTICS

<u>Undergraduate Programs</u>		Median	Fall 22	Change (#)	Change (%)
Chinese Studies		8	5	-3	-38%
French		5	3	-2	-40%
German Studies		1	1	0	0%
Russian Studies		4.5	2	-2.5	-56%
Spanish		12	9	-3	-25%
<u>Graduate Programs</u>					
Linguistics		14	16	2	14%
Teach Engl Spkrs of Othr Languages		33.5	25	-8.5	-25%
	2020	2021	2022	2023	Change
Student Credit Hours	20,954	19,523	18,891	N/A	-2,063
Total Faculty FTE	36	36	34	32	-4
Revenue	\$ 7,458,630	\$ 6,815,807	\$ 6,647,614	N/A	\$ (811,016)
Expenses	\$ 6,605,960	\$ 5,855,793	\$ 5,846,146	N/A	\$ (759,814)
Revenue Net Expenses	\$ 852,670	\$ 960,014	\$ 801,468	N/A	

## **PROGRAM IDENTIFIED FOR FORMAL REVIEW: WORLD LANGUAGES, LITERATURES AND LINGUISTICS**

- ✓ All undergraduate programs were very small and declined or were flat in enrollment over five years (2018-2022).
- ✓ Departmental credit hours and revenue decreased over three years (2020-2022).
- ✓ Full-time faculty decreased by four over four years (2020-2023). The ratio of program majors to full-time faculty is well below the median.
- ✓ Departmental expenses decreased over three years (2020-2022).
- ✓ Revenues exceeded expenses annually over three years (2020-2022).

# PROGRAM IDENTIFIED FOR FORMAL REVIEW: SCHOOL OF PUBLIC HEALTH

<u>Undergraduate Programs</u>		Median	Fall 22	Change (#)	Change (%)
Public Health		167.5	94	-73.5	-44%
<u>Graduate Programs</u>					
Health Administration		27	39	12	44%
Occptnl & Envmtl Health Sci		38.5	29	-9.5	-25%
<u>Doctoral Programs</u>					
Epidemiology		14.5	17	2.5	17%
Occptnl & Envmtl Health Sci		6.5	7	0.5	8%
Social & Behavioral Sciences		11	19	8	73%

	2020	2021	2022	2023	Change
Student Credit Hours	5,955	6,336	6,718	N/A	763
Total Faculty FTE	42	39	34	39	-3
Revenue	\$ 3,039,437	\$ 2,998,764	\$ 3,067,662	N/A	\$ 28,225
Expenses	\$ 7,131,740	\$ 6,792,853	\$ 7,306,607	N/A	\$ 174,867
Revenue Net Expenses	\$ (4,092,303)	\$ (3,794,089)	\$ (4,238,946)	N/A	

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## **PROGRAM IDENTIFIED FOR FORMAL REVIEW: SCHOOL OF PUBLIC HEALTH**

- // Undergraduate enrollment in the Public Health program declined substantially over five years (2018-2022).
- // Graduate enrollment declined in one program (Occupational and Environmental Health Sciences) and grew in the other (Health Administration) over five years (2018-2022).
- // School student credit hours increased over three years (2020-2022).
- // The school reduced full-time faculty by three over four years, but the ratio of full-time faculty to majors is 6:1. HSC schools differ significantly, so a median for those schools was not captured. However, Public Health is similar to other units on Main campus where the median for this metric was 15:1.
- // The PhD programs are not of concern because external research funding exceeded \$1 million in 2022.

## PROGRAM NOT IDENTIFIED FOR FORMAL REVIEW: POLITICAL SCIENCE

<u>Undergraduate Programs</u>	-	Median	Fall 22	Change (#)	Change (%)
Political Science	-	334.5	335	0.5	0%
<u>Graduate Programs</u>					
Political Science		29.5	26	-3.5	-12%

	2020	2021	2022	2023	Change
Student Credit Hours	11,549	10,459	10,505	N/A	-1,044
Total Faculty FTE	20	20	20	19	-1
Revenue	\$ 4,503,747	\$ 3,778,110	\$ 4,038,886	N/A	\$ (464,861)
Expenses	\$ 3,711,731	\$ 3,655,684	\$ 3,452,724	N/A	\$ (259,006)
Revenue Net Expenses	\$ 792,017	\$ 122,426	\$ 586,162	N/A	

## **PROGRAM NOT IDENTIFIED FOR FORMAL REVIEW: POLITICAL SCIENCE**

- ✓ Enrollment was flat over five years (2018-2022).
- ✓ Departmental credit hours and revenue decreased over three years (2020-2022).
- ✓ Full-time faculty decreased by one over four years (2020-2023). The ratio of program majors to full-time faculty is above the median.
- ✓ Departmental expenses decreased over three years (2020-2022).
- ✓ External research funding did not exceed \$1 million in 2022 but the tenured faculty to PhD student ratio is above the median.
- ✓ Revenues exceeded expenses on average over three years (2020-2022).

# ACADEMIC PROGRAM PORTFOLIO REVIEW AND REALIGNMENT: **TIMELINE**

<p><b>/ Share the list of departments under review and data with the campus community</b></p>	<p><b>July 10</b></p>
<p><b>/ Program Review Self-Study reports are due</b></p>	<p><b>Aug. 1</b></p>
<p><b>/ Preliminary recommendations are communicated to colleges/departments</b></p>	<p><b>Aug. 11</b></p>
<p><b>/ Appeals filed and heard</b></p>	<p><b>Aug. 21 – Sept. 5</b></p>
<p><b>/ Board of Governors votes on final recommendations</b></p>	<p><b>Sept. 15</b></p>
<p><b>/ Reduction in force/non-renewal letters sent to individual faculty/staff</b></p>	<p><b>Week of Oct. 16</b></p>

**WEST VIRGINIA UNIVERSITY BOARD**  
**OF GOVERNORS**

August 22, 2023

The two hundred eleventh meeting of the West Virginia University Board of Governors was held on August 22, 2023 in Morgantown, WV in person and via zoom webinar. Board members in attendance/participating via zoom included Charles Capito, Bray Cary, Elmer Coppoolse, Kevin Craig, Michael D'Annunzio, Dr. Patrice Harris, Dr. Stanley Hileman, J. Thomas Jones, Alan Larrick, Susan Lavenski, Paul Mattox, Richard Pill, Robert Reynolds, Shirley Robinson, Frankie Tack, Madison Santmyer, and Taunja Willis-Miller.

**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;  
Dean of Students, Corey Farris;  
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, Barbara Weiss;  
Associate Vice President and Executive Director of the Office of Global Affairs, Amber Brugnoli;  
Deputy General Counsel, Gary G. Furbee, II;  
Assistant Vice President for Strategic Initiatives, Erin Newmeyer;  
Associate Vice President, Institutional Data and Analytics, Office of the Provost, Lisa Castellino-Gergich;  
Associate Provost for Faculty Development and Culture, Melissa Latimer;  
Associate Provost for Undergraduate Education, Evan Widders;  
Associate Provost for Curriculum and Assessment, Louis Slimak;  
Associate Provost for Academic Personnel, Tracy Morris;  
Assistant Vice President for Academic Planning and Implementation, Amanda DeBastiani;  
Director of Communications, Office of the Provost, Kimberly Becker  
Executive Officer and Assistant Board Secretary, Jennifer Fisher;  
Director of News Communications, Shauna Johnson;  
Executive Director of Communications, University Relations, April Kaull; and,  
Special Assistant to the Board of Governors, Valerie Lopez.

From rpk Group: Rick Staisloff and Katie Hagan

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**Members of the Press also participated.**

### **CALL TO ORDER**

The meeting was called to order by Chair Taunja Willis-Miller at 1:30 p.m. A roll call was taken to determine who was in attendance and a quorum established.

### **COMMENTS FROM CHAIR WILLIS-MILLER AND PRESIDENT GEE**

Under Section 4.12 of the WVU Board of Governors By-Laws, individuals who wish to address the Board must inform the Assistant Secretary prior to the start of the scheduled meeting. We have had several individuals sign up to speak to the Board. Also under our By-Laws, it is the Chair's discretion to recognize those who wish to address the Board. The Chair is not required to recognize any individual who wishes to speak. That said, I am opting to hold a public comment period at the start of our meeting. This period will last approximately thirty minutes. Given the number of individuals who have signed up to speak, each individual will be allotted three minutes. I will call each individual to the podium to speak for the allotted time. You are welcome to yield your time to another individual so that they may have longer to speak, and then not speak yourself. If you wish to do that, please state that when I call your name to speak. If the person you wish to yield your time to is called before you, that person may state at the beginning the individuals who have yielded their time to them. I do ask that you please be respectful of the allotted time and quickly wrap up your remarks when I state that your time is up.

Chair Willis-Miller called the first speaker to the podium. A total of ten individuals provided public comments to the Board of Governors.

Chair Willis-Miller followed the speaker comments with the following reflections. The Board of Governors appreciates the comments shared today, as well as those that we have received over the past week. We know this is a difficult process. And we empathize with those who may be affected. We realize this is not easy and none of this was entered into lightly. However, the Board did direct the administration to address academic transformation so that we could become an even stronger university. This spring, we accelerated the timeline so that we could move forward as a University. This board firmly believes we must do this work to remain competitive and relevant. And any concerns regarding the preliminary recommendations can be addressed in the appeal process. We will continue to receive your feedback and comments, and will take all into consideration. Chair Willis Miller ended with a note that the board has scheduled a meeting on September 14, 2023 for the primary purpose of hearing comments before making a decision on Academic Transformation during its September 15, 2023 board meeting.

President Gee noted that he wanted to reinforce that transformation is not a new concept for this University and that in his very first speech to the University in 2014 he talked about the need to be more efficient and streamlined. In 2016 he clearly stated we would need to overhaul everything – including academics. And in 2018, he said land-grant universities could win back

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the people's favor by acting as the people's universities again, and while the primary focus has shifted since 2020 to Academic Transformation, efforts in other areas continues.

**PROPOSED UPDATED FACULTY SEVERANCE  
PACKAGE SCHEDULE FOR CLINICAL TRACK  
AND LIBRARY TRACK FACULTY**

Chair Willis-Miller called upon General Counsel Stephanie Taylor for presentation on this agenda item, as follows:

University management developed the Faculty and Classified Staff Severance Package Schedule in anticipation of program reductions or discontinuations as part of the ongoing WVU Transformation process. At the Board's July 31, 2023 meeting, the Board approved that Proposed Schedules as final with one exception. The Board asked for additional information to determine whether certain Clinical-Track and Librarian-Track faculty members would be eligible for a severance package if their position was reduced as part of the current academic transformation initiative.

The Board of Governors is asked to add certain Clinical-Track and Librarian-Track faculty to the Severance Package, as detailed in the slide attached to this agenda item in the board's meeting materials, and which is attached hereto and made a part hereof by reference..

Following a brief discussions, Paul Mattox moved that the West Virginia University Board of Governors approves the faculty severance package schedule for certain clinical-track and librarian-track faculty, as presented. The motion was seconded by Dr. Patrice Harris and passed.

**NON-ACADEMIC TRANSFORMATION UPDATE**

Vice President for Strategic Initiatives, Rob Alsop, provided the background for this agenda item, as follows: Over the past several months, University leadership has been continuing to identify systemic cost-savings initiatives (beyond Academic Transformation) and will provide an update on current efforts. Strategic Initiatives is in the process of completing an in-depth unit review, similar to the Academic Support Unit review undertaken earlier this year. The assessment for Strategic Initiatives is aimed at ensuring units are organized for success and remain focused on supporting WVU's transformation and serving the needs of students, faculty and staff, as well as the broader University. The assessment will examine several areas, including Auxiliary and Business Services, Corporate Relations, Dining Services, Finance, Government Relations, Information Technology Services, Real Estate Operations, Shared Services, Talent and Culture, University Police and WVU Legal/General Counsel. Sources and data points for the assessment will include a variety of inputs, including self-study surveys, stakeholder surveys (faculty, staff, and students), organizational charts, job descriptions, personnel rosters, operating budgets and follow-up interviews. The Strategic Initiatives assessment process will be outlined in more detail at the upcoming September board meeting.

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Vice President Alsop then presented an extensive transformation update, as detailed in the attached PowerPoint presentation, a copy of which is attached hereto and made a part hereof by reference.

## **UPDATE ON ACADEMIC TRANSFORMATION AT WEST VIRGINIA UNIVERSITY**

Provost Maryanne Reed introduced Associate Provost for Budget, Facilities and Strategic Initiatives, Mark Gavin, who provided an update on Academic Transformation utilizing the attached PowerPoint presentation, which is attached hereto and made a part hereof by reference.

The following is an overview of Associate Provost Gavin's narrative that accompanied his slide presentation. Good afternoon, Madame Chair and members of the Board. Thank you for the opportunity to update you on our progress with respect to the Program Portfolio Review and Realignment Process. As a reminder, we entered into this accelerated process under the direction of the Board to enable the University to address its current financial challenges and strengthen our position for the future. .

We had two major goals for this process:

First, create a more focused academic program portfolio aligned with student demand, career opportunities and market trends that also serves our land-grant and research missions, while retaining our R1 classification.

Second, ensure that the programs in the portfolio are being delivered as effectively and efficiently as possible.

Operationally, we sought to accomplish the above with the following in mind: Identify efficiency gains and cost reduction opportunities within existing programs. Identify low-enrollment and/or particularly expensive programs as candidates for discontinuation. Do so while minimizing the impact, as much as possible, on students and faculty. In short, we want to realize these goals while impacting the fewest number of students and faculty as possible.

As presented to you previously, we looked at program-level enrollment data to understand student demand and departmental or unit-level data pertaining to faculty staffing levels, instructional activity and efficiency, and financial performance to understand basic unit instructional operations. Using these metrics, we identified units and their programs for formal review.

As a summary, and as previously reported to you, this resulted in 48% of our units and 47% of our programs being identified for formal review. Additionally, those units and programs map onto approximately 33% of our students and 48% of our faculty. Importantly, and I'm noting this for reasons that will become obvious in a subsequent slide, we did not include clinical faculty in calculating the faculty percentage at this stage. This is because this particular faculty type does not have instruction as a primary activity.

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The rpk Group, represented by Rick Staisloff and Katie Hagan, who are with us virtually today, and who have been in front of the Board previously, played a critical role during this stage. Specifically, they helped us to identify relevant metrics, validate our data collection process and develop a framework for decision-making. They provided important checks to our decision-making process at every step of the way and made sure that we were approaching this process consistent with best industry practices. That said, it is also important to note that all decisions made through this process were made by WVU leadership and not by rpk.

In moving toward preliminary recommendations for both program actions and unit-level faculty reductions, we brought together four different perspectives or inputs:

First, we dug back into the previously-described data.

Second, we solicited and then incorporated information from the units themselves through their own self studies. These self-studies were submitted by the unit's leadership and included faculty input. This information helped us contextualize the data.

Third, through a series of individual discussions, we incorporated feedback from the Deans and their leadership teams. This feedback provided us with a college-level view of the units and its programs and further helped us contextualize the data.

Finally, we received guidance from senior leadership. More specifically, they vetted and approved all preliminary recommendations.

By way of a summary, you can see the breakdown of the preliminary recommendations for program action.

Percentages are provided by program action category for both the 128 majors that were identified for formal review and for the 338 majors offered on the Morgantown campus. Continue with specific action is the recommendation for 15% of our total number of programs. This particular program action can include faculty reductions, curriculum revisions, or the moving of a major to a different unit, among other specific changes. It is also worth noting that we are recommending that 9% of our total number of majors be discontinued.

To understand the impact of our recommendations on both students and faculty, we'd like to focus on the majors recommended for discontinuation.

As of August 9<sup>th</sup>, we had a total of 147 undergraduate students, or .7%, enrolled in majors recommended for discontinuation. This number is calculated using primary majors. If we include double majors, we would add in another 60 students, raising the impact to 1% of students. If these recommendations are ultimately upheld and these majors are discontinued, the majority of the enrolled students will be taught out over a 2-year period, allowing them to graduate within their intended majors. For those who cannot be taught out, we will work with each of those students individually to find an alternative major that will allow them to graduate from WVU.

287 graduate students, or 5.2%, are enrolled in majors recommended for discontinuation. If these recommendations are ultimately upheld and these majors are discontinued, all graduate students will have the opportunity to be taught out over a period of several years.

Cumulatively, across undergraduate and graduate majors, 1.7% of our currently enrolled students are in majors that are being recommended for discontinuation.

As for faculty, across all units, our preliminary recommendations carry a reduction of 169 faculty members. This represents just a little over 7% of our total faculty. In calculating this percentage, we included clinical faculty as they are appropriately considered faculty members and are included in the total faculty numbers that we report to HEPC. If upheld, these reductions could be realized through a combination of voluntary and involuntary separations.

Reporting these percentages is not meant to minimize the impact on affected students and faculty.

Preliminary recommendations were communicated to colleges and units on August 10<sup>th</sup> and faculty in those units were subsequently notified within the next 24 hours.

Intents to appeal were registered by August 18<sup>th</sup>. These slides were finalized prior to that date. Now that the deadline has passed, we can report that 19 of the 25 units identified for formal review informed us that they would be appealing the preliminary recommendations. Both specific program actions and/or overall unit faculty reductions can be appealed. Within this process, we are also allowing for a dissenting position to be filed by either an individual faculty member OR a group of faculty in that unit. Thus far, we are aware of 2 units in which a faculty member or members will present a dissenting position.

Appeals and any dissenting positions will be heard between August 24<sup>th</sup> and September 1<sup>st</sup>. Decisions on the appeals will be communicated back to the units within 3 days of the appeal hearing. Outcomes from the appeal process can include upholding the preliminary recommendation or replacing it with a different recommendation. At the conclusion of the appeals process, recommendations will be considered final.

There is a window in which individual faculty can either sign up to be heard by the Board of Governors on September 14<sup>th</sup> or submit written comments for the Board's consideration.

You will then vote on final recommendations on September 15<sup>th</sup>.

With this summary, I would like to turn back to Provost Reed for additional information.

Provost Reed shared steps her office will take to support those faculty who may be displaced, stating that we are doing everything we can to support those individuals by providing as much notice as possible, severance packages, mental health resources and helping with job placement resources for those who may need them. Provost Reed presented a separate review timeline for WVU Extension, Potomac State College and WVU Tech to begin in 2024.

Following a brief discussion, Frankie Tack (WVU Faculty Senate Chair and BOG faculty representative) made the following statement on behalf of faculty:

“Thank you, Madam Chair, I would like to begin by thanking the leadership team for their responsiveness in initiating reviews of all non-academic University areas and committing to reporting out on those reviews by October 31, 2023.

The faculty remain concerned that the Academic Transformation process has not included explicitly communicated operationalized mission statements sufficient to guide program reductions beyond simple cost cutting. There are areas proposed for cuts that would seem to support our land grant mission and broad vision for WVU, leading to confusion regarding the specific criteria that defines the operational “missions” of WVU underpinning the program review process.

This situation is juxtaposed with the University having stated that, in relation to the new budget model, some programs are so important to WVU’s mission that such programs would be subsidized over the long term even if in and of themselves they are not financially viable. However, it seems impossible to make this calculation without clear goals in mind. We request on behalf of the faculty that these mission drivers be made explicit.”

### **WVU DEBT PORTFOLIO OVERVIEW**

Vice President for Strategic Initiatives, Rob Alsop, provided the following background information for this agenda item. As the University has worked through transformation, management has been asked several questions relating to the debt that WVU has issued. A summary of each of the outstanding public and private debt issuances, as well as private borrowings/capital leases of the University, including uses of the bond proceeds and instances where bonds have been refunded, is provided in the attached PowerPoint presentation, attached hereto and made a part hereof by reference. This was an information only agenda item.

### **PROPOSED NEW, SINGLE UNIT OF WVU EXTENSION AND THE DAVIS COLLEGE OF AGRICULTURE, NATURAL RESOURCES AND DESIGN**

Provost Maryanne Reed provided the background for this agenda item, as follows:

On August 9, 2023, as part of West Virginia University’s ongoing commitment to adapt and innovate amid a challenging higher education landscape, the Office of the Provost announced the University’s plan to create a new unit composed of the Davis College of Agriculture, Natural Resources and Design and WVU Extension with a shared mission to serve the people of West Virginia and expertise in areas such as agriculture, natural resources, youth development, health and safety, community development and engagement.

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While the creation of a single unit presents an opportunity for administrative efficiencies and cost savings, the University believes the real benefit will be a strengthened commitment to improving the lives and livelihoods of individuals, families and communities within West Virginia and beyond, as well as enhanced instruction both in the classrooms and the communities we serve.

A press release of this announcement was attached to the agenda item in the board's meeting materials.

There being no questions related to this agenda item, Kevin Craig moved that the Board of Governors endorse the proposed single unit of WVU Extension and the Davis College of Agriculture, Natural Resources and Design. This motion was seconded by Elmer Coppoolse and passed.

### **ADJOURNMENT**

There being no further business to come before the board, Paul Mattox moved to adjourn the meeting. The motion was seconded by Charles Capito and passed. The meeting was adjourned at 3:00 p.m.

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Dr. Patrice Harris, Secretary

August 22, 2023

# PROPOSED ADDITION TO FACULTY SEVERANCE PACKAGE SCHEDULE

The Faculty Severance Package Schedule is only applicable for employees who are subjected to a Reduction in Force or contract non-renewal as a result of the academic transformation process occurring in 2023.

## Clinical-Track and Librarian-Track

- ✓ Clinical-track faculty, who are not dually employed by University Health Associates (“UHA”), are eligible for a faculty severance package if their contract is non-renewed following an academic program review that resulted in a Program Reduction or Discontinuation. Librarian-track faculty are eligible for a faculty severance package if their contract is non-renewed following the review of the academic support units.
- ✓ If an individual leaves before their contract end date, they waive the right to their severance payments.
- ✓ If eligible clinical-track and librarian-track faculty are non-renewed and given an early contract end date of May 9, 2024 (as opposed to the normal contract end date of June 30, 2024), they will receive a severance equivalent to twelve weeks of their base salary payable in bi-weekly installment payments starting after May 9, 2024.
- ✓ If eligible clinical-track and librarian-track faculty are non-renewed with a contract end date after May 9, 2024 due to departmental needs, they will receive a severance that may be reduced by the additional weeks of notice received. For example, if a clinical-track faculty is needed to stay on a contract until June 30, 2024, their severance package may be reduced to the equivalent of five weeks of their base salary payable in bi-weekly installment payments starting after June 30, 2024.
- ✓ All benefits eligible faculty who are involuntarily terminated (including subjected to a Reduction in Force or contract non-renewal) may elect to continue their PEIA insurance for three additional months after their termination date. The faculty member would continue to pay their same employee premium during this three-month period.
- ✓ In addition to any severance package, all 12-month clinical-track and librarian-track faculty will receive a payout of the monetary value of their earned, but unused, annual leave as of their employment end date.





**BOARD OF GOVERNORS**  
**Transformation Update**  
August 22, 2023

**RUMORS OF OUR DEMISE  
HAVE BEEN GREATLY  
EXAGGERATED.**

# OUR STUDENTS COME FROM



**100**  
**COUNTRIES**



**ALL 50 U.S. STATES  
(PLUS D.C.)**

## WVU MORGANTOWN – DEGREES CONFERRED

	Academic Year						Total
	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	
College of Applied Human Sciences	302	259	271	344	454	429	2,059
College of Business and Economics	830	827	932	915	960	1,018	5,482
College of Creative Arts	131	166	193	165	167	172	994
College of Education and Human Services	629	706	606	448	442	238	3,069
College of Law	110	101	106	107	104	105	633
Davis College of Agriculture, Natural Resources and Design	482	506	513	509	501	415	2,926
Eberly College of Arts and Sciences	1,746	1,675	1,607	1,752	1,633	1,557	9,970
Intercollegiate Programs	21	21	26	30	29	49	176
School of Dentistry	87	84	67	76	77	72	463
School of Medicine	439	444	448	489	538	690	3,048
School of Nursing	241	227	246	269	271	264	1,518
School of Pharmacy	90	86	75	76	95	79	501
School of Public Health	43	74	96	100	85	89	487
Statler College of Engineering and Mineral Resources	961	997	1,031	937	965	997	5,888
Reed College of Media	473	410	387	360	293	352	2,275
University College	55	-	-	-	-	-	55
University Libraries	-	-	5	-	9	8	22
<b>Total</b>	<b>6,640</b>	<b>6,583</b>	<b>6,609</b>	<b>6,577</b>	<b>6,623</b>	<b>6,534</b>	<b>39,566</b>

### Highlights

**39,566**  
total number of  
degrees WVU  
Morgantown has  
produced from  
2016-2022

# ECONOMIC IMPACT

WVU is a huge economic engine – 3.8%  
of the State's Gross Domestic Product

Annual economic impact  
on state economy

**WELL  
OVER** **\$4.8**  
**BILLION**

Total employment impact  
of more than

**30,000**  
**JOB**S



# THE WVU SYSTEM

Campuses in Morgantown, Keyser and Beckley

Health Sciences campuses in Charleston and Martinsburg

WVU Extension agents located in all 55 counties

## MORGANTOWN

24,741

338 MAJORS

## BECKLEY

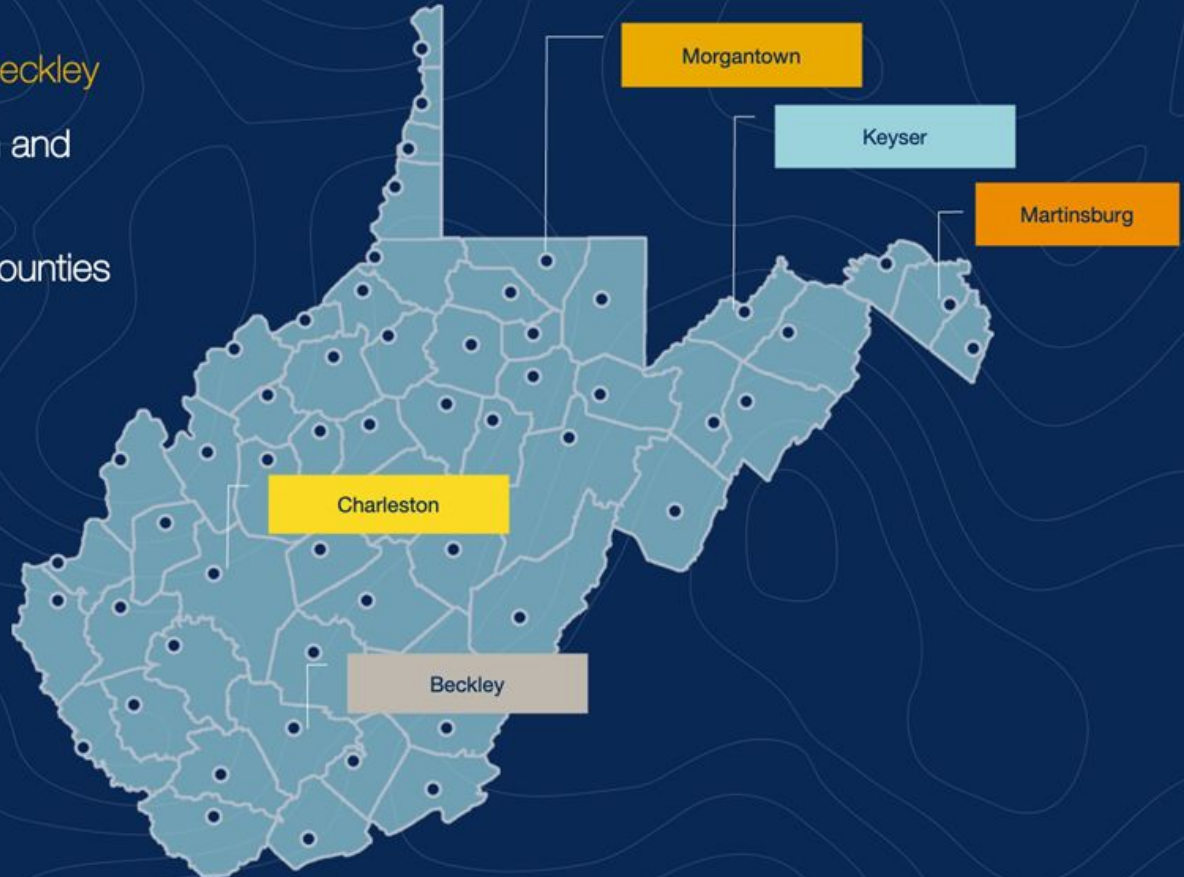
1,481

35 MAJORS

## KEYSER

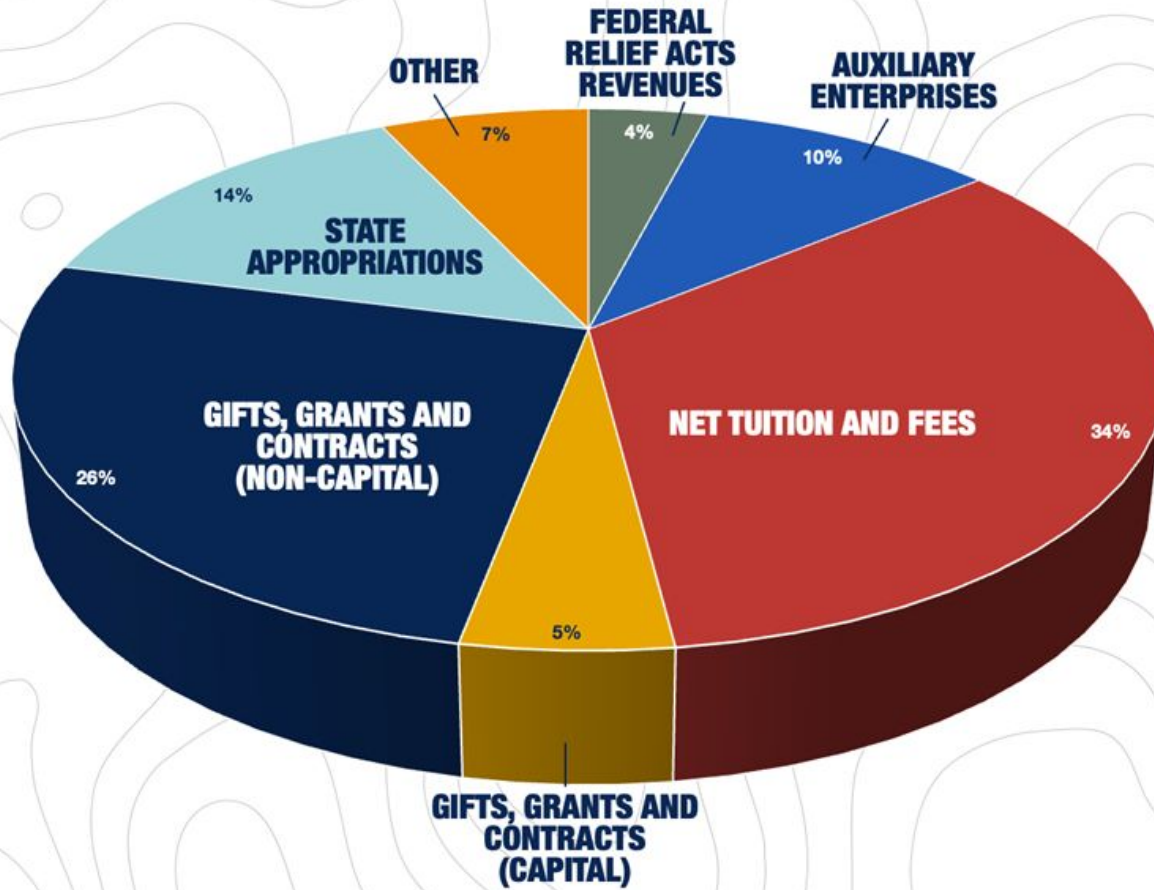
1,145

69 MAJORS



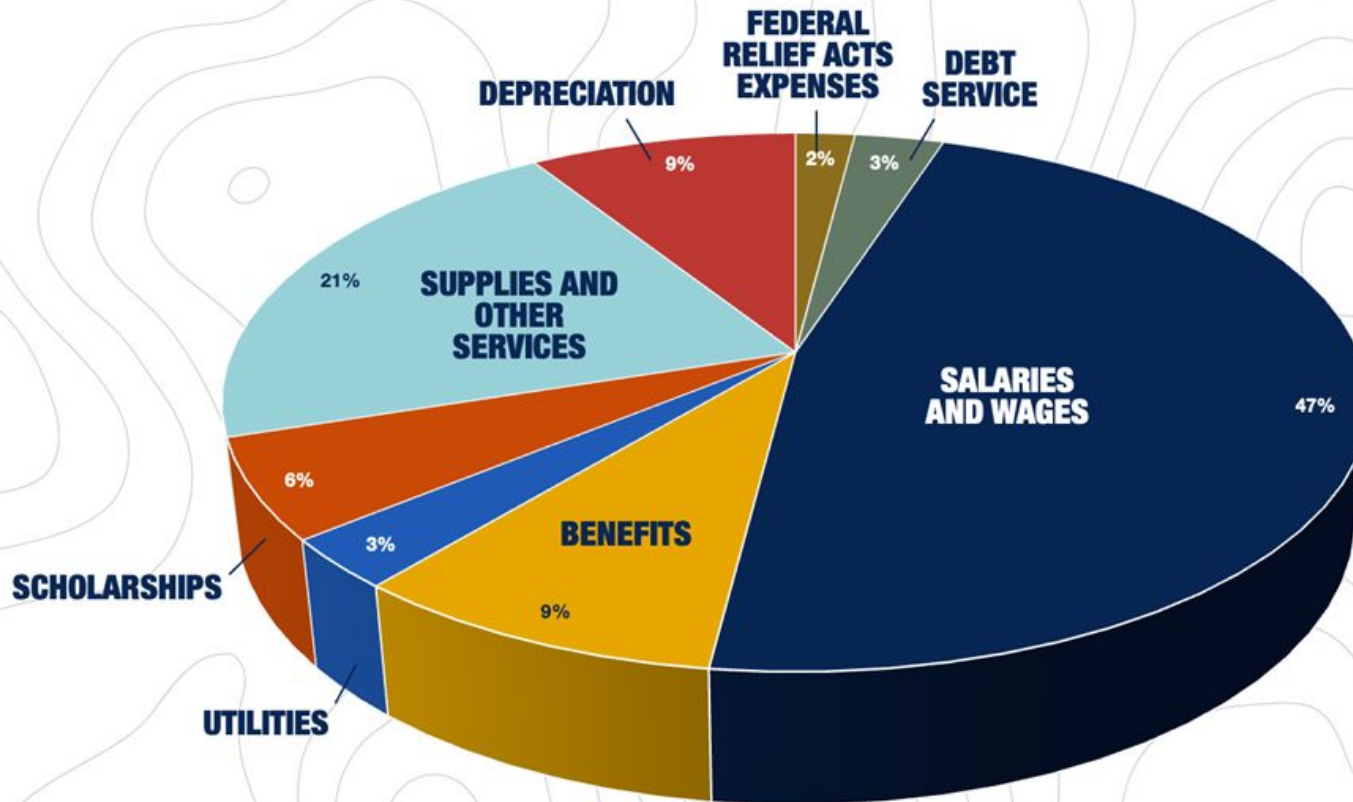
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# FY2022 REVENUES (\$1.21 BILLION)



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# FY2022 EXPENSES (\$1.21 BILLION)





# EMPLOYEES AT WVU

<b>EMPLOYEE TYPE</b>	<b>ACTUAL 2022</b>
Tenured	779
Tenure-Track	352
Clinical-Track	1380
Teaching-Track	252
Service-Track	62
Other Non-Tenure-Track	616
Librarian	43
Post-Docs	26
Non-Classified / Classified / FEAP	3558
<b>Total</b>	<b>7068</b>

## HIGHER EDUCATION IN TRANSITION

- ✓ The effects of the COVID-19 pandemic and a decline in the college-going rate in West Virginia are significantly impacting enrollment.
- ✓ WVU has significantly increased institutional aid to students.
- ✓ Federal and State support provided a “Band-Aid” to help with revenue declines. However, those resources are no longer available.
- ✓ The University reduced expenses during the pandemic, but those expense reductions are not sustainable post-pandemic.
- ✓ Inflation is wreaking havoc on payroll and supply expenses.
  - ✓ Utilities, insurance, hiring and retaining talent all are more expensive.
- ✓ As we exited the pandemic, WVU had pent-up demand relating to research startup and other obligations that we have begun to fulfill.

# HIGHER EDUCATION IN CONTEXT

## FTE Enrollment

	2010	2013	2016	2019	2022	% CHANGE 2010 TO 2022
WV School of Osteopathic Medicine	806	825	823	801	787	-2.36%
West Virginia State	2,474	2,152	2,325	2,392	2,110	-14.71%
WVU	30,519	30,462	29,301	27,973	25,524	-16.37%
Glenville	1,474	1,301	1,245	1,223	1,197	-18.79%
Marshall	11,549	11,168	11,610	10,640	9,198	-20.36%
West Liberty	2,644	2,669	2,195	2,291	2,040	-22.84%
Fairmont State	4,126	3,751	3,617	3,329	2,863	-30.61%
Shepherd	3,786	3,656	3,131	2,798	2,593	-31.51%
Bluefield State	1,757	1,568	1,194	1,066	1,072	-38.99%
Concord	2,740	2,560	2,160	1,690	1,529	-44.20%
<b>Total of All Institutions</b>	<b>61,875</b>	<b>60,112</b>	<b>57,601</b>	<b>54,203</b>	<b>48,913</b>	<b>-20.95%</b>

## HIGHER EDUCATION IN TRANSITION



**PennState**

*“Currently, we have a **\$140 million** structural budget deficit . . . . In June 2022, the University had **\$350 million** in reserves and was using those reserves to fund commitments of more than **\$100 million** a year. . . . This budget deficit, the internal and external pressures we face, the exhaustion of our institutional reserves, and the direction of our Board of Trustees have necessitated that we take swift action to ensure Penn State has a bright and thriving future. I know we are up to the challenge.”*

- Neeli Bendapudi, President



*“Our already approved budget for the **current** year anticipates a gap between recurring expenses and recurring revenues of approximately **\$125 million** at the end of the fiscal year. . . . I know it feels like we are just emerging from a really hard period, and now I’m sharing additional challenging information. But I wouldn’t be here if I didn’t believe so deeply in our ability to rise to those challenges and continue to serve the state of New Jersey, the nation and the world.”*

- Jonathan Holloway, President

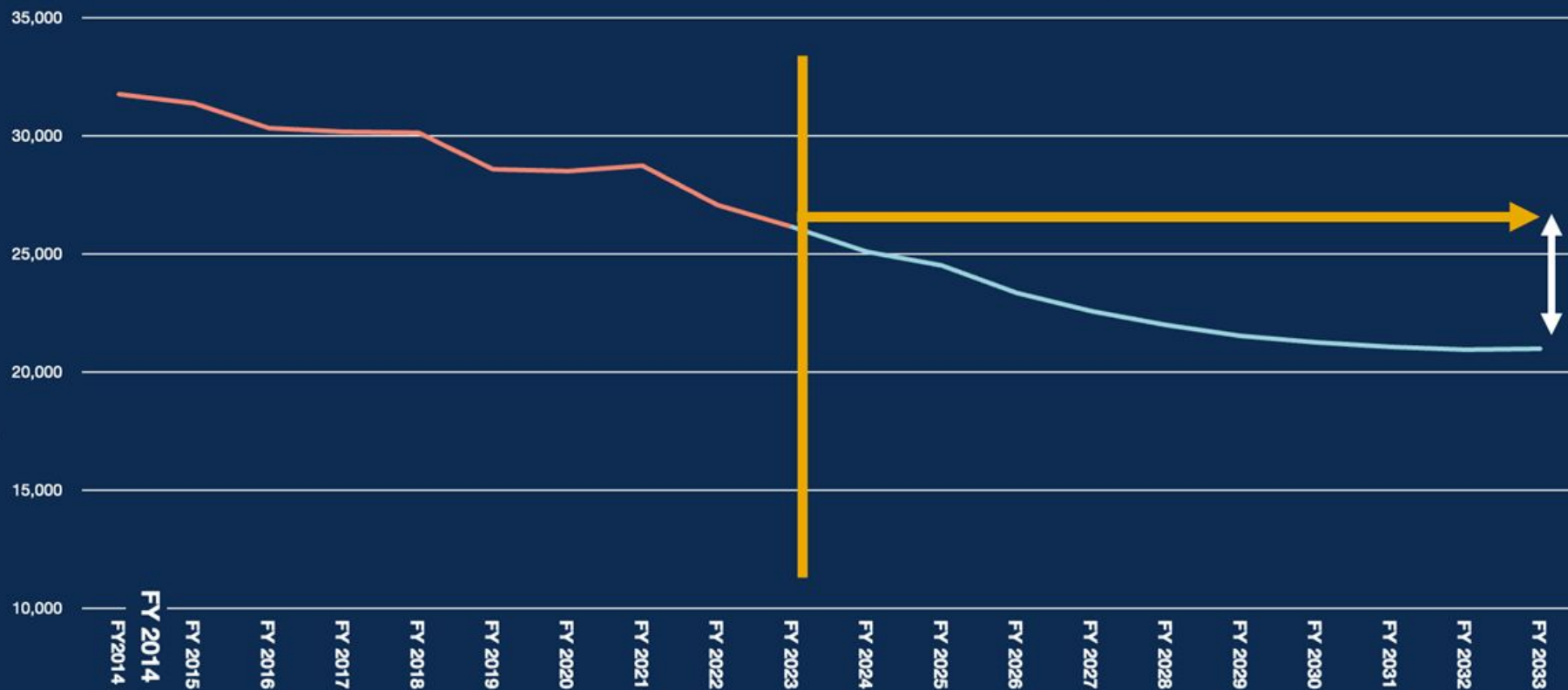


*“We have **\$305 million** in revenue and **\$330 million** in expense; that’s not the model we need, so we have a game plan in place to strengthen our financial resiliency.”*

- Brad Smith, President



# WVU ENROLLMENT – PAST, PRESENT AND FUTURE



**“Post-pandemic, our University must come out stronger and smarter than we were when we were heading into the pandemic. The reality is we need to improve quality while we decrease costs. We need to differentiate ourselves in the marketplace and make WVU a destination institution.”**

**President E. Gordon Gee, December 18, 2020**

**“Make no mistake. Higher education is under attack ... it is time to truly transform our university into one of relevancy – without losing sight of who we are... We will assess what is most relevant and invest in those initiatives that support our students, our mission and meet market demand.”**

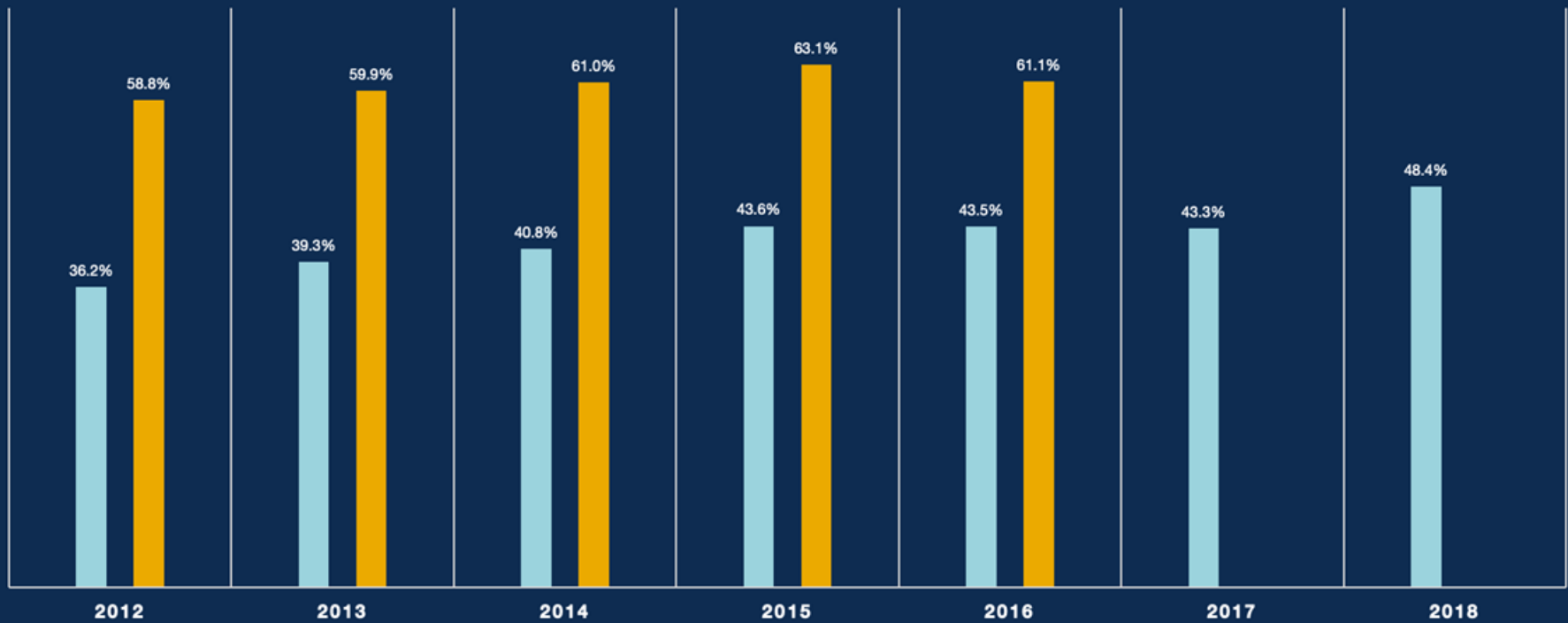
**President E. Gordon Gee, March 27, 2023**

**STUDENTS ARE  
OUR PRIORITY.**



# WVU GRADUATION RATES

■ Four-Year Graduation Rate ■ Six-Year Graduation Rate



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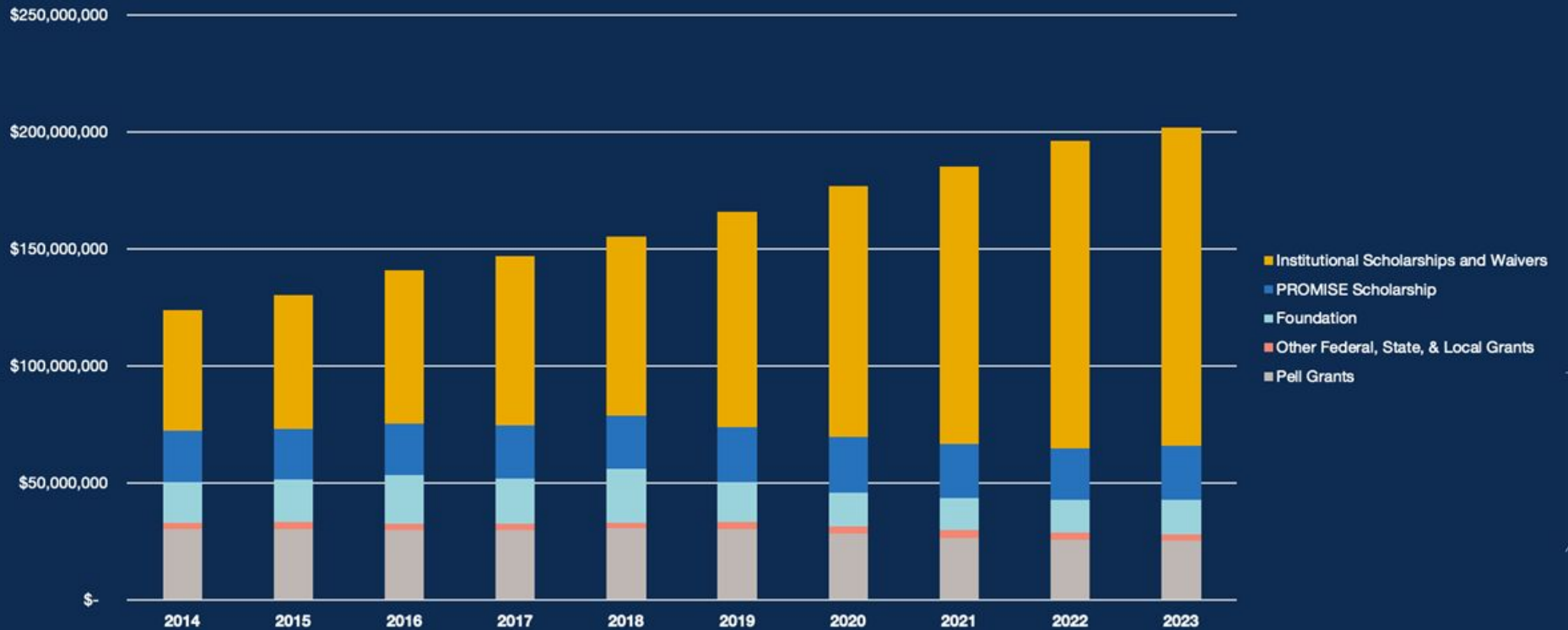
**WVU MORGANTOWN:**  
**UNDERGRADUATE FOUR-YEAR GRADUATION RATES**

**23%**

Rate of change in four-year  
graduation rates from  
2013 to 2018

# STUDENT FINANCIAL SUPPORT AT WVU

Internal aid/discounts has increased from approximately \$51 million to \$134 million in the past 10 years.



# REDUCING THE FINANCIAL BURDEN OF WVU STUDENTS

Average federal debt of students who graduate with a four-year degree from a public university in the U.S.:

**\$37,000** Source: Education Data Initiative

Average student loan debt for May 2022 graduates earning bachelor's degrees across WVU's three campuses:

**\$12,000**

**41%**

of WVU's May 2022 graduates earning bachelor's degrees graduated with

**NO DEBT.**

Average student loan debt for resident May 2022 graduates earning bachelor's degrees:

**\$11,438**

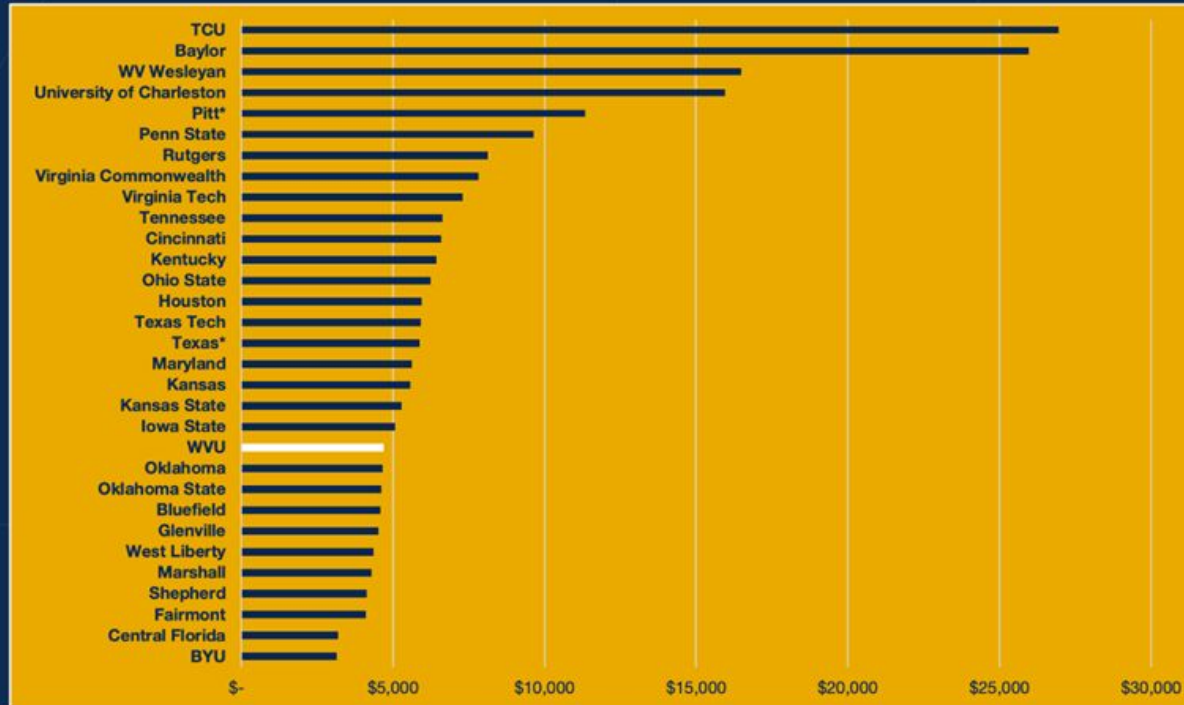
**(43.1% HAD NO DEBT)**

Average student loan debt for non-resident May 2022 graduates earning bachelor's degrees:

**\$13,254**

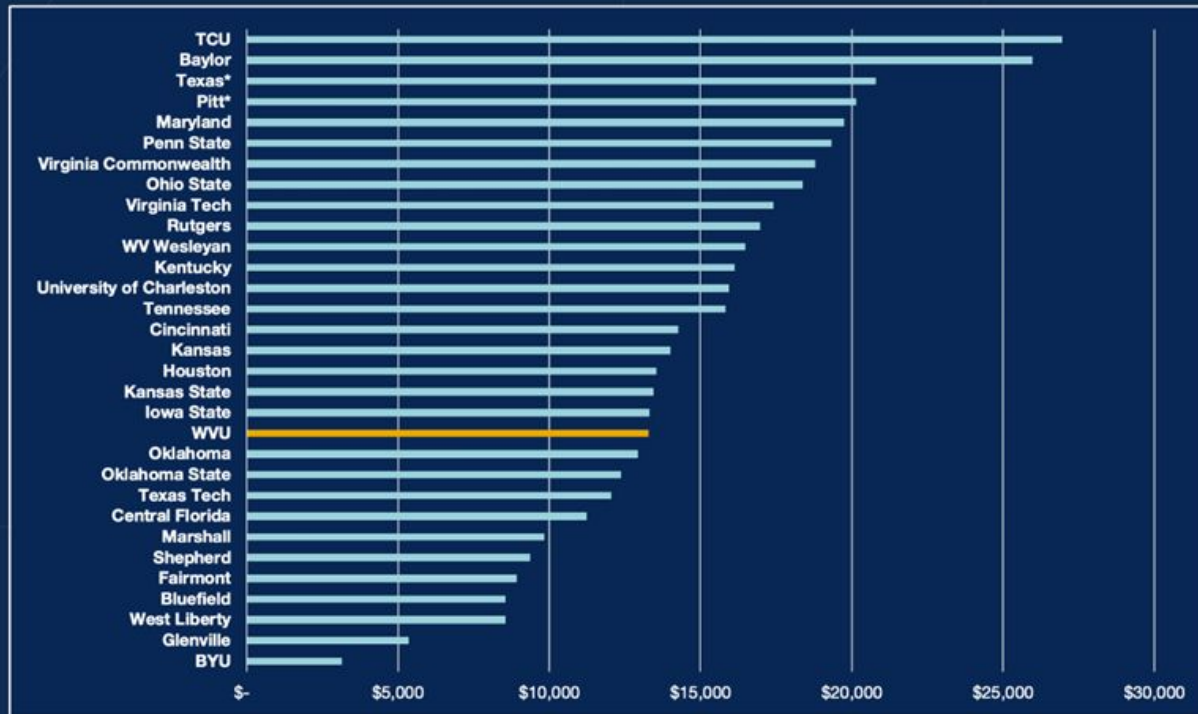
**(38.3% HAD NO DEBT)**

# RESIDENT TUITION AND FEES PER SEMESTER



\* The costs for the University of Pittsburgh and the University of Texas include averages of combined University and college tuition across the institutions' colleges/schools plus University fees.

# NON-RESIDENT TUITION AND FEES PER SEMESTER



\* The costs for the University of Pittsburgh and the University of Texas include averages of combined University and college tuition across the institutions' colleges/schools plus University fees.



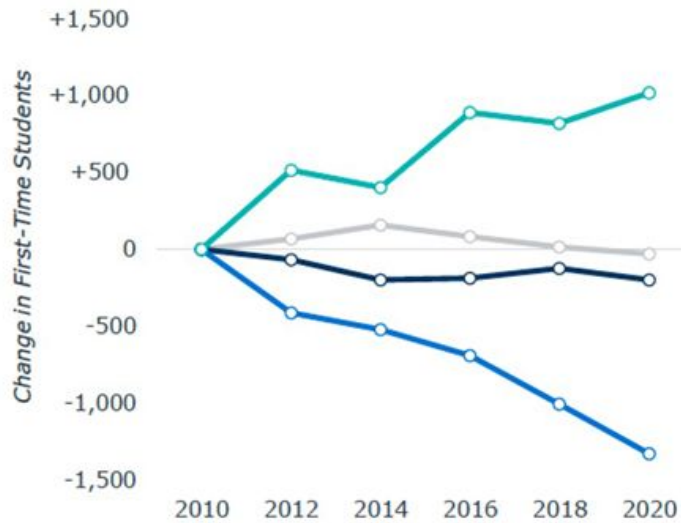
# IMPORTANCE OF MARKET SHARE

College-Going Rate Was the Biggest Factor Driving Down First-Year Enrollments at WVU

Strategic Advisory Services

How Demographics, College-Going Rates, and Market Share Help Explain Past Enrollment Trends For West Virginia University

Cumulative Change From 2010 by Enrollment Force



Cumulative Impact of Each Force from 2010-2020

**Demographic Change**  
-198 Students

**College-Going Rate**  
-1,332 Students

**Market Share Change**  
+1,018 Students

**International & Unknown Origin**  
-29 Students

**Overall Enrollment Change**  
-540 Students  
-11% change from 2010 levels

Dem. Change    College-Going Rates    Market Share    Intl. & Other

# **POSITIONING WVU FOR THE FUTURE**



## REDUCING EXISTING EXPENSES TO MANAGE AND ALLOW FOR REINVESTMENT

- ✓ Since FY2016, we have made targeted reductions and reallocations of spending in excess of **\$160 million**.
  - ✓ Reductions in FY2017 — **\$29 million**
  - ✓ Reductions in FY2018 — **\$20 million**
  - ✓ Reductions in FY2019 — **\$5 million**
  - ✓ Reductions in FY2020 — **\$15 million**
  - ✓ Reductions in FY2021 — **\$35 million**
  - ✓ Reductions in FY2022 — **Maintained FY2021 Reductions**
  - ✓ Reductions in FY2023 — **Mid year in excess of \$15 million**
  - ✓ Reductions in FY2024 — **\$21 million**
- ✓ WVU currently has a **hiring freeze** with limited exceptions and is limiting spending to areas of critical need.
- ✓ We must begin to invest in those areas that will differentiate us and serve our land-grant mission.

## FY2024 NON-RENEWALS AND REDUCTIONS IN FORCE

/ Classified Staff	19 (14%)
/ Non-Classified Staff/WVU Research Corp./FEAP	78 (58%)
/ Faculty	38 (28%)
/ Clinical	11
/ Lecturer	9
/ Research	7
/ Instructor	1
/ Visiting	2
/ Teaching and Service	8
<b>Total:</b>	<b>135</b>

**\*\*Note:** These reductions amount to **2.37%** of WVU employees.

## **NON-ACADEMIC TRANSFORMATION PRE-2024**

- ✓ Legislative Freedom Agenda
- ✓ Budget Cuts to Central Units
- ✓ Furloughs During COVID-19
- ✓ Shared Services
- ✓ Managed Printing
- ✓ Outsourcing Dining
- ✓ Voluntary Separation Incentive Program
- ✓ West Virginia Forward
- ✓ Spend Restrictions Memorandum
- ✓ Hiring Freeze
- ✓ Soft Phones
- ✓ IT Consolidation
- ✓ Strategic Procurement Spend Policies
- ✓ Public Private Partnerships
- ✓ Energy Efficiency

# WVU'S TRANSFORMATION

- ✓ As West Virginia University continues its transformation to become a land-grant university of the future, we must think differently and evolve how we operate.
- ✓ Our future success requires us to take a close look at all areas of our University — including **Strategic Initiatives** — to ensure we are operating as efficiently and cost-effectively as possible.
- ✓ Similar to the recent review of **Academic Support Units**, we will be evaluating all aspects of **Strategic Initiatives** in the coming weeks to ensure we are:
  - ✓ Maximizing operational efficiencies
  - ✓ Measuring our successes using metrics that matter
  - ✓ Aligning our operations to support **WVU's First Principles**

## WVU'S TRANSFORMATION

- ✓ **Strategic Initiatives** has worked diligently throughout the past several years to reduce our budgets and make the most of our limited financial resources.
- ✓ Amid our financial challenges, we have strived to maintain or enhance many of the services and support we provide to our students, faculty, staff and visitors.
- ✓ The **Strategic Initiatives** assessment will help ensure we continue to be organized for success and remain focused on supporting WVU's transformation and serving the needs of our University.

# ASSESSMENT DETAILS

# AREAS FOR ASSESSMENT



**AUXILIARY AND  
BUSINESS SERVICES**



**CORPORATE  
RELATIONS**



**DINING SERVICES**



**FINANCE**



**GOVERNMENT  
RELATIONS**



**INFORMATION  
TECHNOLOGY SERVICES**



**REAL ESTATE  
OPERATIONS**



**SHARED SERVICES**



**TALENT AND CULTURE**



**UNIVERSITY POLICE**



## ASSESSMENT SOURCES

- ✓ Sources and data points for the assessment will involve a variety of inputs, including:
  - ✓ Self-study surveys
  - ✓ Stakeholder surveys (faculty, staff and students)
  - ✓ Organizational charts
  - ✓ Job descriptions
  - ✓ Personnel rosters
  - ✓ Operating budgets
  - ✓ Follow-up interviews



## EVALUATION CRITERIA

- ✓ Similar to the **Academic Support Unit** review, evaluation criteria for the **Strategic Initiatives** assessment will focus on:
  - ✓ Strategic alignment
  - ✓ Evidence base/data utilization
  - ✓ Revenue generation/student success
  - ✓ Effectiveness of operations
  - ✓ Budget reduction planning
  - ✓ Collaborative approach

## POTENTIAL OUTCOMES

- ✓ Following the **Strategic Initiatives** assessment, potential outcomes may include:
  - ✓ Continue at the current level of activity and/or staffing
  - ✓ Reduce the level of activity and/or staffing
  - ✓ Revise mission
  - ✓ Consolidate/combine in part or whole with another unit
  - ✓ Discontinue unit

## SUMMARY

- ✓ We fully recognize this assessment and the changes we are undergoing as an institution can be challenging and unsettling.
- ✓ Please know we are committed to conducting this assessment in a fair, transparent and sensitive manner.
- ✓ As part of our overall transformation to become a responsive, relevant university system, this assessment is a necessary step to ensure we are meeting the needs of current and future Mountaineers.

## **OTHER NON-ACADEMIC REVIEW**

- ✓ Academic Service Units
- ✓ Student Life
- ✓ University Relations and Enrollment Management
- ✓ Research Office
- ✓ President and Provost Office
- ✓ Senior Administrator Review

# **REORGANIZATION OF TALENT AND CULTURE**

# ACADEMIC TRANSFORMATION

## Areas of Work

**1 Program Portfolio Review**

**2 Academic Restructuring**

**3 Instructional Efficiencies**

**4 Academic Support Unit (ASUs) Review**

## Faculty/Staff Engagement

- / Provost's leadership team (deans/campus presidents)
- / Faculty Senate leadership
- / Faculty Summer workgroup

## Faculty/Staff Support

- / Faculty and Staff Assistance Program (FSAP)
- / Faculty Ombudsman

## PROGRAM PORTFOLIO REVIEW: GOALS

- ✓ Create a more focused academic program portfolio aligned with student demand, career opportunities and market trends that also serves our land-grant and research missions, while retaining our R1 classification.
- ✓ Ensure that the programs in the portfolio are being delivered as effectively and efficiently as possible.





# DOCTORAL PROGRAMS WITH \$1 MILLION OR MORE EXTERNAL SUPPORTED EXPENDITURES

<ul style="list-style-type: none"> <li>Generate \$106.6 million out of \$128.5 million total external supported expenditures</li> </ul>	<p>&gt;80%</p>
<ul style="list-style-type: none"> <li>Generate \$154.1 million out of \$214.1 million total expenditures</li> </ul>	<p>&gt;70%</p>
<ul style="list-style-type: none"> <li>Generate 104 out of 180 total research Ph.D. degrees</li> </ul>	<p>58%</p>

10 R1s generate fewer than 100 research Ph.D. degrees:

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>Utah State University</li> <li>University of Maryland, Baltimore County</li> <li>Brandeis University</li> <li>Montana State University</li> <li>University of New Hampshire</li> </ul> | <ul style="list-style-type: none"> <li>University of Maine</li> <li>University of Louisiana at Lafayette</li> <li>New Jersey Institute of Technology</li> <li>University of Montana</li> <li>University of Alabama in Huntsville</li> </ul> |
|---|---|



# **WHAT REMAINS AFTER TRANSFORMATION?**

# **STATLER COLLEGE OF ENGINEERING & MINERAL RESOURCES: UNDERGRADUATE PROGRAMS**

- / Biomedical Engineering
- / Chemical Engineering
- / Civil Engineering
- / Computer Engineering
- / Computer Science
- / Cybersecurity
- / Electrical Engineering
- / Industrial Engineering
- / Aerospace Engineering
- / Mechanical Engineering
- / Mining Engineering
- / Petroleum & Natural Gas Engineering

# **STATLER COLLEGE OF ENGINEERING & MINERAL RESOURCES: GRADUATE & DOCTORAL PROGRAMS**

## **/ Masters Level:**

- / Software Engineering**
- / Safety Management**

## **/ Doctoral Level:**

- / Biomedical Engineering**
- / Chemical Engineering**
- / Civil Engineering**
- / Computer Engineering**
- / Computer Science**
- / Electrical Engineering**
- / Industrial Engineering**

## **/ Doctoral Level (continued):**

- / Occupational Safety & Health**
- / Aerospace Engineering**
- / Materials Science Engineering**
- / Mechanical Engineering**
- / Mining Engineering**
- / Petroleum & Natural Gas Engineering**

# **COLLEGE OF APPLIED HUMAN SCIENCES: UNDERGRADUATE PROGRAMS**

- ✓ Child Development and Family Studies
- ✓ Health & Well Being
- ✓ Elementary Education
- ✓ Coaching & Performance Science
- ✓ Physical Ed and Kinesiology
- ✓ Sport and Exercise Physiology
- ✓ Sport Management



# **COLLEGE OF APPLIED HUMAN SCIENCES: GRADUATE & DOCTORAL PROGRAMS**

## **/ Masters Level:**

- / Clinical Rehabilitation and Mental Health Counseling**
- / Counseling**
- / Coaching and Sport Education**
- / Phys. Ed – Teacher Ed.**
- / Sport Coaching**
- / Sport Management**

## **/ Doctoral Level:**

- / Coaching and Teaching Studies**
- / Sport, Exercise, & Performance Psychology**

# **COLLEGE OF CREATIVE ARTS: UNDERGRADUATE PROGRAMS**

- ✓ Studio Arts / Art Education
- ✓ Music
- ✓ Music Business & Industry
- ✓ Music Composition
- ✓ Music Education
- ✓ Music Performance – Instrumental
- ✓ Music Therapy
- ✓ Acting
- ✓ Dance
- ✓ Musical Theatre
- ✓ Theatre
- ✓ Theatre Design & Technology

# COLLEGE OF CREATIVE ARTS: GRADUATE & DOCTORAL PROGRAMS

## ✓ Masters Level:

- ✓ Studio Arts / Arts Education
- ✓ Art Education
- ✓ Conducting
- ✓ Music Business and Industry
- ✓ Music Education
- ✓ Performance
- ✓ Costume Design & Technology
- ✓ Lighting Design & Technology
- ✓ Scenic Design & Technology
- ✓ Technical Direction

## ✓ Doctoral Level:

- ✓ Conducting
- ✓ Performance

# **DAVIS COLLEGE OF AGRICULTURE, NATURAL RESOURCES & DESIGN: UNDERGRADUATE PROGRAMS**

- ✓ Animal and Nutritional Sciences
- ✓ Human Nutrition & Foods
- ✓ Agricultural and Extension Education
- ✓ Design Studies
- ✓ Fashion, Dress, and Merchandising
- ✓ Interior Architecture
- ✓ Energy Land Management
- ✓ Forest Resources Management
- ✓ Wildlife & Fisheries Resources
- ✓ Wood Science & Technology
- ✓ Environmental, Soil, and Water Science
- ✓ Environmental Microbiology
- ✓ Horticulture
- ✓ Sustainable Food and Farming
- ✓ Agribusiness Management
- ✓ Environmental and Energy Resources Management
- ✓ Environmental and Natural Resources Economics



# **DAVIS COLLEGE OF AGRICULTURE, NATURAL RESOURCES & DESIGN: GRADUATE & DOCTORAL PROGRAMS**

- ✓ Doctoral Level:
  - ✓ Animal and Food Science
  - ✓ Human and Community Development
  - ✓ Natural Resources Science
  - ✓ Genetics & Developmental Biology
  - ✓ Plant and Soil Science
  - ✓ Natural Resources Economics

# **EBERLY COLLEGE OF ARTS & SCIENCES: UNDERGRADUATE PROGRAMS**

- / Biology
- / Neuroscience
- / Chemistry
- / Communications Studies
- / English
- / English / Secondary Education
- / Forensic Biology
- / Forensic Chemistry
- / Forensic Examiner
- / History
- / Social Studies / Secondary Education
- / International Studies
- / Mathematics
- / Philosophy
- / Physics
- / Political Science
- / Psychology
- / Social Work
- / Anthropology
- / Criminology
- / Sociology

# **EBERLY COLLEGE OF ARTS & SCIENCES: GRADUATE & DOCTORAL PROGRAMS**

## **/ Masters Level:**

- / Communications Studies**
- / Professional Writing & Editing**
- / Social Work**

## **/ Doctoral Level:**

- / Biology**
- / Chemistry**
- / Communications Studies**
- / English**
- / Forensic Science**
- / Geography**

## **/ Doctoral Level (continued):**

- / Geology**
- / History**
- / Physics**
- / Political Science**
- / Life Span Development**
- / Psych: Behavioral Analysis**
- / Psych: Behavioral Neuroscience**
- / Psych: Clinical**
- / Sociology**

# **CHAMBERS COLLEGE OF BUSINESS & ECONOMICS: UNDERGRADUATE PROGRAMS**

- ✓ Entrepreneurship & Innovation
- ✓ General Business
- ✓ Global Supply Chain Management
- ✓ Hospitality & Tourism Management
- ✓ Organizational Leadership
- ✓ Accounting
- ✓ Economics
- ✓ Finance
- ✓ Management
- ✓ Management Information Systems
- ✓ Marketing



# **CHAMBERS COLLEGE OF BUSINESS & ECONOMICS: GRADUATE & DOCTORAL PROGRAMS**

## **/ Masters Level:**

- / Business Administration**
- / Healthcare Business Administration**
- / Accountancy**
- / Forensic and Fraud Examination**
- / Human Resource Management**
- / Business Cybersecurity Management**
- / Business Data Analytics**

## **/ Doctoral Level:**

- / Accounting**
- / Economics**
- / Finance**
- / Marketing**

# **REED COLLEGE OF MEDIA: UNDERGRADUATE PROGRAMS**

- ✓ Advertising & Public Relations
- ✓ Journalism
- ✓ Sports and Adventure

# **REED COLLEGE OF MEDIA: GRADUATE & DOCTORAL PROGRAMS**

- ✓ Masters Level:
  - ✓ College and Media Solutions and Innovation
  - ✓ Data Marketing Communications
  - ✓ Integrated Marketing Communications
  - ✓ Journalism

# HEALTH SCIENCES CENTER: UNDERGRADUATE PROGRAMS

- / Dentistry
- / Communication Sciences & Disorders
- / Exercise Physiology
- / Human Informatics
- / Human Performance & Health
- / Biomedical Lab Diagnostic
- / Immunology & Medical Microbiology
- / Nursing
- / Nursing – RN
- / Pre-Nursing
- / Pharmacy
- / Public Health



# HEALTH SCIENCES CENTER: GRADUATE & DOCTORAL PROGRAMS

## / Masters Level:

- / Endodontics
- / Orthodontics
- / Periodontics
- / Prosthodontics
- / Athletic Training
- / Occupational Therapy
- / Speech Language Pathology
- / Pathologists Assistant
- / Nursing
- / Health Administration
- / Occupational & Environmental Health Sciences

## / Doctoral Level:

- / Exercise Physiology
- / Biochemical & Molecular Biology
- / Biomedical Sciences
- / Cancer Cell Biology
- / Cellular & Integrative Physiology
- / Clinical and Translational Sciences
- / Immunology & Microbiology Pathogenesis
- / Neuroscience
- / Nursing
- / Health Services & Outcomes Research
- / Pharmaceutical & Pharmacological Sciences
- / Epidemiology
- / Social & Behavioral Sciences

# PROFESSIONAL PROGRAMS

- ✓ Coaching and Teaching Studies
- ✓ Law
- ✓ Dentistry
- ✓ Audiology
- ✓ Physical Therapy
- ✓ Medicine
- ✓ Nursing
- ✓ Pharmacy

## WE ARE A RESEARCH UNIVERSITY

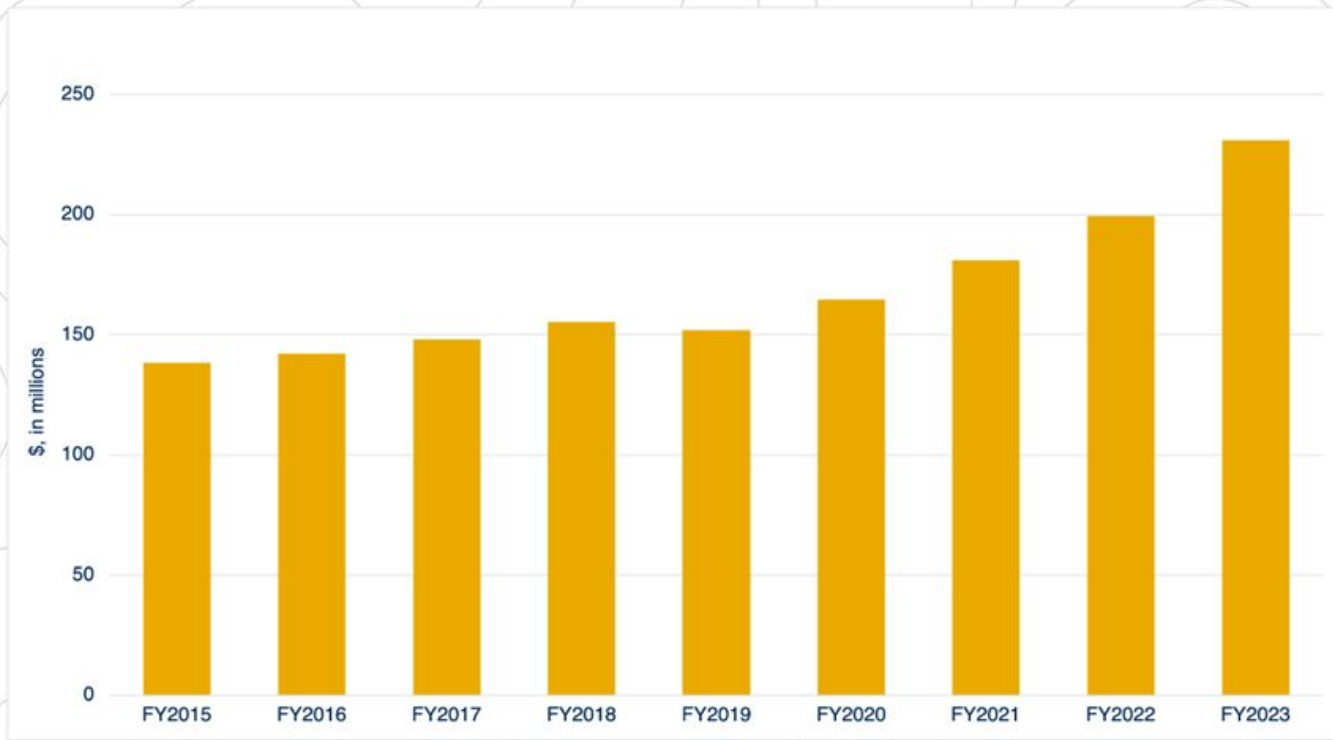
- ✓ The Carnegie Foundation for the Advancement of Teaching classifies WVU as a Research University (R1, Very High Research Activity) – the top Carnegie Classification.
- ✓ We are **one of only 146 institutions** to receive an **R1 designation** out of the nation's more than 4,500 higher education institutions, which was reaffirmed in 2022.
- ✓ In FY2022, WVU generated over **\$284 million** in federal, state and industry grants and contracts.
- ✓ And earlier this month, the University recorded a record \$231 million in externally-supported expenditures, which are mainly designated for research, for FY2023.





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# RESEARCH EXPENDITURES



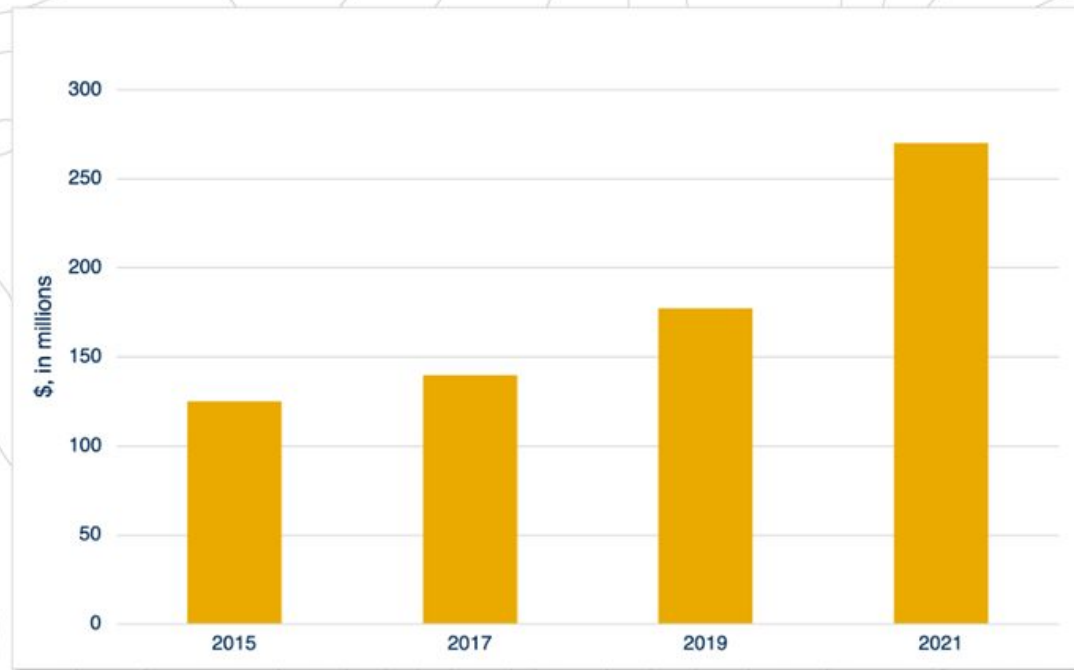
# CENTERS, INSTITUTES AND MULTIDISCIPLINARY PROGRAMS

- WVU Rockefeller Neuroscience Institute
- Center for Free Enterprise
- Energy Institute
- Vantage Ventures

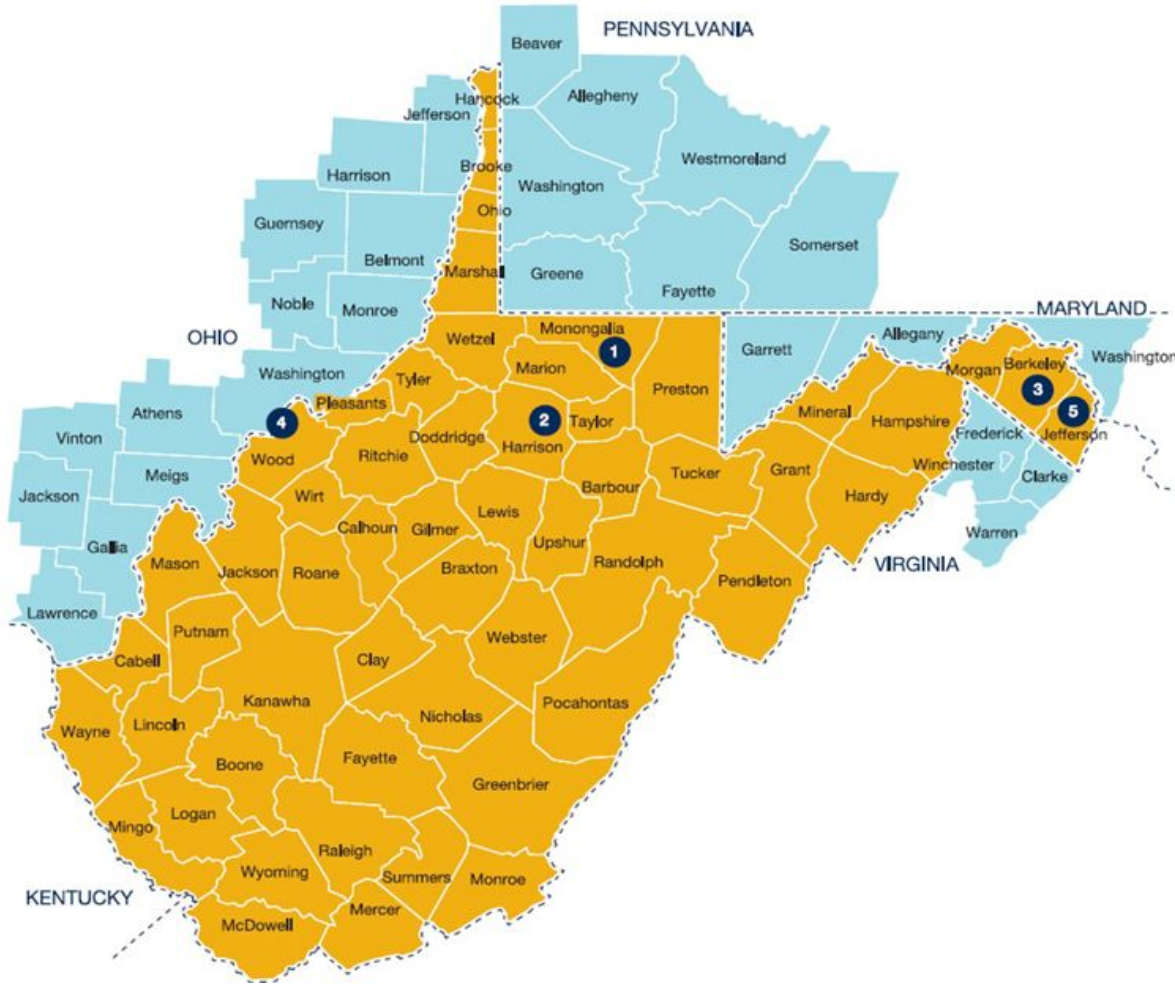


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# ANNUAL NEW GIFTS AND PLEDGES



# WVU MEDICINE: 2014

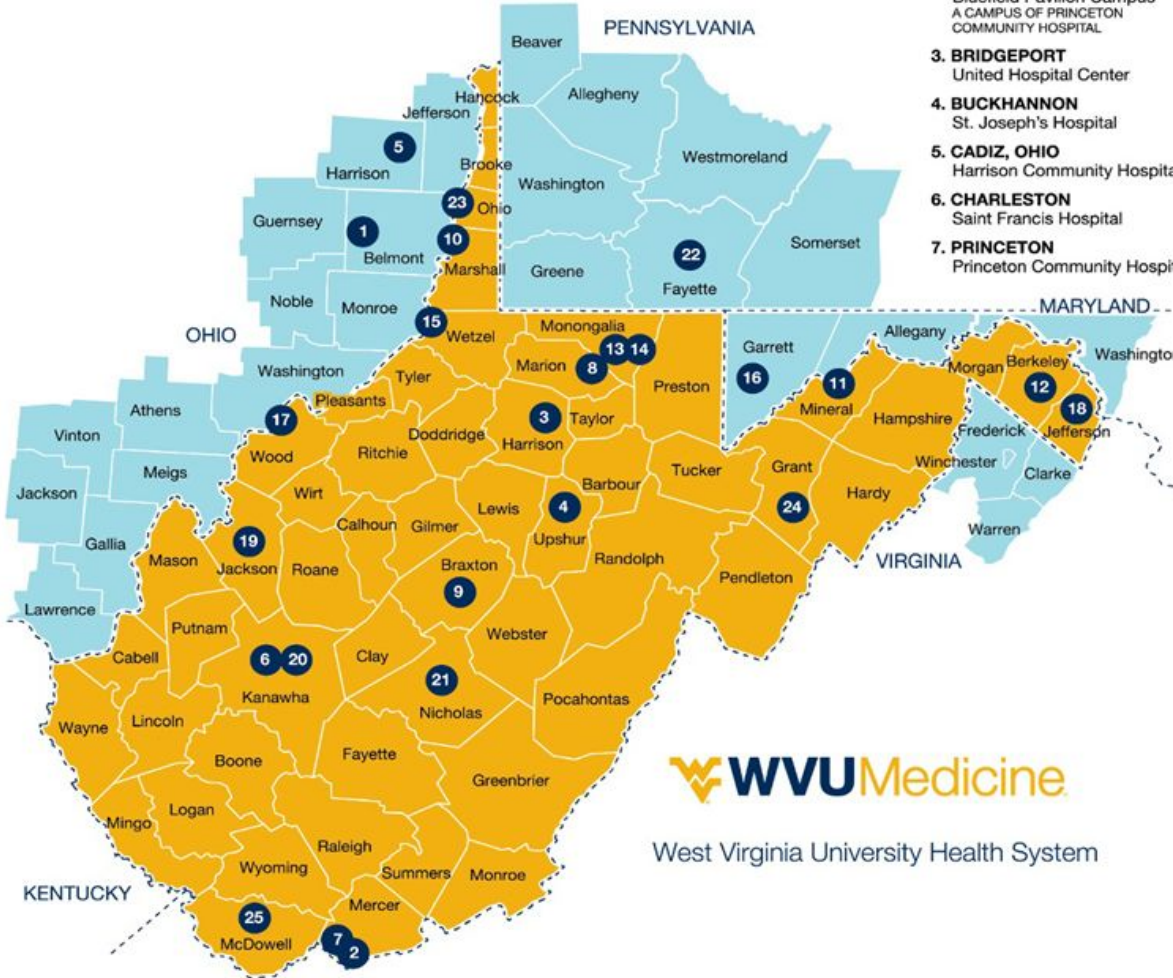


## Member System Hospitals 2014

- 1. MORGANTOWN / J.W. Ruby Memorial Hospital
- 2. BRIDGEPORT / United Hospital Center
- 3. MARTINSBURG / Berkeley Medical Center
- 4. PARKERSBURG / Camden Clark Medical Center
- 5. RANSON / Jefferson Medical Center



# WVU MEDICINE: 2023



## Member System Hospitals

- 1. BARNESVILLE, OHIO**  
Barnesville Hospital
  - 2. BLUEFIELD**  
Bluefield Pavilion Campus  
A CAMPUS OF PRINCETON  
COMMUNITY HOSPITAL
  - 3. BRIDGEPORT**  
United Hospital Center
  - 4. BUCKHANNON**  
St. Joseph's Hospital
  - 5. CADIZ, OHIO**  
Harrison Community Hospital
  - 6. CHARLESTON**  
Saint Francis Hospital
  - 7. PRINCETON**  
Princeton Community Hospital
  - 8. FAIRMONT**  
Fairmont Medical Center  
A CAMPUS OF J.W. RUBY MEMORIAL  
HOSPITAL
  - 9. GASSAWAY**  
Braxton County Memorial Hospital
  - 10. GLEN DALE**  
Reynolds Memorial Hospital
  - 11. KEYSER**  
Potomac Valley Hospital
  - 12. MARTINSBURG**  
Berkeley Medical Center
  - 13. MORGANTOWN**  
J.W. Ruby Memorial Hospital
  - 14. MORGANTOWN**  
Children's Hospital  
A CAMPUS OF J.W. RUBY MEMORIAL  
HOSPITAL
  - 15. NEW MARTINSVILLE**  
Wetzel County Hospital
  - 16. OAKLAND, MARYLAND**  
Garrett Regional Medical Center
  - 17. PARKERSBURG**  
Camden Clark Medical Center
  - 18. RANSON**  
Jefferson Medical Center
  - 19. RIPLEY**  
Jackson General Hospital
  - 20. SOUTH CHARLESTON**  
Thomas Memorial Hospital
  - 21. SUMMERSVILLE**  
Summersville Regional Medical Center
  - 22. UNIONTOWN, PENNSYLVANIA**  
Uniontown Hospital
  - 23. WHEELING**  
Wheeling Hospital
- Managed Hospitals**
- 24. PETERSBURG**  
Grant Memorial Hospital
- Announced Aquisitions**
- 25. WELCH**  
Welch Community Hospital



# **WE REMAIN COMMITTED TO OUR STUDENTS**

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**Purpose Center**

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**Project 168**

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**ASPIRE Office**

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**Honors College**

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**REACH  
Center**

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**Academic  
Resource Center**

# THANK YOU





# WVU Academic Transformation

**Board of Governors**

August 22, 2023

# PROGRAMS AND UNITS IDENTIFIED FOR FORMAL REVIEW

*Announced July 10, 2023.*

Number of units identified for review	✓ 25 of 52	(48%)
Number of programs identified for review <i>(Note that this does not include some excluded programs)</i>	✓ 111 of 238	(47%)
Number of students (by major) in programs within departments identified for review <i>(Note that this does not include some excluded programs)</i>	✓ 6,293 of 18,892	(33%)
Number of full-time faculty within the departments identified for review	✓ 590 of 1,230	(48%)

# PRELIMINARY RECOMMENDATIONS

## INFORMATION CONSIDERED

- ✓ Review of student demand, instructional activity, faculty count, revenue trends and department costs
- ✓ Review of self-study reports
- ✓ Feedback from deans and their administrative leads
- ✓ Feedback and guidance from University senior leadership

## SUMMARIZING PRELIMINARY RECOMMENDATIONS

	Total	% of those majors identified for formal review	% of all 338 majors on the main and HSC campuses
<b>Programmatic Actions (at the major level)</b>			
Continue with no specific action	18	14%	5%
Continue with specific action	50	39%	15%
Development of a cooperative program	15	12%	4%
Discontinue	32	25%	9%
No action - Exempt	13	10%	4%
	<b>128</b>		

## SUMMARIZING PRELIMINARY RECOMMENDATIONS

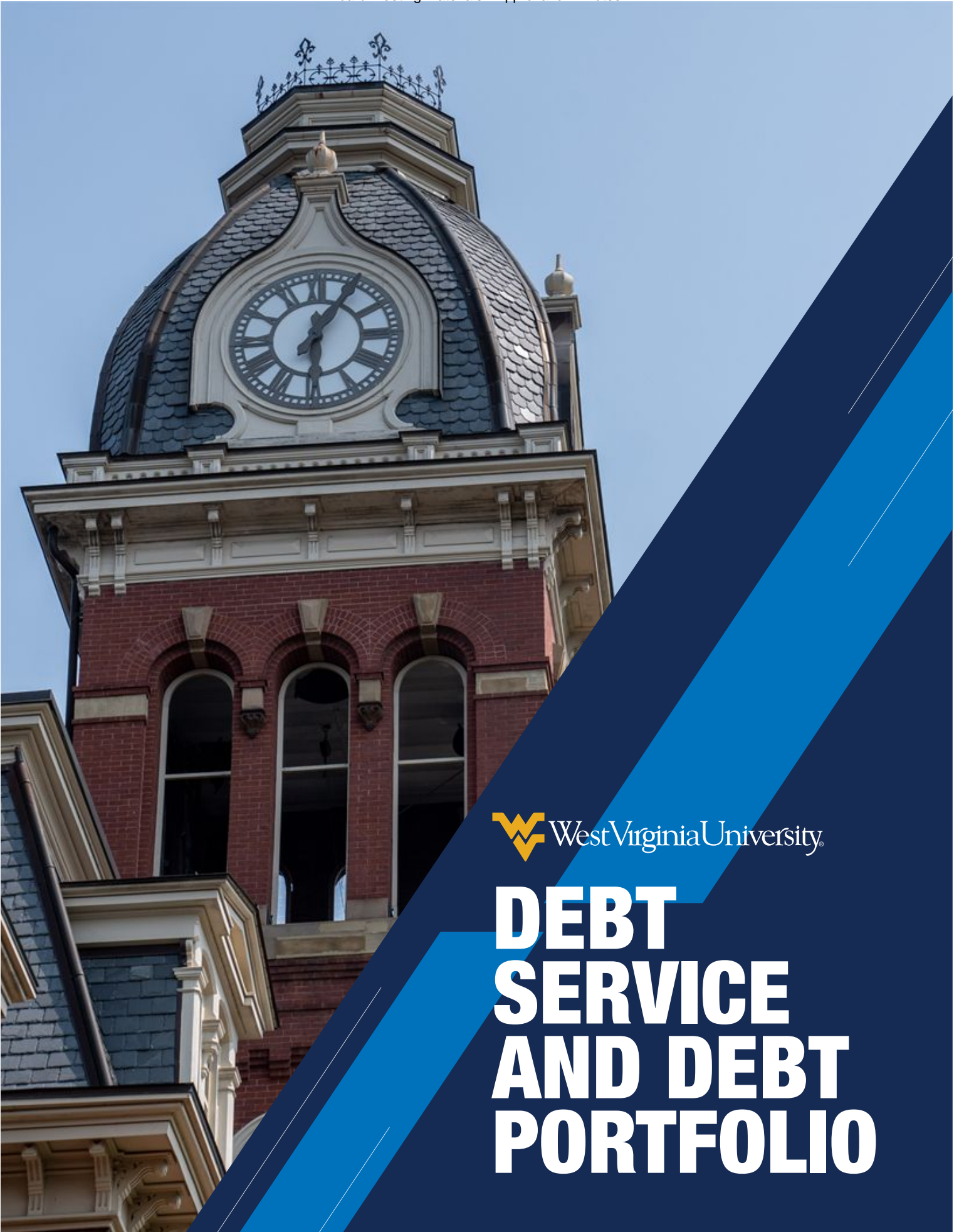
	All Primary Major Students	Total Enrollment (as of 8/16/23)	%
Undergraduate	147	18,821	0.70%
Graduate	287	5,545	5.20%
<b>Total</b>	<b>434</b>	<b>24,366</b>	<b>1.70%</b>

<b>Total Faculty Reductions</b>	<b>169</b>
Total faculty FTE (per 2023 HEPC Freeze File - with clinicals, instructional, research, service, library)	2326
% Reduction	7.27%

## NEXT STEPS

DATE	ACTION
<b>Aug. 21 – Sept. 5</b>	Appeals heard (17 units appealing, as of Aug. 17, 2023)
<b>Aug. 22 – Sept. 8</b>	Faculty may submit written comments for review of Board of Governors and/or sign up to speak at the Board of Governor's meeting on September 14
<b>Sept. 14</b>	Public comment session at BOG meeting
<b>Sept. 15</b>	BOG votes on final recommendations
<b>Sept. 18</b>	Campus Community notified of Board of Governors' approval of specific programs that are subject to Program Reduction and Discontinuation
<b>Oct. 16 (week of)</b>	Reduction in Force/Non-Renewal Notifications to Individual Faculty and Staff





 West Virginia University

# DEBT SERVICE AND DEBT PORTFOLIO

## OVERVIEW

Over the past several weeks, University leadership has been asked about the amount of debt WVU has issued and the impact of debt service on the University's budget. Every higher education institution, and in fact every business, must make efforts to invest in existing buildings and ensure an infrastructure is in place for the future.

It is important to note that, if an institution such as WVU does not make investments in infrastructure, buildings will become more expensive to maintain and less likely to attract students and faculty as they age. In addition to investing in our employees, the University has an obligation to maintain and upgrade our facilities.

It is also important that WVU continually work to develop sustainable operating budgets that result in positive annual cash flow development, strengthen the University's cash position and improve its overall balance sheet. Simultaneously, WVU is determined to invest in improving key infrastructure, addressing key capital and deferred maintenance needs and compensating employees at market levels. Finally, the WVU Board of Governors has determined that the University should maintain at least an "A" credit rating.

To address questions relating to the debt that has been issued by WVU, the following is a summary of each of the outstanding public and private debt issuances and private borrowings of the University, including uses of the bond proceeds and instances where bonds have been refunded.



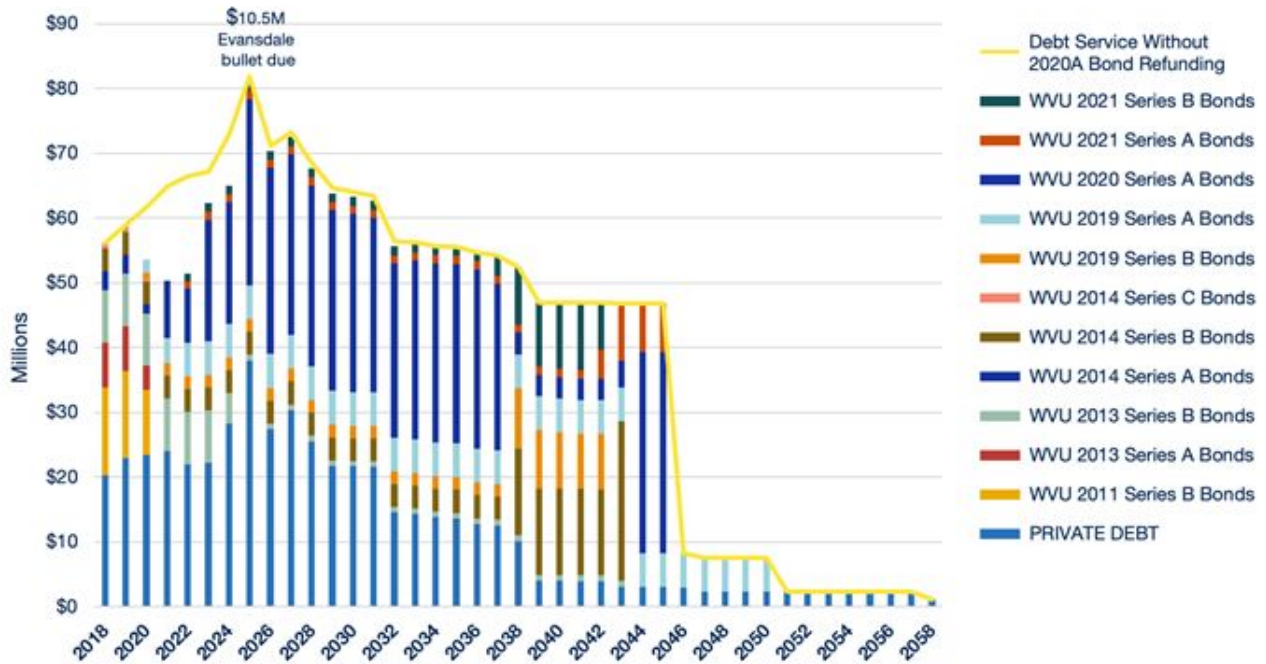
**DEBT PROFILE**

#	ORIGINAL ISSUE DATE	DEBT / NOTE ISSUANCE NAME / SUMMARY	DEBT TYPE	ORIGINAL AMOUNT	MATURITY DATES / AGREEMENT TERM	TOTAL INTEREST COSTS / EFFECTIVE INTEREST RATE	INTEREST TYPE	OUTSTANDING AS OF JUNE 30, 2023	LENDER / HOLDER OF NOTE
<b>PUBLICLY ISSUED BONDS</b>									
1	6/30/98	HEPC System Debt 1998 Series A Bonds	Public	\$55,025,000	2001 to 2028	5.05%	Fixed	\$16,410,000	HEPC
2	6/30/00	HEPC System Debt 2000 Series A Bonds	Public	\$36,590,868	2012 to 2031	6.08%	Fixed	\$10,260,724	HEPC
3	7/26/12	WVU 2012 Series A Bonds	Public	\$13,270,555	2013 to 2042	4.67%	Fixed	\$10,331,095	Huntington/Phoenix Life
4	2/13/13	WVU 2013 Series B Bonds - Partial Refunding	Public	\$72,180,000	2013 to 2042	2.94%	Fixed	\$15,630,000	Publicly Underwritten
5	10/1/14	WVU 2014 Series B Bonds	Public	\$79,050,000	2037 to 2042	4.47%	Fixed	\$79,050,000	Publicly Underwritten
6	9/25/19	WVU 2019 Series A Bonds	Public	\$85,840,000	2021 to 2049	3.08%	Fixed	\$82,935,000	Publicly Underwritten
7	9/25/19	WVU 2019 Series B Bonds - Refunding	Public	\$39,125,000	2037 to 2041	3.10%	Fixed	\$39,125,000	Publicly Underwritten
8	3/10/20	WVU 2020 Series A Bonds - Refunding	Public	\$377,785,000	2022 to 2044	2.43%	Fixed	\$367,430,000	Publicly Underwritten
9	5/27/21	WVU 2021 Series A Bonds	Public	\$25,670,000	2041 to 2044	3.07%	Fixed	\$25,670,000	Publicly Underwritten
10	5/27/21	WVU 2021 Series B Bonds	Public	\$45,005,000	2036 to 2041	3.03%	Fixed	\$45,005,000	Publicly Underwritten
<b>Publicly Issued Bond Totals</b>				<b>\$829,541,423</b>				<b>\$691,846,819</b>	
<b>PRIVATELY ISSUED BONDS</b>									
11	8/16/11	WVU 2011 Series A Bonds	Private	\$12,710,197	2011 to 2026	3.90%	Fixed	\$6,423,880	PNC Bank
12	12/13/12	WVU 2012 Series B Bonds	Private	\$4,800,000	2013 to 2032	2.51%	Variable	\$2,597,250	First United Bank & Trust
13	6/29/16	WVU 2016 Series A Bonds	Private	\$20,000,000	2017 to 2046	1.75%	Variable	\$15,593,040	United Bank
14	8/6/20	WVU 2020 Series B Bonds	Private	\$12,500,000	2020 to 2035	2.21%	Fixed	\$10,440,272	United Bank
15	8/14/22	WVU 2022 Series A Bonds	Private	\$20,000,000	2022 to 2036	2.60%	Fixed	\$19,425,000	JPMorgan Chase Bank
16	5/23/23	WVU 2023 Series A Bonds	Private	\$56,500,000	2023 to 2038	4.95%	Fixed	\$56,500,000	United Bank
<b>Privately Issued Bond Totals</b>				<b>\$126,510,197</b>				<b>\$110,979,442</b>	
<b>PRIVATELY ISSUED DEBT / CAPITAL LEASES</b>									
17	12/29/11	Energy Performance Lease	Private	\$9,194,540	2013 to 2026	2.74%	Fixed	\$2,708,795	Suntrust Equipment Fin & Leasing Corp
18	12/13/12	TIF District Guaranty-Loop Commitment	Private	\$2,520,000	2012 to 2032	0.00%	NA	\$1,200,000	First United Bank & Trust
19	12/6/12	Health Sciences Center	Private	\$22,111,564	2013 to 2037	5.56%	Fixed	\$14,704,983	United Bank
20	8/28/14	Evansdale Campus - Up-ark Land	Private	\$13,250,000	2014 to 2024	3.95%	Fixed	\$10,846,414	WesBanco Bank Inc
21	6/30/15	Mon County Ballpark	Private	\$407,222	2015 to 2044	1.58%	Fixed	\$335,118	Monongalia County Commission
22	12/22/17	Beckley Campus	Private	\$42,000,000	2020 to 2057	4.45%	Fixed	\$40,397,379	Wells Fargo Trust Company, N.A.
23	3/13/19	Energy Performance Lease	Private	\$4,715,377	2020 to 2033	3.61%	Fixed	\$3,849,058	Siemens Public, Inc.
24	6/30/21	IT Equipment	Private	\$1,171,500	2021 to 2023	1.29%	Fixed	\$395,506	Sun Management
25	6/30/21	IT Equipment	Private	\$695,734	2021 to 2025	3.56%	Fixed	\$328,128	Dell Financial Services LLC
<b>Privately Issued Debt / Capital Lease Totals</b>				<b>\$96,065,937</b>				<b>\$74,765,381</b>	

Please see the Appendix for additional detail. Also note that many of the listed projects are expected to pay debt service payments from revenue sources other than general University funds (i.e., Health Sciences Center, Athletics).



## WVU PORTFOLIO DEBT SERVICE



WVU’s debt service, as shown as the bars on this graph, includes a significant bond refunding that the University issued in 2020 – the 2020 series A bonds. The 2020A bonds refunded the 2011B, 2013A and 2014A bond series resulting in almost \$57 million in savings to then outstanding debt service. These savings were primarily realized in fiscal years 2020 through 2024. The yellow line on the graph indicates what debt service would have been without the savings from the 2020A bond refunding. Also note that, in fiscal year 2025, there is a \$10.5 million principal payment due on the Evansdale Campus – Upark Land acquisition loan. The University plans to refinance this loan and not pay this amount in 2025. Therefore, the University will not see an increase of \$10.5 million in debt service in 2025.

Finally, the University maintains an AA- rating from Fitch, an Aa3 rating from Moody's and an A rating from Standard & Poor's. Given the amount and types of investments WVU has made over the past decade and is currently considering, as well as the debt issued to accomplish those investments, it is likely that any additional capital investment by the University over the next decade will be very targeted. These projects also must be supported by a significant need, significant fundraising or grant support – or a combination of these three factors – with a focus on a return on investment.

Moreover, given the needed investment associated with the WVU Modernization Program, the needed continued investment in WVU employees and the needed investment in academic and research programs with significant growth potential, it is likely that the next several years of the University's life will not focus on significant capital projects. Instead, investment over the next several years will focus on reducing the amount of deferred maintenance existing on the University's campuses.

With this history and perspective in mind, WVU uses a comprehensive approach to fund capital projects. In its approach to future capital plans, the following funding sources are considered:

- /// Private support for projects;
- /// Grants;
- /// Internal investment from current operational cash or operational reserves;
- /// And debt financing.

Moving forward, capital projects should not significantly depend on debt financing. If debt is needed for a capital project, the University must consider debt capacity, debt affordability and its cost of capital as reflected by its credit rating.

The University works with a financial advisor and models debt capacity by analyzing required future debt service payments, forecasted operating results and anticipated debt issuances. The institution uses a five-year planning model to determine debt affordability based on overall revenues and expenses. This model considers the debt portfolio's current and future projected debt payments, projected enrollment, expected tuition increases and future salary and hiring plans. WVU also utilizes days of cash on hand in determining capital affordability. In determining the amount of annual spending on capital projects, including deferred maintenance, the University subtracts the principal on debt from depreciation to arrive at an annual spending limit which is also influenced by departmental fundraising.

WVU approaches the structure of the debt portfolio in a straightforward manner using primarily fixed-rate debt and structures resulting in overall level debt service payments. This approach provides predictability of payments and a portfolio that is simple to administer. The University does not use derivative instruments.

WVU's core principles for the debt portfolio are analyzing intergenerational equity and not deferring principal into the future excessively, matching the term of debt to the useful life of the asset and developing a predictable and consistent amortization schedule. In reviewing refunding or refinancing opportunities, the University strives to avoid extension of maturities beyond originally issued debt terms and generate debt service savings that result in a net present value savings of at least 3%.



Aiming to keep its cost of capital to a minimum, the University proactively engages rating agencies to maintain the highest rating possible resulting in the lowest possible cost of capital. In addition to debt capacity, debt affordability and its cost of capital considerations, WVU looks for opportunities to refinance its debt portfolio to recoup savings when market rates warrant. WVU measures this opportunity by calculating the net present value (NPV) savings of any contemplated refinancing. Refinancing with NPV savings exceeding 3% is beneficial financially.

The University will continue to utilize the previously mentioned principles to guide its capital financing for the next decade, including debt affordability and debt capacity coupled with a conservative capital structure. WVU will pursue innovative partnerships when additional resources are available and will be thoughtful of intergenerational equity as work continues with the WVU Modernization Program and the consideration of a Student Housing Master Plan, as well as other capital priorities.



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# APPENDIX

## Debt Summaries

**PUBLICLY ISSUED BONDS****1. HEPC System Debt 1998 Series A Bonds**

#	ORIGINAL ISSUE DATE	DEBT / NOTE ISSUANCE NAME / SUMMARY	DEBT TYPE	ORIGINAL AMOUNT	MATURITY DATES / AGREEMENT TERM	TOTAL INTEREST COSTS / EFFECTIVE INTEREST RATE	INTEREST TYPE	OUTSTANDING AS OF JUNE 30, 2023	LENDER / HOLDER OF NOTE
1	6/30/98	HEPC System Debt 1998 Series A Bonds	Public	\$55,025,000	2001 to 2028	5.05%	Fixed	\$16,410,000	HEPC

On behalf of WVU, the University of West Virginia Board of Trustees, the predecessor to HEPC, issued the 1998 Series A Bonds to finance construction of the Life Sciences Building; additions and renovations to Wise Library, Ag Sciences, Creative Arts, Evansdale Library and other Downtown Campus academic buildings.

**2. HEPC System Debt 2000 Series A Bonds**

#	ORIGINAL ISSUE DATE	DEBT / NOTE ISSUANCE NAME / SUMMARY	DEBT TYPE	ORIGINAL AMOUNT	MATURITY DATES / AGREEMENT TERM	TOTAL INTEREST COSTS / EFFECTIVE INTEREST RATE	INTEREST TYPE	OUTSTANDING AS OF JUNE 30, 2023	LENDER / HOLDER OF NOTE
2	6/30/00	HEPC System Debt 2000 Series A Bonds	Public	\$36,590,868	2012 to 2031	6.08%	Fixed	\$10,260,724	HEPC

On behalf of WVU, the University of West Virginia Board of Trustees, the predecessor to HEPC, issued the 2000 Series A Bonds to finance renovations to Oglebay, White and Brooks Hall, asbestos removal at the Coliseum, campus infrastructure upgrades including electrical, gas and steam, and renovations at Potomac State College including Shipper Library and Science Hall.

**3. WVU 2012 Series A Bonds**

#	ORIGINAL ISSUE DATE	DEBT / NOTE ISSUANCE NAME / SUMMARY	DEBT TYPE	ORIGINAL AMOUNT	MATURITY DATES / AGREEMENT TERM	TOTAL INTEREST COSTS / EFFECTIVE INTEREST RATE	INTEREST TYPE	OUTSTANDING AS OF JUNE 30, 2023	LENDER / HOLDER OF NOTE
3	7/26/12	WVU 2012 Series A Bonds	Public	\$13,270,555	2013 to 2042	4.67%	Fixed	\$10,331,095	Huntington/Phoenix Life

WVU issued the 2012 Series A Bonds to finance the acquisition of Suncrest Plaza.

**4. WVU 2013 Series B Bonds – Partial Refunding**

#	ORIGINAL ISSUE DATE	DEBT / NOTE ISSUANCE NAME / SUMMARY	DEBT TYPE	ORIGINAL AMOUNT	MATURITY DATES / AGREEMENT TERM	TOTAL INTEREST COSTS / EFFECTIVE INTEREST RATE	INTEREST TYPE	OUTSTANDING AS OF JUNE 30, 2023	LENDER / HOLDER OF NOTE
4	2/13/13	WVU 2013 Series B Bonds - Partial Refunding	Public	\$72,180,000	2013 to 2042	2.94%	Fixed	\$15,630,000	Publicly Underwritten

WVU issued the 2013 Series B Bonds to (a) advance refund a portion of the 2004 Series B and C Bonds with a then net present value savings of \$17.3 million, and (b) finance the acquisition of the Sunnyside property under University Place.

**5. WVU 2014 Series B Bonds**

#	ORIGINAL ISSUE DATE	DEBT / NOTE ISSUANCE NAME / SUMMARY	DEBT TYPE	ORIGINAL AMOUNT	MATURITY DATES / AGREEMENT TERM	TOTAL INTEREST COSTS / EFFECTIVE INTEREST RATE	INTEREST TYPE	OUTSTANDING AS OF JUNE 30, 2023	LENDER / HOLDER OF NOTE
5	10/1/14	WVU 2014 Series B Bonds	Public	\$79,050,000	2037 to 2042	4.47%	Fixed	\$79,050,000	Publicly Underwritten

WVU issued the 2014 Series B bonds to finance certain Athletics capital projects, including major renovations to both the stadium and Coliseum.

**6. WVU 2019 Series A Bonds**

#	ORIGINAL ISSUE DATE	DEBT / NOTE ISSUANCE NAME / SUMMARY	DEBT TYPE	ORIGINAL AMOUNT	MATURITY DATES / AGREEMENT TERM	TOTAL INTEREST COSTS / EFFECTIVE INTEREST RATE	INTEREST TYPE	OUTSTANDING AS OF JUNE 30, 2023	LENDER / HOLDER OF NOTE
6	9/25/19	WVU 2019 Series A Bonds	Public	\$85,840,000	2021 to 2049	3.08%	Fixed	\$82,935,000	Publicly Underwritten

WVU issued the 2019 Series A Bonds to finance a portion of the costs of the following: (a) the renovation of Hodges Hall, (b) the renovation and expansion of the facilities at Milan Puskar Stadium, and (c) the construction of Reynolds Hall.



**7. WVU 2019 Series B Bonds – Refunding**

#	ORIGINAL ISSUE DATE	DEBT / NOTE ISSUANCE NAME / SUMMARY	DEBT TYPE	ORIGINAL AMOUNT	MATURITY DATES / AGREEMENT TERM	TOTAL INTEREST COSTS / EFFECTIVE INTEREST RATE	INTEREST TYPE	OUTSTANDING AS OF JUNE 30, 2023	LENDER / HOLDER OF NOTE
7	9/25/19	WVU 2019 Series B Bonds - Refunding	Public	\$39,125,000	2037 to 2041	3.10%	Fixed	\$39,125,000	Publicly Underwritten

WVU issued the 2019 Series B Bonds to refund the 2014 Series C Bonds. The then net present value savings from this refunding was \$2.1 million. WVU issued the 2014 Series C Bonds to refund the 2011 Series C Bonds. WVU issued the 2011 Series C Bonds (in conjunction with the 2011 Series B Bonds) to finance the construction of the Agricultural Sciences Building, the Advanced Engineering Research Building, the CPASS Building, the Student Health Facility and payoff of lease purchase agreements in connection with the WVU Childcare Center, the East Wing of the Engineering Sciences Building, the Energy Performance Lease Phase II and the Energy Performance Lease Phase III.

**8. WVU 2020 Series A Bonds – Refunding**

#	ORIGINAL ISSUE DATE	DEBT / NOTE ISSUANCE NAME / SUMMARY	DEBT TYPE	ORIGINAL AMOUNT	MATURITY DATES / AGREEMENT TERM	TOTAL INTEREST COSTS / EFFECTIVE INTEREST RATE	INTEREST TYPE	OUTSTANDING AS OF JUNE 30, 2023	LENDER / HOLDER OF NOTE
8	3/10/20	WVU 2020 Series A Bonds - Refunding	Public	\$377,785,000	2022 to 2044	2.43%	Fixed	\$367,430,000	Publicly Underwritten

WVU issued the 2020 Series A Bonds to refinance the 2011 Series B Bonds, the 2013 Series A Bonds and the 2014 Series A Bonds.

- a. WVU issued the 2011 Series B Bonds to finance the projects listed above under the 2019 B Bond refunding that were also financed with the 2011 Series C Bonds.
- b. WVU issued the 2013 Series A Bonds. These bonds were issued to refund a portion of the WVU 2004 Series B and C Bonds and to finance the Animal Care Facility at HSC and the first phase of the PRT Modernization.
- c. WVU Issued the 2014 Series A Bonds to finance the second phase of the PRT Modernization.
- d. The then net present value savings from this refunding was \$53.959 million.

**9. WVU 2021 Series A Bonds**

#	ORIGINAL ISSUE DATE	DEBT / NOTE ISSUANCE NAME / SUMMARY	DEBT TYPE	ORIGINAL AMOUNT	MATURITY DATES / AGREEMENT TERM	TOTAL INTEREST COSTS / EFFECTIVE INTEREST RATE	INTEREST TYPE	OUTSTANDING AS OF JUNE 30, 2023	LENDER / HOLDER OF NOTE
9	5/27/21	WVU 2021 Series A Bonds	Public	\$25,670,000	2041 to 2044	3.07%	Fixed	\$25,670,000	Publicly Underwritten

WVU issued the 2021 Series A Bonds for the completion of the renovation of Hodges Hall and Phase 2 of the Health Science Center infrastructure plan.

**10. WVU 2021 Series B Bonds**

#	ORIGINAL ISSUE DATE	DEBT / NOTE ISSUANCE NAME / SUMMARY	DEBT TYPE	ORIGINAL AMOUNT	MATURITY DATES / AGREEMENT TERM	TOTAL INTEREST COSTS / EFFECTIVE INTEREST RATE	INTEREST TYPE	OUTSTANDING AS OF JUNE 30, 2023	LENDER / HOLDER OF NOTE
10	5/27/21	WVU 2021 Series B Bonds	Public	\$45,005,000	2036 to 2041	3.03%	Fixed	\$45,005,000	Publicly Underwritten

WVU issued the 2021 Series B Bonds for the completion of the renovation of facilities at Milan Puskar Stadium and construction of Reynolds Hall.

**PRIVATELY ISSUED BONDS****11. WVU 2011 Series A Bonds**

#	ORIGINAL ISSUE DATE	DEBT / NOTE ISSUANCE NAME / SUMMARY	DEBT TYPE	ORIGINAL AMOUNT	MATURITY DATES / AGREEMENT TERM	TOTAL INTEREST COSTS / EFFECTIVE INTEREST RATE	INTEREST TYPE	OUTSTANDING AS OF JUNE 30, 2023	LENDER / HOLDER OF NOTE
11	8/16/11	WVU 2011 Series A Bonds	Private	\$12,710,197	2011 to 2026	3.90%	Fixed	\$6,423,880	PNC Bank

WVU issued the 2011 Series A Bonds to finance the acquisition of a multi-story apartment complex known as “The Augusta on the Square” and other lots, buildings, houses and structures.

**12. WVU 2012 Series B Bonds**

#	ORIGINAL ISSUE DATE	DEBT / NOTE ISSUANCE NAME / SUMMARY	DEBT TYPE	ORIGINAL AMOUNT	MATURITY DATES / AGREEMENT TERM	TOTAL INTEREST COSTS / EFFECTIVE INTEREST RATE	INTEREST TYPE	OUTSTANDING AS OF JUNE 30, 2023	LENDER / HOLDER OF NOTE
12	12/13/12	WVU 2012 Series B Bonds	Private	\$4,800,000	2013 to 2032	2.51%	Variable	\$2,597,250	First United Bank & Trust

WVU issued the 2012 Series B to finance the acquisition of the Square at Falling Run/Loop.

**13. WVU 2016 Series A Bonds**

#	ORIGINAL ISSUE DATE	DEBT / NOTE ISSUANCE NAME / SUMMARY	DEBT TYPE	ORIGINAL AMOUNT	MATURITY DATES / AGREEMENT TERM	TOTAL INTEREST COSTS / EFFECTIVE INTEREST RATE	INTEREST TYPE	OUTSTANDING AS OF JUNE 30, 2023	LENDER / HOLDER OF NOTE
13	6/29/16	WVU 2016 Series A Bonds	Private	\$20,000,000	2017 to 2046	1.75%	Variable	\$15,593,040	United Bank

WVU issued the 2016 Series A Bonds to finance Phase 1 of the Health Science Center infrastructure plan.

**14. WVU 2020 Series B Bonds**

#	ORIGINAL ISSUE DATE	DEBT / NOTE ISSUANCE NAME / SUMMARY	DEBT TYPE	ORIGINAL AMOUNT	MATURITY DATES / AGREEMENT TERM	TOTAL INTEREST COSTS / EFFECTIVE INTEREST RATE	INTEREST TYPE	OUTSTANDING AS OF JUNE 30, 2023	LENDER / HOLDER OF NOTE
14	8/6/20	WVU 2020 Series B Bonds	Private	\$12,500,000	2020 to 2035	2.21%	Fixed	\$10,440,272	United Bank

WVU issued the 2020 Series B Bonds to finance the costs of improvements to Milan Puskar Stadium and the Coliseum, primarily video, sound and lighting upgrades at both facilities.

**15. WVU 2022 Series A Bonds**

#	ORIGINAL ISSUE DATE	DEBT / NOTE ISSUANCE NAME / SUMMARY	DEBT TYPE	ORIGINAL AMOUNT	MATURITY DATES / AGREEMENT TERM	TOTAL INTEREST COSTS / EFFECTIVE INTEREST RATE	INTEREST TYPE	OUTSTANDING AS OF JUNE 30, 2023	LENDER / HOLDER OF NOTE
15	8/14/22	WVU 2022 Series A Bonds	Private	\$20,000,000	2022 to 2036	2.60%	Fixed	\$19,425,000	JPMorgan Chase Bank

WVU issued the 2022 Series A Bonds to finance the design, acquisition, construction and equipment of certain capital improvements as part of the annual capital improvements program, as follows:

- a. Renovations to Field Hall;
- b. Coliseum Parking Lot Paving;
- c. IT Data Center Capital Project;
- d. IT Network Capital Project;
- e. Mon Boulevard Rockfall Remediation Project; and
- f. Miscellaneous Minor Capital Projects.

**16. WVU 2023 Series A Bonds.**

#	ORIGINAL ISSUE DATE	DEBT / NOTE ISSUANCE NAME / SUMMARY	DEBT TYPE	ORIGINAL AMOUNT	MATURITY DATES / AGREEMENT TERM	TOTAL INTEREST COSTS / EFFECTIVE INTEREST RATE	INTEREST TYPE	OUTSTANDING AS OF JUNE 30, 2023	LENDER / HOLDER OF NOTE
16	5/23/23	WVU 2023 Series A Bonds	Private	\$56,500,000	2023 to 2038	4.95%	Fixed	\$56,500,000	United Bank

WVU issued the 2023 Series A Bonds to finance the first phase of the ERP Modernization Program and the design, acquisition, construction and equipment of certain capital improvements as part of the annual capital improvements program, as follows:

- a. Jackson’s Mill Water, Sewer, and Infrastructure Upgrades;
- b. Renovations to Field Hall;
- c. Renovations to Chitwood Hall;
- d. CAC Clay Center Theatre Lighting; and
- e. Miscellaneous Minor Capital Projects.

**PRIVATELY ISSUED DEBT / CAPITAL LEASES**

**17. Energy Performance Lease**

#	ORIGINAL ISSUE DATE	DEBT / NOTE ISSUANCE NAME / SUMMARY	DEBT TYPE	ORIGINAL AMOUNT	MATURITY DATES / AGREEMENT TERM	TOTAL INTEREST COSTS / EFFECTIVE INTEREST RATE	INTEREST TYPE	OUTSTANDING AS OF JUNE 30, 2023	LENDER / HOLDER OF NOTE
17	12/29/11	Energy Performance Lease	Private	\$9,194,540	2013 to 2026	2.74%	Fixed	\$2,708,795	Suntrust Equipment Fin & Leasing Corp

In 2007, WVU entered into an arrangement with Siemens to perform a multi-phase energy performance improvement project at WVU’s campuses. In 2011, WVU financed Phase IIIB of the project.

**18. TIF District Guaranty – Loop Commitment**

#	ORIGINAL ISSUE DATE	DEBT / NOTE ISSUANCE NAME / SUMMARY	DEBT TYPE	ORIGINAL AMOUNT	MATURITY DATES / AGREEMENT TERM	TOTAL INTEREST COSTS / EFFECTIVE INTEREST RATE	INTEREST TYPE	OUTSTANDING AS OF JUNE 30, 2023	LENDER / HOLDER OF NOTE
18	12/13/12	TIF District Guaranty-Loop Commitment	Private	\$2,520,000	2012 to 2032	0.00%	NA	\$1,200,000	First United Bank & Trust

In 2012, as part of the acquisition of the Square at Falling Run/Loop (see the WVU 2012 Series B Bonds above), WVU entered into an agreement regarding a Tax Incremental Financing (TIF) District Guaranty wherein WVU would make annual payments through 2033 to First United Bank & Trust.

**19. Health Sciences Center**

#	ORIGINAL ISSUE DATE	DEBT / NOTE ISSUANCE NAME / SUMMARY	DEBT TYPE	ORIGINAL AMOUNT	MATURITY DATES / AGREEMENT TERM	TOTAL INTEREST COSTS / EFFECTIVE INTEREST RATE	INTEREST TYPE	OUTSTANDING AS OF JUNE 30, 2023	LENDER / HOLDER OF NOTE
19	12/6/12	Health Sciences Center	Private	\$22,111,564	2013 to 2037	5.56%	Fixed	\$14,704,983	United Bank

In 2013, WVU refinanced several loan agreements with several WV economic development authorities that were originally issued in 2005 which financed the expansion of the Blanchette Rockefeller Neurosciences Research Center, construction of the BioMedical and Cancer Research Facility, renovation to laboratory facilities in the Health Sciences Center and construction of an addition to the HSC Learning Center Library.

**20. Evansdale Campus – UPark Land**

#	ORIGINAL ISSUE DATE	DEBT / NOTE ISSUANCE NAME / SUMMARY	DEBT TYPE	ORIGINAL AMOUNT	MATURITY DATES / AGREEMENT TERM	TOTAL INTEREST COSTS / EFFECTIVE INTEREST RATE	INTEREST TYPE	OUTSTANDING AS OF JUNE 30, 2023	LENDER / HOLDER OF NOTE
20	8/28/14	Evansdale Campus - Upark Land	Private	\$13,250,000	2014 to 2024	3.95%	Fixed	\$10,846,414	WesBanco Bank Inc

In 2014, WVU financed the acquisition of the land where University Park now exists.

Board Meeting Materials - Approval of Minutes

21. Mon County Ballpark

#	ORIGINAL ISSUE DATE	DEBT / NOTE ISSUANCE NAME / SUMMARY	DEBT TYPE	ORIGINAL AMOUNT	MATURITY DATES / AGREEMENT TERM	TOTAL INTEREST COSTS / EFFECTIVE INTEREST RATE	INTEREST TYPE	OUTSTANDING AS OF JUNE 30, 2023	LENDER / HOLDER OF NOTE
21	6/30/15	Mon County Ballpark	Private	\$407,222	2015 to 2044	1.58%	Fixed	\$335,118	Monongalia County Commission

In 2015, WVU entered into a contract with Monongalia County to lease the property and the baseball park.

22. Beckley Campus

#	ORIGINAL ISSUE DATE	DEBT / NOTE ISSUANCE NAME / SUMMARY	DEBT TYPE	ORIGINAL AMOUNT	MATURITY DATES / AGREEMENT TERM	TOTAL INTEREST COSTS / EFFECTIVE INTEREST RATE	INTEREST TYPE	OUTSTANDING AS OF JUNE 30, 2023	LENDER / HOLDER OF NOTE
22	12/22/17	Beckley Campus	Private	\$42,000,000	2020 to 2057	4.45%	Fixed	\$40,397,379	Wells Fargo Trust Company, N.A.

In 2017, WVU financed the purchase of the WVU Institute of Technology's new home in Beckley, WV.

23. Energy Performance Lease

#	ORIGINAL ISSUE DATE	DEBT / NOTE ISSUANCE NAME / SUMMARY	DEBT TYPE	ORIGINAL AMOUNT	MATURITY DATES / AGREEMENT TERM	TOTAL INTEREST COSTS / EFFECTIVE INTEREST RATE	INTEREST TYPE	OUTSTANDING AS OF JUNE 30, 2023	LENDER / HOLDER OF NOTE
23	3/13/19	Energy Performance Lease	Private	\$4,715,377	2020 to 2033	3.61%	Fixed	\$3,849,058	Siemens Public, Inc.

In 2007, WVU entered into an arrangement with Siemens to perform a multi-phase energy performance improvement project at WVU's campuses. In 2019, WVU financed Phase IIID of the project.

24. IT Equipment

#	ORIGINAL ISSUE DATE	DEBT / NOTE ISSUANCE NAME / SUMMARY	DEBT TYPE	ORIGINAL AMOUNT	MATURITY DATES / AGREEMENT TERM	TOTAL INTEREST COSTS / EFFECTIVE INTEREST RATE	INTEREST TYPE	OUTSTANDING AS OF JUNE 30, 2023	LENDER / HOLDER OF NOTE
24	6/30/21	IT Equipment	Private	\$1,171,500	2021 to 2023	1.29%	Fixed	\$395,506	Sun Management

In 2021, WVU leased IT equipment and software necessary to provide firewall protection and remote access (VPN) for students, faculty and staff.

25. IT Equipment

#	ORIGINAL ISSUE DATE	DEBT / NOTE ISSUANCE NAME / SUMMARY	DEBT TYPE	ORIGINAL AMOUNT	MATURITY DATES / AGREEMENT TERM	TOTAL INTEREST COSTS / EFFECTIVE INTEREST RATE	INTEREST TYPE	OUTSTANDING AS OF JUNE 30, 2023	LENDER / HOLDER OF NOTE
25	6/30/21	IT Equipment	Private	\$695,734	2021 to 2025	3.56%	Fixed	\$328,128	Dell Financial Services LLC

In 2021, WVU entered into a licensing agreement necessary to provide firewall protection and remote access (VPN) for students, faculty and staff.



WVU is an EEO/Affirmative Action Employer - Minority/Female/Disability/Veteran

**WEST VIRGINIA UNIVERSITY BOARD OF GOVERNORS**  
**Meeting of September 15, 2023**

- ITEM:** Report of Real Property Transactions –  
Fourth Quarter of FY 2023
- INSTITUTION:** West Virginia University
- COMMITTEE:** Full Board
- RECOMMENDATION:** Informational
- STAFF MEMBER:** Gary Furbee, II  
Deputy General Counsel & Exec. Dir. of Real Estate Operations
- BACKGROUND:** Pursuant to Section 2.3 of BOG Finance and Administration Rule 5.1, a report of all leases and transfers of real property shall be presented to the Board at least quarterly.

**Completed and Pending Acquisition(s) or Disposition(s)**

- Pursuant to authorization granted on April 23, 2021, the University sold 1.411 acres in Star City, Monongalia County, West Virginia on June 29, 2023.
- Pursuant to authorization granted on April 21, 2023, the University purchased 107 West Virginia Street, in Beckley, West Virginia. The transaction closed on May 18, 2023.
- Pursuant to standing authority renewed on December 16, 2022, the University transferred a vacant land (Tax Map 3B, Parcels 2 and 3, in Montgomery Corporation District) to the State Armory Board on May 25, 2023. The University has also granted a first right of refusal to the State Armory Board on a dwelling of real estate (Tax Map 3B, Parcel 6, in Montgomery Corporation District).
- Pursuant to standing authority renewed on June 23, 2023, the University in the process of leasing and eventually transferring certain parcels of vacant land located in Montgomery, WV, to the City of Montgomery.

**Other Real Property Transactions (e.g., Leases and Easements)**

Attached is a two-part report summarizing the real property agreements which were executed or became effective in the previous fiscal quarter.

## REPORT OF REAL PROPERTY TRANSACTIONS\* – PART 1: Q4, FY 22-23, FROM WVU TO A THIRD PARTY

Date of Agreement	Type of Agreement*	Lessee / Grantee / Licensee	Location	Term End	Space / Description
4/1/2023	Farm License Agreement	Charles Ware	Kearneysville, WV	12/31/2028	Use of portions of the Kearneysville, WV Tree Fruit Research and Education Center
6/8/2023	First Amendment to Lease Agreement	City of Montgomery	Montgomery, WV	Until Terminated	Vacant land associated with the former WVU Tech Campus in Montgomery, WV

\* Unless otherwise noted, WVU Finance and Administration BOG Rule 5.1 did not require prior authorization or approval by the Board.

## REPORT OF REAL PROPERTY TRANSACTIONS\* – PART 2: Q4, FY 22-23, TO WVU FROM A THIRD PARTY

Date of Agreement	Type of Agreement*	WVU Program	Planned Use	Lessor / Grantor	Location	Term End	Space / Description
4/1/2023	(WVU-340) Lease Renewal	Institute for Community & Rural Health	Housing for community based clinical experiences	North Star Rentals LLC	487 Crowfield Circle, Apt. B, Lewisburg, WV	Until Terminated	Residential apartment

\* Unless otherwise noted, WVU Finance and Administration BOG Rule 5.1 did not require prior authorization or approval by the Board.



**WEST VIRGINIA UNIVERSITY BOARD OF GOVERNORS**  
**Meeting of September 15, 2023**

**ITEM:** Educational Materials 2022-2023 Report

**INSTITUTION:** West Virginia University

**COMMITTEE:** Full Board

**RECOMMENDATION:** Information Only

**STAFF MEMBER:** Evan Widders, Associate Provost for Undergraduate Education

**BACKGROUND:** In compliance with BOG Governance Rule 1.12: Educational Materials - wherein Section 2.2 provides that “At least annually, the Board shall be provided with a summary report, for the prior fiscal year, regarding the progress of, and compliance with, the matters outlined in this Rule” Associate Provost Evan Widders will provide to the WVU Board of Governors a report of WVU’s efforts to improve educational materials affordability for the academic year 2022-2023. Details of WVU’s efforts can be found in the 2022-2023. *Educational Materials Report* (attached).

# EDUCATIONAL MATERIALS 2022-2023 REPORT

West Virginia University System

## West Virginia University System Educational Materials Report 2022-2023

### West Virginia Board of Governors Rule 1.12 Educational Materials

#### West Virginia Higher Education Policy Commission

#### Title 133, Series 51 Bookstores and Textbooks

### 1. **BOG Rule 1.12 Section 1 (Effective July 2019)**

*1.1 The purpose of this Rule is to ensure that appropriate, high quality, and affordable Educational Materials are selected for courses offered by the University. Accordingly, this Rule outlines the guiding principles for the selection, adoption, use, sale, and delivery of Educational Materials.*

#### **Compliance with BOG Rule 1.12 Section 1**

The West Virginia University System fully supports the goals of BOG Rule 1.12. To create further transparency and facilitate compliance, in 2022 the Office of the Provost began collecting and documenting all Educational Affordability Initiatives at <https://provost.wvu.edu/projects-and-initiatives/educational-materials-affordability>. The linked website contains a detailed list of initiatives undertaken by the university relevant to the BOG Rule.

### 2. **BOG Rule 1.12 Section 2: Textbook and Educational Materials Committee; Reporting**

**2.1 Committee.** *The President shall appoint an Educational Materials Committee (“Committee”) which shall:*

**2.1.1** *Meet periodically, but at least annually.*

**2.1.2** *Advise the President and Board on Educational Materials affordability issues and initiatives.*

**2.1.3** *Consistent with Section 3 of this Rule, establish formal selection guidelines and periodically update the guidelines to address emerging technologies or new strategies which address the affordability of Educational Materials.*

**2.1.4** *Initiate educational opportunities regarding the affordability of Educational Materials and selection, including, but not limited to, open textbooks and open educational resources.*

**2.2 Reporting.** *At least annually, the Board shall be provided with a summary report, for the prior fiscal year, regarding the progress of, and compliance with, the matters outlined in this Rule.*

#### **Compliance with BOG Rule 1.12 Section 2**

The Educational Materials Executive Committee met two times during the 22-23 Academic Year to facilitate new and continuing initiatives. The Educational Materials Committee works in conjunction with Educational Materials working groups including the Open Educational Resource Faculty Development and Advocacy Committee, the Open Educational Resource Grant and Textbook Review Committees, and the Faculty Senate Academic Technology Committee. The current report is one outcome of these committees' efforts.

### **3. BOG RULE 1.12 Section 3: Selection of Guideline Requirements**

**3.1** *The guidelines for the selection of Educational Materials shall, at a minimum:*

- 3.1.1** *Ensure appropriate, high quality course materials are selected by course instructors.*
- 3.1.2** *Establish firm deadlines for the selection of Educational Materials so that students have timely access to affordable course materials.*
- 3.1.3** *Ensure certain basic Educational Materials will be utilized for a reasonable number of consecutive years without new or updated editions being adopted, or selection of Educational Materials where earlier editions are easily and appropriately utilized in courses.*
- 3.1.4** *Encourage and incentivize the use of emerging technologies, such as electronic textbooks, online textbooks, print-on-demand services, and other open source materials.*
- 3.1.5** *Prohibit Employees from profiteering by requiring the purchase of one-time use materials (such as worksheets) or receiving payment or other consideration as an inducement for requiring students to purchase particular Education Materials.*

#### **Compliance with BOG Rule 1.12 Section 3**

The Provost's Office routinely distributes information to the faculty, both directly and via the academic deans, regarding educational materials. A reminder letter that details the importance of timely educational material selection is sent to the faculty every fall and spring semester in advance of the educational material selection deadlines. The WVU Bookstore also follows up with faculty who have not submitted their educational material selections in a timely fashion.

#### *Educational Materials Selection Guidelines*

WVU's educational material selection guidelines are posted on the Provost's website and outline strategies to keep educational materials affordable for students. The guidelines address the use of earlier editions of educational materials, the customization of educational materials, deadlines for educational material selection, the receipt of payment or other benefit as an inducement for requiring a specific textbook, and the written provision of information by educational material publishers when soliciting an employee of the WVU Board. Committee discussions with departments delivering large-scale instruction indicate that many have adopted affordability as a key standard in their decisions on educational resource adoption and that the number of traditional textbooks required for student purchase is declining.

<https://provost.wvu.edu/projects-and-initiatives/educational-materials-affordability/faculty-resources/guidelines-for-assigning-textbooks>

#### *Default Selection of Educational Materials*

Implemented in Fall 2012, the educational material default selection procedure stipulates that the WVU Bookstore notify department chairs of departmental courses without educational material selections after the educational material selection deadline so that the department

chair can apply the default educational material selection procedure. Each department, college, or school establishes its own default procedure and forwards that procedure to the Office of the Provost. If an educational material selection has not been made, and the department, college, or school has no default procedure in place, the university-wide default procedure is applied and course materials that were used the last time that the course was offered are reordered.

#### **4. BOG RULE 1.12 Section 4: Bookstore Operations and Information Availability**

- 4.1 Each campus of the University shall have a bookstore, which may be operated by a vendor, and all moneys derived from the operation of a campus bookstore shall be handled in accordance with state law.*
- 4.2 Campus bookstores should take reasonable steps to minimize the costs to students of purchasing Educational Materials, but in so doing, shall charge prices in accordance with state law.*
- 4.3 When the selection process is complete, and Educational Materials are designated for order, the University, or its selected bookstore vendor, shall, in accordance with state and federal law, provide to students a listing of required or assigned Educational Materials for any course offered at the University.*

#### **Compliance with BOG Rule 1.12 Section 4.**

The WVU system is in full compliance with BOG Rule 1.12 Sections 4.1, 4.2, and 4.3. To further improve transparency and cost efficiencies for students, the WVU Bookstore has adopted an online educational material adoption platform for faculty, the Adoption and Insights Portal (AIP). The software also has improved functionality for adopting OER software. AIP allows faculty members to research and adopt course materials, compare educational material costs, identify format availability prior to adoption, read product reviews, and review past educational material adoptions.

#### **5. Open Educational Resources (OER) Initiatives**

The WVU System is actively pursuing opportunities to encourage faculty and departments to adopt Open Educational Resources (OER) in their courses. OER is a general term describing a variety of different learning materials including textbooks, online modules, videos, and other resources. These resources are either in the public domain or have open “Creative Commons” licensing which permits their free distribution. Over the past few years, these resources have become widely acknowledged as a legitimate alternative to commercial educational materials.<sup>1</sup>

WVU has encouraged faculty to review and possibly adopt OER resources in their courses. For an overview of OER initiatives at WVU, please see: <https://library.wvu.edu/initiatives/oer/initiatives>.

More recently, WVU has also added an OER material marking to its schedule of courses. If the course utilizes an OER resource, the instructor is asked to mark the course and then this marking is visible to students when they view the schedule of classes. The WVU Libraries and Teaching and Learning Commons have been particularly active in this effort.

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<sup>1</sup> For a meta-analysis of the value and quality of OER resources, see, for example, Virginia Clinton and Shafiq Khan, *Efficacy of Open Textbook Adoption on Learning Adoption and Course Withdrawal Rates: A Meta-Analysis*, 2019.

Other OER initiatives:

- A. WVU Libraries and Teaching and Learning Commons Open Educational Resources Grant continued for AY 22-23. See: <https://library.wvu.edu/oer/initiatives/grant>

The grant is open to all instructors from the WVU campuses. It is meant to encourage instructors to innovate by finding new and more affordable ways to provide learning materials through OER. Mini grants ranging between \$300.00 and \$500.00 dollars are available to facilitate the adoption of OER in larger courses. Larger grants are offered for instructors who would prefer to author their own OER for adoption in their classes.

- B. Additional grants for the adoption of OER are offered by HEPC through the Open Learning West Virginia grant opportunity. See: <https://wvclimb.com/grants/>

For AY 22-23 AY, 13 faculty at the main campus received \$13,000 in \$1,000 awards. 4 faculty at the two regional campuses received \$4,000 in \$1,000 awards. These awards have resulted in substantial increase in our courses that assign open educational resources.

- C. The WVU Library assists instructors who are interested in adopting OER. These include links to the most popular OER collections and an OER adoption guide webpage.

- D. The library offers an Open Textbook Review workshop each year. After the workshop, faculty are asked to write a short review of an open textbook which can benefit other faculty considering open textbooks in the discipline. Each participant receives a \$200 stipend for completing the review.

- E. The Barnes & Noble Bookstore now allows students to search for classes that have adopted OER.

More information on these initiatives, and detailed instructions on making use of these resources, can be found on the Provost Educational Materials Website at <https://provost.wvu.edu/projects-and-initiatives/educational-materials-affordability>

### **7. Course Marking Initiative**

In compliance with [HB 2853](#) mandating expansion of Open Education Resources (OER), the West Virginia Higher Education Policy Commission is requiring all West Virginia public colleges and universities to implement a course cost-marking system. A November 2021 [memo to provosts and registrars](#) provides more detail on that expectation. In Fall 2022, WVU began publicizing the availability of “no-cost” and “low-cost” course sections directly within the course schedule. This process has continued each semester, with continual improvements to compliance and the number of offerings.

The available course section designations are defined at WVU as follows:

- **NOC (No-Cost Section)** - All required instructional materials (with the exception of proctoring and lab fees) are available to students at no additional cost beyond tuition. These materials may include open educational resources, materials available through the library (including course

reserves), access to content made available by the department, and other freely available and copyright-compliant online resources.

- **LOWC (Low-Cost Section)** - All required instructional materials (with the exception of proctoring and lab fees) can be purchased for a total expected cost of \$75.00 or less based on “University bookstore pricing.” This includes textbooks, academic technologies and access to publisher content expected to be purchased by the student. Unless the entire class is renting or leasing a book, please use the cost of a new textbook in your calculations.
- **OER (Open Educational Resources)** - All required instructional materials hold an open license or reside in the public domain. For more information, see [the WVU Library OER website](#). For assistance in identifying OER resources, please consult your subject matter library liaison.

### **8. Educational Affordability Website**

The new educational Materials Affordability Website contains webpages for students, faculty, and administrators. It links to relevant rules and memos, grant opportunities, and instructions for course marking and searching for no- and low-cost courses. The website documents the WVU System’s compliance with BOG Rule 1.12 and ensures that students, faculty, and administrators have ready access to our educational materials initiatives and policies.

<https://provost.wvu.edu/projects-and-initiatives/educational-materials-affordability>

### **9. Student Registration Integration**

Student Financial Services has added Registration Integration to the student registration software (STAR). This integration helps ensure timely access to educational resources and enables students to easily pay for their required course materials with financial aid. Students using Registration Integration are able purchase the materials for their enrolled courses simply and easily using the funds in their student accounts.

Additionally, the bookstore allows for easy search and price comparison of required and optional educational materials and other course resources. Students are provided with transparent pricing with rental, digital, used, and new book prices listed.

### **10. New Initiative for AY 23-24: First Day Complete**

WVU is in negotiations with Barnes and Noble to offer “First Day Complete” to undergraduate students. First Day Complete is a course material model where students are provided with all of their books based on a flat rate. By contracting all educational materials through Barnes and Noble, the bookstore can deliver materials at a lower cost to students before classes start. Students benefit both by the lower cost and by receiving the books early. The bookstore benefits through volume. There is some evidence that this model increases student success.

Students who do not wish to participate in First Day Complete can opt out. Faculty can continue to select materials across all publishes and in any format. Over 100 campuses currently participate in First Day Complete.

Tentative planning is for a Fall 2024 pilot and then subsequent roll out to all undergraduate students.

First Day Complete FAQ:

- **How does FDC benefit students?**
  - Students will see an overall decrease in course material costs.
  - Students will have access to all necessary/required course material on or before the first day of classes.
  - Immediate availability of course material generally provides great academic success.
  - Students and parents are provided total price transparency in course materials.
  - Ease of receiving course materials. Personalized student packages are prepared for the student in advance of receipt.
- **How does FDC assist the faculty?**
  - Faculty retains the freedom to choose any course material they desire for their classes.
  - Students will be prepared on “day one” of classes with the proper course material.
  - There will be no change to the current structure the faculty uses to select course material.
- **How does the “opt out” process work?**
  - Full price transparency is provided to students based on their course material requirements.
  - The “Opt-Out” link can be provided in several places – Barnes & Noble will work with WVU to provide an understandable and easy selection process for the students.
  - The process may be integrated as a link in Star Banner.
  - Barnes & Noble will provide communication material which explains the program and the process to students, parents, and faculty.
- **Are books owned or rented?**
  - Rented and returned at the end of the semester.
- **At other universities, how many students tend to “opt out”?**
  - Nationally, approximately 80% of students choose to utilize the FDC program.



**WEST VIRGINIA UNIVERSITY BOARD OF GOVERNORS**  
**Meeting of September 15, 2023**

**ITEM:** Organizational (Departmental) Change at the West Virginia University School of Medicine: The WVU School of Medicine is creating a Department of Hematology & Oncology

**INSTITUTION:** West Virginia University

**COMMITTEE:** Full Board

**RECOMMENDATION:** Informational

**STAFF MEMBERS:** Dr. E. Gordon Gee  
President

Maryanne Reed  
Provost and Vice President for Academic Affairs

**BACKGROUND:** WVU BOG Governance Rule 1.2, Section 2.1 – 2.2 provides that “the President may, for purposes of organizational efficiency or other administrative or academic purposes, implement changes in the administrative and academic structures of the University or within the organization of colleges, schools, divisions, departments, or other administrative units. The president of the institution shall inform the Board of Governors of any such change prior to its implementation.”

The WVU School of Medicine plans to reorganize its academic structure by establishing a Department of Hematology & Oncology. To accomplish this restructuring, the Section of Hematology and Oncology will move from the Department of Medicine to form the new Department of Hematology & Oncology. This department will be part of the West Virginia University Cancer Institute, like the Department of Radiation Oncology and the proposed Department of Cancer Prevention and Control.

The new department will encompass physicians and advanced practice providers (APPs) in Morgantown and the 15 existing WVU Cancer Institute (WVUCI) sites across the state and region. Nearly all these sites are staffed by University Health Associates (UHA) faculty and are considered integral and vital to the success of the WVUCI and its mission to improve cancer access and outcomes. As the WVUCI continues to expand, with the implicit goal of providing cancer care closer to home, there are at least three additional sites that will be built in the next 12-18 months, one of which will be at Thomas Memorial Hospital in Charleston, WV.

Currently, the Section of Hematology & Oncology is comprised of 20 physician faculty members the Mary Babb Randolph Cancer Center. In addition, there are 2 physician faculty at Camden Clark Medical Center , 4 physician faculty at Wheeling Hospital , 1 physician faculty for Garrett Regional, Potomac Valley, and Grant Memorial Hospital , 4 physician faculty at Berkeley Medical Center , and open physician faculty positions at Princeton Community Hospital (2), Potomac Valley/Grant Memorial (1), Reynolds (1), Camden Clark Medical Center (1), Thomas Memorial Hospital (2), Berkeley Medical Center (1), Uniontown Hospital (2), Morgantown (2) for a total of 43 faculty physicians. The section is also comprised of 39 Advanced Practice Providers (APPs) across the WVUCI network that are integral to care delivery at our academic hub, larger regional network sites, and our critical access hospitals.

The newly formed Department of Hematology & Oncology will be dedicated to continued growth across our tripartite mission of clinical care, education, and research.

- Clinical Care – We estimate the WVU Cancer Institute sees approximately 50% of the new cancers diagnosed each year in the state of West Virginia. WVU CI sites (MBRCC, United Hospital Center, St. Joseph’s Hospital, Berkeley Medical Center, Jefferson Medical Center, Potomac Valley Hospital, Uniontown Hospital, Reynolds Memorial Hospital, Camden Clark Medical Center, and Princeton Community Hospital) saw 6479 analytic cases (diagnosed and first course of treatment) in 2022 of which 2907 were at MBRCC in Morgantown. In 2022 there were 139,234 patient visits, 119,284 infusions, and 3,752 mobile screenings at the WVU Cancer Institute. MBRCC is a quaternary cancer center and holds the states only Transplant and Cellular Therapy (TCT) program, the only Hyperthermic Intraoperative Peritoneal Chemotherapy (HIPEC) program, and others. To continue to engage and deliver care across the WVU Health System and the WVUCI, the number of physician faculty and physician extenders will need to grow rapidly.
- Education – The newly formed Department of Hematology & Oncology will continue to educate highly competent Hematology/Oncology Fellows. While this program will remain within the Department of Internal Medicine Graduate Medical Education, the faculty of the new department will be committed and engaged in Fellow education, professional development, and mentorship.
- Research – The WVU Cancer Institute is committed to foundational, translational, and clinical research. Faculty in the Division of Hematology & Oncology are the backbone of the cancer clinical trials of the WVUCI. There are currently over 100 clinical trials with over 100 scientific publications. The newly formed Department of Hematology & Oncology will build upon the current successes to rapidly increase the number and types of trials, regional site involvement, and increase in investigator initiated clinical trials. The goal will be for greater than 10% of eligible patients treated at WVUCI to participate in interventional clinical trials.
- Service – The WVU Cancer Institute recognizes and supports the land grant mission of West Virginia University. As such, our mission reflects that of the Universities with our dedication to reaching as many West Virginians as possible and bringing cancer care close to home. Our small cancer and infusion services in critical care and small community hospitals enrich the communities as well as work toward mitigating the inequities of cancer care delivery in our state.

This Hematology & Oncology department will build on established and highly successful programs in the Cancer Institute and will utilize the already existing administrative infrastructure with some need for expansion.

To meet the critical and growing need for cancer care and research in West Virginia communities, the goal is to train future researchers, health care professionals, implementation staff, and students in an environment that fosters and cultivates inclusion, creativity, innovation, professionalism, and academic excellence. This department will provide programming and resources that serve the people of the state and fulfill the land-grant mission of the institution. The incorporation of the Department of Hematology & Oncology into the School of Medicine will benefit our population by: (1) improving cancer outcomes for West Virginians and the surrounding region; (2) addressing health equity issues; (3) providing cutting edge treatment closer to home; (4) increasing programs across the cancer continuum from etiology and risk factors to prevention, early detection, and survivorship; (5) increasing research footprint to address gaps in knowledge and promote synergy with ongoing research; (6) building on successful programs and increasing clinical trial enrollment ; (7) and increasing grant funding.

The initial financial support for this new department will be an administrative supplement to the Chair provided by the funds specified for National Cancer Institute designation (\$50M that was provided to the Cancer Institute by the state of WV) and the WVU Medicine WV Health System.

WVU BOG Governance Rule, Section 2.3, provides that “the president’s written notification to the Board of Governors . . . shall confirm that, when appropriate, elected faculty, classified staff, student representatives and/or organizations were consulted prior to implementing any organizational change.

Such consultation did occur with the appropriate representatives that are affected by this change. A task force including representatives comprised of faculty and leadership from the School of Medicine established a working plan for this transition. The Task Force members included: Hannah Hazard-Jenkins, MD, FACS; Director, WVU Cancer Institute; Courtney DeVries-Nelson, PhD; Deputy Director WVU Cancer Institute; Edward Harrison, MBA, BA; Vice-President, Clinical Services, WVU Cancer Institute; Stephenie Kennedy-Rea, EdD; Cancer Prevention and Control Director, WVU Cancer Institute. The plan for transition to an academic department was approved by the following leadership Clay Marsh, MD; Chancellor and Executive Dean for WVU Health Sciences; Nathan Lerfald, MD; Chair, Department of Medicine; Mohammad Almubarak, MD; Associate Professor and Interim Section Chief, Hematology/Oncology; and Albert Wright, PharmD; President and CEO of WVU Health System, Michael Edmond, MD CMO WVU Health System.

The founding chair of the new Department of Hematology & Oncology will report to the Dean of the School of Medicine, currently the Chancellor of the Health Sciences Center and Executive Dean for Health Sciences, and the Director of the WVU Cancer Institute. As the Cancer Institute moves toward NCI-designation the development of a Department of Hematology & Oncology within the School of Medicine is critical in meeting this goal. The effective date for the new department is January 1, 2024.

**WEST VIRGINIA UNIVERSITY BOARD OF GOVERNORS**  
**Meeting of September 15, 2023**

**ITEM:** Organizational (Departmental) Change at the West Virginia University School of Medicine: The WVU School of Medicine is creating a Department of Cancer Prevention and Control

**INSTITUTION:** West Virginia University

**COMMITTEE:** Full Board

**RECOMMENDATION:** Informational

**STAFF MEMBERS:** Dr. E. Gordon Gee  
President

Maryanne Reed  
Provost and Vice President for Academic Affairs

**BACKGROUND:** WVU BOG Governance Rule 1.2, Section 2.1 – 2.2 provides that “the President may, for purposes of organizational efficiency or other administrative or academic purposes, implement changes in the administrative and academic structures of the University or within the organization of colleges, schools, divisions, departments, or other administrative units. The president of the institution shall inform the Board of Governors of any such change prior to its implementation.”

The WVU Cancer Institute is creating a Department of Cancer Prevention and Control (CPC) to (1) expand services to our patients and communities, (2) provide the highest level of educational experiences for learners and trainees, and (3) engage in scholarship in the field of cancer prevention and control implementation and research.

As the Cancer Institute moves toward NCI-designation the development of a Department of Cancer Prevention and Control within the School of Medicine is critical in meeting this goal. The departmental faculty will provide additional workforce needed to generate the grant dollars required for NCI designation.

This department will be unique, compared to other CPC departments compared to other CPC departments located in medical schools across the country, in that it will focus on 1) cancer etiology and risks, 2) community engagement and outreach, 3) rural health, and 4) cancer health communications, outcomes, and survivorship. Cancer etiology and risks will focus on cancer epidemiology (special populations, geographic variance, and cancer trends) and epigenetics/genetics. Community engagement and outreach will concentrate on primary and

secondary cancer prevention, health equity, and medical anthropology. Cancer health communications, outcomes, and survivorship will include a cancer communications laboratory, health literacy, better use of electronic health records, mobile cancer screening, and the functional assessment, delivery systems, and biologic mechanisms of care for those who have completed active cancer treatment. The department will include translational and population-based research, faculty, and programs. These approaches are needed to provide improved understanding and optimal care for the unique combination of geographic, social, economic, and genetic factors contributing to among the highest cancer rates and poorest outcomes in the country.

This CPC department will build on established and highly successful programs in the Cancer Institute and will utilize the already existing administrative infrastructure. The department administration will include an Inaugural Chair: Stephenie Kennedy-Rea and Program Directors: Amy Allen, Mary Ellen Conn, and promotion of a current senior staff member to ensure the continued success of the existing enterprise through the expansion. As Chair of the Department of Cancer Prevention and Control, Kennedy-Rea will report directly to the Cancer Institute Director and Dean of the School of Medicine, currently the Chancellor and Executive Dean for Health Sciences.

This department will provide a strong academic home for current faculty, Stephenie Kennedy-Rea, EdD and Nicole Stout, DPT, and the recruitment and retention of additional population-based cancer researchers. It will provide secondary appointments for those working in population-based research across the WVU Health Sciences Center including, but not limited to Phillip Pifer, MD, Treah Haggarty, MD, and Sabina Nduaguba, PhD. This academic department will work closely with the WV Clinical and Translational Science Institute to teach in their master's and doctoral programs, provide educational opportunities and training for post-doctoral candidates, and eventually develop an undergraduate minor or certificate in cancer prevention and control.

To meet the critical and growing need for cancer prevention and control initiatives and research in West Virginia communities, the goal is to train future researchers, health care professionals, implementation staff, and students in an environment that fosters and cultivates inclusion, creativity, innovation, professionalism, and academic excellence. This department will provide programming and resources that serve the people of the state and fulfill the land-grant mission of the institution. The incorporation of the CPC into the School of Medicine as a department benefits our population by: (1) improving cancer outcomes for West Virginians; (2) addressing health equity issues through a focus on remediating barriers related to social determinants of health; (3) increasing programs across the cancer continuum from etiology and risk factors to prevention, early detection, and survivorship; (4) increasing research footprint to address gaps in knowledge and promote synergy with ongoing research; (5) building on successful programs and increasing prevention research and implementation science programs; (6) increasing grant and contract funding; (7) establishing a cancer health communications laboratory; (8) and allowing for the development of cancer control courses and a cancer control fellowship program.

Current salary support for the department faculty is provided through grants and the Cancer Institute. The initial financial support for this new department will be an administrative

supplement to the Chair provided by the funds specified for National Cancer Institute designation (\$50M that was provided to the Cancer Institute by the state of WV) and WVU Medicine.

WVU BOG Governance Rule, Section 2.3, provides that “the president’s written notification to the Board of Governors . . . shall confirm that, when appropriate, elected faculty, classified staff, student representatives and/or organizations were consulted prior to implementing any organizational change.

Such consultation did occur with the appropriate representatives that are affected by this change. A task force including representatives comprised of faculty, staff, and leadership from the School of Medicine established a working plan for this transition. The Task Force members included: Hannah Hazard-Jenkins, MD, FACS; Director, WVU Cancer Institute; Courtney DeVries-Nelson, PhD; Deputy Director WVU Cancer Institute; Edward Harrison, MBA, BA; Vice-President, Clinical Services, WVU Cancer Institute; Stephenie Kennedy-Rea, EdD; Cancer Prevention and Control Director, WVU Cancer Institute; Amy Allen, MS, MA; Cancer Prevention and Control Assistant Director, WVU Cancer Institute; and Mary Ellen Conn, MS; Cancer Prevention and Control Assistant Director, WVU Cancer Institute. The plan for transition to an academic department was approved by the following leadership on 1/24/2023 Clay Marsh, MD; Chancellor and Executive Dean for WVU Health Sciences; Laura Gibson, PhD; Senior Associate Vice President for Research & Graduate Education, Emeritus; Stephen Hoffmann, MD; Professor, Department of Medicine; Laurie Lyckholm, MD; Professor and Section Chief, Hematology/Oncology; and Albert Wright, PharmD; President and CEO of WVU Health System.

The effective date for the new department is January 1, 2024.

**WEST VIRGINIA UNIVERSITY BOARD OF GOVERNORS**  
**Meeting of September 15, 2023**

- ITEM:** Assessment of Strategic Initiatives Units and the Office of General Counsel
- INSTITUTION:** West Virginia University
- COMMITTEE:** Full Board – Agenda
- RECOMMENDATION:** Resolved: Informational Only
- STAFF MEMBER:** Rob Alsop  
Vice President for Strategic Initiatives
- Stephanie Taylor  
Vice President and General Counsel
- BACKGROUND:** Over the past several weeks Strategic Initiatives and the Office of the General Counsel (“OGC”) completed an in-depth unit review, similar to the Academic Support Unit review undertaken earlier this year.
- The assessment for Strategic Initiatives and the OGC is aimed at ensuring units are organized for success and remain focused on supporting WVU’s transformation and serving the needs of students, faculty and staff, as well as the broader University.
- The assessment examined several areas, including Auxiliary and Business Services, Corporate Relations, Dining Services, Finance, Government Relations, Information Technology Services, Real Estate Operations, Shared Services, Talent and Culture, University Police and WVU Legal/General Counsel.
- Sources and data points for the assessment include a variety of inputs, including self-study surveys, stakeholder surveys (faculty, staff, and students), organizational charts, job descriptions, personnel rosters, operating budgets and follow-up interviews.
- The assessment findings are outlined in the attached Assessment of Strategic Initiatives Units and the Office of General Counsel brief that include:

- Areas of structural transformation that have occurred since 2014;
- areas of transformation that are currently in progress and are designed to advance business processes, enhance customer service, improve decision-making timing and capability and lead to cost reductions; and
- large-scale recommendations for both reducing costs and increasing quality made by each of the Strategic Initiatives Units and the OGC, the Vice President for Strategic Initiatives and the General Counsel.

Strategic Initiatives and the OGC will report back on progress to the Board of Governors in January and identify any cost savings measures to implement as of July 1, 2024.



## **Assessment of Strategic Initiatives Units and the Office of General Counsel**

Over the past decade, the University has worked to transform the administrative functions of the University to moderate costs and modernize business practices. However, the Vice President for Strategic Initiatives and the General Counsel have decided to analyze their units again proactively by examining previous, current, and potential future transformation efforts.

This review includes the following units that report to the Vice President for Strategic Initiatives: Auxiliary and Business Services; Corporate Relations; Dining Services; Finance; Government Relations; Information Technology Services; Real Estate Operations; Shared Services; Talent and Culture; and University Police (“Strategic Initiatives Units”), as well as the separate Office of General Counsel (“OGC”). As part of this analysis, the University sought stakeholder input related to the operations of the Strategic Initiatives Units and the OGC. A significant majority of the stakeholder responses to University surveys had a positive reaction to the operations of those units, but respondents made clear that there were instances in which responsiveness and engagement need to be improved.

Additionally, where applicable, University leadership sought comparative data relating to best practices and full-time equivalents (“FTEs”) with respect to the Strategic Initiative Units and the OGC.

We also examined the extent to which the Strategic Initiatives Units and the OGC reduced expenses in the past; restructured their team to meet objectives in a more cost-effective manner; or planned efforts to address weaknesses and challenges or change business practices essential to the University. As a general matter, most of the Strategic Initiative Units experienced both an FTE headcount reduction and a budget reduction, when comparing Fiscal Year 2018 (“FY2018”) data to Fiscal Year 2024 (“FY2024”) approved budgets. The OGC has increased its headcount by one since FY2018, by adding a person to serve as a Clery Act Coordinator (a compliance role necessary to perform certain federal regulatory functions). OGC’s budget has been largely stable, with increases to account for merit raise cycle to personnel and unique legal challenges that vary from year to year. Moreover, most units are at or below average levels when compared to appropriate peers (based on available data).

The Strategic Initiatives Units and the OGC note the following areas of structural transformation that have occurred since 2014 and that were designed to advance business processes, enhance customer service, improve decision-making timing and capability and lead to cost reductions:

- Reorganization to Align Activities, Improve Service, or Reduce Costs:
  - Moved Institutional Research from Strategic Initiatives to the Office of the Provost;
  - Moved Information Technology Services (“ITS”) from the Office of the Provost to Strategic Initiatives;

- Reorganized units previously under Finance and Administration into Strategic Initiatives; Restructured the Facilities unit into the Auxiliary and Business Services unit (“ABS”); and
- Consolidated the Health Sciences Information Technology Services unit with the University’s primary Information Technology Services unit; and
- Restructured the Real Estate Operations to combine the legal aspects of our leasing management operations with the management and oversight of the Public Private Partnerships.
- Adopted New Organizational Structures for Undertaking Administrative Efforts and Streamlined Business Processes:
  - Implemented a new Shared Services model;
  - Implemented a new Human Resources Partner model; and
  - Developed standard contractual templates that have been pre-approved by the Attorney General to add efficiencies to our contracting and procurement processes.
- Executed an Agreement for a Contract Manager for Dining Services;
- Developed Cost-Savings Initiatives to Reduce Spend:
  - Implemented a Voluntary Separation Incentives Program;
  - Implemented strategic Procurement spend policies; and
  - Developed energy management and savings initiatives;
- Improved Governance Matters:
  - Reviewed, revised, submitted and obtained approval of all rules of the Board of Governors;
  - Reviewed and reissued all rules of the University Police Department (“UPD”); and
  - Developed a newly revamped financial plan document for FY2024; and
  - Developed a new system and manual to assist leaders in managing Student Employees.

The Strategic Initiatives Units and the OGC note the following areas of transformation currently in progress and are similarly designed to advance business processes, enhance customer service, improve decision-making timing and capability and lead to cost reductions:

- Developing a new strategy for steam energy for University buildings for when the current contract expires in 2027;
- Reorganization to Align Activities, Improve Service, or Reduce Costs:
  - Restructuring the units within Talent and Culture by the end of calendar year 2023;
  - Moving award negotiation to the OGC from the Office of Sponsored Programs by mid-September;
  - Revising all internal human resources policies and procedures; and
  - Revising the University’s Procurement Manual.
- Leveraging new technologies to improve efficiency, reliability, and modernize systems and business practices, but executing projects within the WVU Modernization Project, including:
  - A new budget model (Fiscal Year 2024 will be a parallel year; Fiscal Year 2025 will be solely on the new budget model);
  - A new Electronic Research Administration (“ERA”) system, to be implemented on in phases from 2025 to 2027;
  - Appropriate data management and governance policies and systems, to be implemented on an ongoing basis;
  - An overhaul of student workflows and Customer Relationship Management (“CRM”) system, to be implemented on or before June of 2024;
  - A new financial system, to be implemented on or before July 1, 2026;
  - A new Human Resources Information System, to be implemented on or before July 1, 2026; and
  - A new Student Information System, to be implemented on or before 2029.

From the stakeholder surveys and the self-studies, one key focal point has emerged: the process and implementation of a number of key efforts to standardize and centralize administrative processes in an effort to save costs, increase quality and allow for more strategic thinking by unit leaders were significantly impacted by the pandemic and the financial challenges that the University is facing. Moreover, although progress has been made, the University is still working with outdated, disjointed processes in many areas, complicated by a number of legacy systems. In the next several months, to improve customer service and provide the best chance to successfully implement the WVU Modernization Project, the University needs to undertake a comprehensive review of administrative functions and processes for better alignment, responsiveness and efficiency.

Based on the above and on recommendations made by each of the Strategic Initiatives Units and the OGC, the Vice President for Strategic Initiatives and the General Counsel have recommended the following large-scale recommendations for both reducing costs and increasing quality:

- Enhance customer service by making transactional work more seamless, intuitive and value-added to the faculty of the University;
- In conjunction with the WVU Modernization Program, review the business practices and policies of the institution to eliminate the use of shadow processes, duplication, inconsistencies and unnecessary costs;
- Create better alignment amongst administrative units with a focus on adding strategic value given subject matter areas;
- Enhance risk management efforts at the enterprise level where the management of positive and negative risk is a fundamental focus at all levels of the organization, including the creation of a University Risk Committee;
- Develop regular engagement with Deans, Chairs and unit leaders to ensure that the Strategic Initiatives Units and the OGC have a clear understanding of unit goals and priorities and develop strategies to accomplish those goals and priorities;
- Develop and implement a new contemporary benefits structure for classified and non-classified employees;
- Develop a new end-to-end comprehensive payroll system better designed to meet the needs of the University;
- Develop, implement and publish Key Performance Indicators (“KPIs”) relating to every Strategic Initiatives Unit and OGC; and task units with improving KPIs on a year-over-year basis, with a particular focus on new ways in which to identify potentially negative financial trends as soon as possible;
- Continue to reduce the number of University fleet vehicles and improve fleet management;
- Better integrate Health Sciences and overall University Facilities Management; and
- Examine and move towards a new operating model for University budget officers.

Strategic Initiatives and the OGC will report back on progress to the Board of Governors in January and identify and seek to maximize the positive impact of these activities for the Fiscal Year 2025 budget. Many of these initiatives will take the course of several fiscal years.

## **Employee and Financial Metrics**

The Faculty Senate asked the administrative units to compare current and previous levels of director-level and above positions. On an apples-to-apples basis, the Strategic Initiatives Unit and the OGC are down six director level and above positions compared to 2018, when including the elimination of the Vice President for Talent and Culture position.

The Bureau for Labor Statistics online calculator indicates that \$100 of buying power in July of 2017 (the beginning of Fiscal Year 2018) would compare to \$124.88 of buying power currently, an increase of approximately 24%.

When comparing the budgets of each of the Strategic Initiatives Units and the OGC between 2018 and 2024, several of the budgets of those units have declined on an actual basis when comparing FY2018 data to FY2024 data. As an example, the operating budget for ABS has been reduced from \$56.7 million to \$51.2 million over the same timeframe, which is a reduction of approximately 10%. The ITS expense budget in FY2018 was \$10.3 million and declined to \$6.7 million in FY2024.

Only the University Police Department has seen an increase in budget that materially exceeds the levels of inflation, resulting from the need to keep up with salary levels of local police units and invest in new technologies.

With respect to employees, the number of FTEs of each of the Strategic Initiatives Units have declined between Fiscal Year 2018 and 2024. As an example, ABS has seen an FTE decline of 78 positions over that time frame, a 10% decrease of its workforce. Other units, with fewer employees, have also seen declines. For example, Information Technology Services is down 24 FTE, a 10% decrease of its workforce. Talent and Culture is down 5 FTE, a 7% decrease. The University Police Department is down 3 FTE or approximately 5% of its workforce.

Finally, to the extent comparative data exists, it shows that the Strategic Initiatives Units are at or below acceptable levels of employment. For example:

A review of benchmarks from relevant organizations reveals that the ABS team is operating at or below necessary employment levels. For example, the University used Gordian Sightlines to conduct a benchmarking analysis of the University's Facilities operating costs, which were found to be \$0.089 per gross square foot less than its peers who averaged \$4.62/gsf. The University has also more maintenance worker and grounds worker FTEs per supervisor than its peers.

Focusing on a sector of Facilities, WVU reduced its Facilities maintenance employees approximately 8% from 115 FTEs in FY2018 to 106 FTEs for FY2024. Moreover, the Association of Physical Plant Administrators ("APPA") provides headcount standards relating to maintenance. Generally, the University tries to maintain its facilities at APPA Level 2, which equates to equipment and building components usually being functional and in operating condition with service and maintenance calls responded to in a timely manner. To maintain Level 2, WVU needs 170 FTEs according to APPA standards.

With respect to custodial workers, the University works to maintain a minimum moderate level of cleanliness in our facilities, which equates to APPA Level 3 – Casual Inattention (e.g., bright and clean floors, base moldings, surfaces, light fixtures and bathrooms with no build-up or odor but with possible dust, dirt, stains or streaks). According to APPA’s guidelines, the University would need 299 FTEs to maintain Level 3. WVU currently has approximately 231 active FTEs. Finally, with respect to roads and grounds, University roads and grounds employees manage 10% more acres of land per FTE than our peers.

The University reviewed a benchmarking tool from the Campus Safety, Health and Environmental Management Association (“CSHEMA”) for calculating environmental health and safety staff and expenditures. The CSHEMA tool indicates that WVU’s Environmental Health & Safety (“EH&S”) unit is below average in both funding and number of staff. Additionally, the University compared its EH&S unit to fourteen other units at institutions of similar size and determined that the University’s EH&S unit is average in size when compared to peers.

The West Virginia Code requires that Procurement unit be audited every three years. In March 2023, an independent, third-party auditory made the following conclusions:

- “In many regards, [Procurement] operates as a highly effective organization, adhering to or exceeding many industries best practices and exceeding performance and accountability standards in a number of areas.”
- “Staffing levels are appropriate and were not determined to be a factor in performance. However, vacancies in some positions, especially supplier governance, are impacting the ability to further implement desired programs and oversight.”

Additionally, the University used metrics developed by the Hackett Group, a global strategic and operations consulting firm, has long been the leader in best practice benchmarking, to measure the Procurement organization and notes the following:

- The cross-industry peer group on average spends 0.55% of spend on procurement with best-in-class spend of approximately 0.43%, yet WVU only spends 0.37% of its spend on procurement; and
- The cross-industry peer group has 60 FTEs per \$1 billion in procurement spend with best-in-class having 42.4 FTEs per \$1 billion in procurement spend, yet WVU only has 33 FTEs per \$1 billion in spend.

Planning and Scheduling has less staff on average when compared to Big 12 and area peers. The Sustainability unit has a current FTE count of 2 FTEs, the same as FY2018. WVU has fewer employees focusing on Sustainability than its peer institutions.

According to the original implementation plan, the Shared Services Center has never been considered fully staffed and has adjusted its personnel and workload accordingly as the financial and human resources transactional work has been fine-tuned and adjusted in the last three years. An external consultant recommended approximately 175 FTE for shared services at the University.

The Shared Services unit has 123 FTEs for FY2024, which is a decrease from 129 FTEs in FY2020.

As the University continues the analysis of the Strategic Initiatives Units and the OGC, we intend to seek additional benchmarking and identification of opportunities for cost savings measures, with the goal of maximizing the implementation of savings for FY2025, and to report that information to the Board of Governors.

**WEST VIRGINIA UNIVERSITY BOARD OF GOVERNORS**  
**Meeting of September 15, 2023**

- ITEM:** Entry of Institutional Undergraduate Fee Waivers and Institutional Graduate and Professional Fee Waivers
- INSTITUTIONS:** West Virginia University – Morgantown, West Virginia University – Beckley (West Virginia University Institute of Technology – Beckley), and West Virginia University – Keyser (Potomac State College of West Virginia University)
- COMMITTEE:** Full Board – Consent Agenda
- RECOMMENDATION:** Resolved: That the West Virginia University Board of Governors enter the attached report of the Institutional Undergraduate Fee Waivers for FY 2022-2023, at West Virginia University – Morgantown, West Virginia University – Beckley (West Virginia University Institute of Technology – Beckley), and West Virginia University – Keyser (Potomac State College of West Virginia University), into its minutes.
- Resolved: That the West Virginia University Board of Governors enter the attached report of the Institutional Graduate and Professional Fee Waivers for Fall, 2022, Spring, 2023, and Summer, 2023 at West Virginia University into its minutes.
- STAFF MEMBER:** Maryanne Reed, Provost and Vice President for Academic Affairs
- BACKGROUND:** State code §18B-10-5 regarding Undergraduate Schools establishes the rules for tuition and fee waivers and stipulates that “The awarding of undergraduate fee waivers shall be entered into the minutes of the meetings of the governing board.”
- State code §18B-10-6 regarding Professional and Graduate Schools establishes the rules for tuition and fee waivers and stipulates that “The awarding of graduate and professional school fee waivers shall be entered into the minutes of the meeting of each governing board.”
- In compliance with these laws, the West Virginia University Board of Governors is asked to enter the attached reports for (a) Institutional Undergraduate Fee Waivers for FY 2022-2023, at West Virginia University – Morgantown, West Virginia University – Beckley (West Virginia University Institute of Technology – Beckley), and West Virginia University – Keyser (Potomac State College of West Virginia University), and (b) Institutional Graduate and Professional Fee Waivers for Fall,



2022, Spring, 2023 and Summer, 2023, into the minutes for this meeting.

**TUITION WAIVER SUMMARY 2022-23**

**West Virginia University - All Campuses**

Award Category	Number of Students Awarded			Amount Waived		
	In-State	Out-of-State & International	Total	In-State	Out-of-State & International	Total
Academic Ability	76	15	91	\$139,222	\$66,650	\$205,872
Debate	2	2	4	\$10,984	\$46,953	\$57,937
Student Government	0	2	2	\$0	\$50,352	\$50,352
<b>Total</b>	<b>78</b>	<b>19</b>	<b>97</b>	<b>\$150,206</b>	<b>\$163,955</b>	<b>\$314,161</b>

**Legislatively Mandated by the State of West Virginia**

	Number of Students Awarded			Amount Waived		
	In-State	Out-of-State & International	Total	In-State	Out-of-State & International	Grand Total
American Legion	1	0	1	\$5,572	\$0	\$5,572
AmeriCorps - Graduate	4	1	5	\$16,395	\$6,580	\$22,975
AmeriCorps - Undergraduate	6	0	6	\$15,207	\$0	\$15,207
Foster Care	20	0	20	\$129,565	\$0	\$129,565
Health Science & Tech. Academy (HSTA)	188	0	188	\$1,109,320	\$0	\$1,109,320
<b>Total</b>	<b>219</b>	<b>1</b>	<b>220</b>	<b>\$1,276,059</b>	<b>\$6,580</b>	<b>\$1,282,639</b>

**Combined Total            \$1,596,800**

**West Virginia University 2022-23 Waiver Report**

	Fall 2022								
	Number of Students			Number of Credit Hours			Dollar Value		
	Resident	Non-resident	Total	Resident	Non-resident	Total	Resident	Non-resident	Total
Employees	149	38	187	727	165	892	\$ 350,841	\$ 172,257	\$ 523,098
Graduate Assistants (RA/SA/TA)	413	1,312	1,725	3,601	11,669	15,270	\$ 1,837,029	\$ 16,586,255	\$ 18,423,284
Graduate Student Merit Waivers	195	298	493	939	1,436	2,375	\$ 490,251	\$ 2,075,571	\$ 2,565,822
Fellowships	37	52	89	308	465	773	\$ 157,176	\$ 664,119	\$ 821,295
<b>Total</b>	<b>794</b>	<b>1,700</b>	<b>2,494</b>	<b>5,575</b>	<b>13,735</b>	<b>19,310</b>	<b>\$ 2,835,297</b>	<b>\$ 19,498,202</b>	<b>\$ 22,333,499</b>

	Spring 2023								
	Number of Students			Number of Credit Hours			Dollar Value		
	Resident	Non-resident	Total	Resident	Non-resident	Total	Resident	Non-resident	Total
Employees	146	38	184	689	157	846	\$ 333,729	\$ 159,861	\$ 493,590
Graduate Assistants (RA/SA/TA)	379	1,272	1,651	3,328	11,385	14,713	\$ 1,693,469	\$ 16,289,843	\$ 17,983,312
Graduate Student Merit Waivers	204	271	475	1,105	1,269	2,374	\$ 618,462	\$ 1,823,172	\$ 2,441,634
Fellowships	43	55	98	370	478	848	\$ 192,777	\$ 675,387	\$ 868,164
<b>Total</b>	<b>772</b>	<b>1,636</b>	<b>2,408</b>	<b>5,492</b>	<b>13,289</b>	<b>18,781</b>	<b>\$ 2,838,437</b>	<b>\$ 18,948,263</b>	<b>\$ 21,786,700</b>

	Summer 2023								
	Number of Students			Number of Credit Hours			Dollar Value		
	Resident	Non-resident	Total	Resident	Non-resident	Total	Resident	Non-resident	Total
Employees	90	32	122	325	128	453	\$ 155,909	\$ 111,836	\$ 267,745
Graduate Assistants (RA/SA/TA)	220	878	1,098	764	2,223	2,987	\$ 391,599	\$ 3,174,086	\$ 3,565,685
Graduate Student Merit Waivers	52	77	129	176	223	399	\$ 90,704	\$ 321,156	\$ 411,860
Fellowships	30	44	74	146	126	272	\$ 74,513	\$ 186,126	\$ 260,639
<b>Total</b>	<b>392</b>	<b>1,031</b>	<b>1,423</b>	<b>1,411</b>	<b>2,700</b>	<b>4,111</b>	<b>\$ 712,725</b>	<b>\$ 3,793,204</b>	<b>\$ 4,505,929</b>

Number of Credit Hours			Dollar Value		
Resident	Non Resident	Total	Resident	Non Resident	Total
12,478	29,724	42,202	\$6,386,459	\$42,239,669	\$48,626,128

**WEST VIRGINIA UNIVERSITY BOARD OF GOVERNORS**  
**Meeting of September 15, 2023**

- ITEM:** Appointment to County Extension Committees
- INSTITUTION:** West Virginia University
- COMMITTEE:** Full Board – Consent Agenda
- RECOMMENDATION:** 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.
- STAFF MEMBER:** Maryanne Reed  
Provost and Vice President for Academic Affairs
- BACKGROUND:** The Board of Governors of West Virginia University is responsible for approving the appointments of individuals to the County Extension Service Committees which function in each county of West Virginia.
- Please review the nominees and alternates. You are asked to approve both, as a first choice may have to refuse the position, and the alternate is then approached

**Doddridge County**

August 24, 2023 Date

**Employees and/or community leaders involved in selection of those recommended:**

**Incumbent:**

**Name:** Crystal Hoover Gagnon

**Address:**

**Date term expires:** July 2023

**NOMINATED MEMBER:**

**Name:** Laura Dye

**Address:** 63 Lincoln Ave, West Union WV 26456

**Phone Number(s):**

**E-mail:** Lmontaya

**Education:**

**Occupation:** Director of the FRN

**Leadership positions in community:**

**(e.g. vice-president, chamber of commerce; chair, solid waste authority; board of directors, economic development authority)**

Currently Laura serve as the director of the FRN

**Involvement in other community activities:**

**(e.g. member, county library board; volunteer, community council; member, FRN)**

She is involved in numerous community organizations including EDA, Starting Points and Fair Board

**Previous experience with WVU Extension Activities:**

member of the healthy grandfamilies coalition, children participated in Energy Express

**Please indicate if this nomination is submitted to achieve balance of committee membership in regard to:**

Race: No Gender: No

**Previous service on CESC: (include approximate dates of service)**

No

**Mason County**  
August 30, 2023 Date

**Employees and/or community leaders involved in selection of those recommended:**

**Incumbent:**

**Name:** Jennifer Thomas

**Address:** 891 Vernon Church Road, Letart, WV 25253

**Date term expires:** August 2023

**NOMINATED MEMBER:**

**Name:** Melissa Deem

**Address:** 275 Hawthorne Lane

**Phone Number(s):** 304-674-5208

**E-mail:** deem\_melissa@yahoo.com

**Education:** BA- Interdepartmental Studies

**Occupation:** Total Rewards Analyst- North American Benefits

**Leadership positions in community:**

**(e.g. vice-president, chamber of commerce; chair, solid waste authority; board of directors, economic development authority)**

Advisory Committee- Beale Elementary School

**Involvement in other community activities:**

**(e.g. member, county library board; volunteer, community council; member, FRN)**

DAR Member Garden Club Member Bible School Teacher

**Previous experience with WVU Extension Activities:**

4-H Volunteer

**Please indicate if this nomination is submitted to achieve balance of committee membership in regard to:**

Race: No Gender: Yes

**Previous service on CESC: (include approximate dates of service)**

Yes- 2017. 4-H Leaders Association Representative

**Mason County**

August 30, 2023 Date

**Employees and/or community leaders involved in selection of those recommended:**

**RECOMMENDED ALTERNATE:**

**Name:** Lisa Bechtle

**Address:** 780 Bud Chattin Road, Leon, WV 25123

**Phone Number(s):** 304-675-0601

**E-mail:** howlis@outlook.com

**Education:** College Degree

**Occupation:** Medical Lab Tech Supervisor

**Leadership positions in community:**

**(e.g. vice-president, chamber of commerce; chair, solid waste authority; board of directors, economic development authority)**

**Involvement in other community activities:**

**(e.g. member, county library board; volunteer, community council; member, FRN)**

Local church, her daughter's 4-H club, and the Mason County Fair

**Previous experience with WVU Extension Activities:**

**Please indicate if this nomination is submitted to achieve balance of committee membership in regard to:**

Race: No Gender: Yes

**Previous service on CESC: (include approximate dates of service)**

2009- 2015

**Ohio County**

August 30, 2023 Date

**Employees and/or community leaders involved in selection of those recommended:**

**Incumbent:**

**Name:** Kathy Roth

**Address:** 325 Whites Lane, Wheeling, WV 26003

**Date term expires:** June 30, 2023

**NOMINATED MEMBER:**

**Name:** Vishakha Maskey

**Address:** 44 Greenwood Avenue

**Phone Number(s):** 304-780-6733

**E-mail:** vmaskey@westliberty.edu

**Education:** PhD Resource Management and Sustainable Development, WVU

**Occupation:** Professor, Economics and Management

**Leadership positions in community:**

**(e.g. vice-president, chamber of commerce; chair, solid waste authority; board of directors, economic development authority)**

Interim Chair, Department of Management and CIS at West Liberty University Executive Board Member, YWCA Wheeling

**Involvement in other community activities:**

**(e.g. member, county library board; volunteer, community council; member, FRN)**

Volunteer with Grow Ohio Valley Judge for the 2023 West Virginia Business Plan Competition Coordinator of West Liberty University Earth Day Activities

**Previous experience with WVU Extension Activities:**

Former 4-H parent Partnered with WVU Extension through community events

**Please indicate if this nomination is submitted to achieve balance of committee membership in regard to:**

Race: Yes Gender: Yes

**Previous service on CESC: (Include approximate dates of service)**

N/A



**Raleigh County**

8/28/23 Date

**Employees and/or community leaders involved in selection of those recommended:**

**RECOMMENDED ALTERNATE:**

**Name:** Karen Ewing

**Address:** 204 Pinewood Drive Beckley WV 25801

**Phone Number(s):** 3049935360

**E-mail:** kewing@yourbank.com

**Education:** MS in Accounting

**Occupation:** VP market leader Pendleton Community Bank

**Leadership positions in community:**

**(e.g. vice-president, chamber of commerce; chair, solid waste authority; board of directors, economic development authority)**

VP of bank, Solid Waste Board, WVU Tech Community leadership Team

**Involvement in other community activities:**

**(e.g. member, county library board; volunteer, community council; member, FRN)**

**Previous experience with WVU Extension Activities:**

**Please indicate if this nomination is submitted to achieve balance of committee membership in regard to:**

Race: No Gender: No

**Previous service on CESC: (include approximate dates of service)**

None

**Upshur County**

08/23/2023 Date

**Employees and/or community leaders involved in selection of those recommended:**

**RECOMMENDED ALTERNATE:**

**Name:** Jon Gay

**Address:** 2883 Beechtown Rd., French Creek, WV 26218

**Phone Number(s):** 304-642-5284

**E-mail:** jtgay5284@yahoo.com

**Education:** HS Diploma - 2 years college credit

**Occupation:** Contractor

**Leadership positions in community:**

**(e.g. vice-president, chamber of commerce; chair, solid waste authority; board of directors, economic development authority)**

Member - Upshur Co. Farm Bureau Board of Directors

**Involvement in other community activities:**

**(e.g. member, county library board; volunteer, community council; member, FRN)**

Member - Upshur County Livestock Assoc. Trustee - Frenchton Community Church Member/Past-President - Central Upshur Lions Club Certified Seed Producer - WV Dept. of Ag

**Previous experience with WVU Extension Activities:**

Parent/Volunteer - Upshur Co. 4-H 4-H Shooting Sports instructor Pesticide Applicator Certification

**Please indicate if this nomination is submitted to achieve balance of committee membership in regard to:**

Race: No Gender: No

**Previous service on CESC: (include approximate dates of service)**

None

**Upshur County**

08/29/2023 Date

**Employees and/or community leaders involved in selection of those recommended:**

**RECOMMENDED ALTERNATE:**

**Name:** Elizabeth M. Shahan

**Address:** 3884 Mount Union Rd, Buckhannon, WV 26201

**Phone Number(s):** 304-629-8447

**E-mail:** elizabethshahan@gmail.com

**Education:** Master's of Social Work; Licensed Generalist Social Worker, Prevention Specialist II

**Occupation:** Executive Director NonProfit Management, Lead Community Level Social Worker

**Leadership positions in community:**

**(e.g. vice-president, chamber of commerce; chair, solid waste authority; board of directors, economic development authority)**

**Involvement in other community activities:**

**(e.g. member, county library board; volunteer, community council; member, FRN)**

4-H Shooting Sports Instructor, Muzzleloader Community Emergency Response Team (CERT)

**Previous experience with WVU Extension Activities:**

4-H All-Star; 4-H Shooting Sports Instructor - Muzzleloader, Archery; Past 4-H Club Leader; 4-H Camp Counselor/Instructor, Randolph & Upshur Counties

**Please indicate if this nomination is submitted to achieve balance of committee membership in regard to:**

Race: No Gender: Yes

**Previous service on CESC: (include approximate dates of service)**

None

**Upshur County**

08/29/2023 Date

**Employees and/or community leaders involved in selection of those recommended:**

**Incumbent:**

**Name:**

**Address:**

**Date term expires:**

**NOMINATED MEMBER:**

**Name:** Lacy Ramsey

**Address:** 14 E Main Street, Buckhannon, WV 26201

**Phone Number(s):** 304-473-1400

**E-mail:** lramsey@visitbuckhannon.org

**Education:** HS Diploma; some college credit

**Occupation:** Executive Director, Upshur Co. Convention & Visitors Bureau; Co-Owner, Strategy IT

**Leadership positions in community:**

**(e.g. vice-president, chamber of commerce; chair, solid waste authority; board of directors, economic development authority)**

1st Vice-President, WV Strawberry Festival; Board Member, Buckhannon-Upshur Chamber of Commerce; Ex Officio Member, Upshur Co. Development Authority

**Involvement in other community activities:**

**(e.g. member, county library board; volunteer, community council; member, FRN)**

Director of Kids Ministries, Buckhannon Alliance Church; Board Member, Upshur County Recreation Complex Member, B-U Middle School Volleyball Boosters

**Previous experience with WVU Extension Activities:**

Participated in 4-H as a youth; Parent of 4-H member

**Please indicate if this nomination is submitted to achieve balance of committee membership in regard to:**

Race: No Gender: Yes

**Previous service on CESC: (include approximate dates of service)**

None

**WEST VIRGINIA UNIVERSITY BOARD OF GOVERNORS**  
**Meeting of September 15, 2023**

- ITEM:** Naming Opportunity of Non-Academic Building
- INSTITUTION:** West Virginia University
- COMMITTEE:** Full Board – Consent Agenda
- RECOMMENDATION:** Resolved: That pursuant to BOG Governance Rule 2.2, the West Virginia University Board of Governors hereby approves the naming opportunity of the non-academic building as discussed during today’s Executive Session.
- STAFF MEMBERS:** Rob Alsop  
Vice President for Strategic Initiatives
- BACKGROUND:** In consultation with the WVU Foundation, the administration has presented a naming opportunity of a non-academic building. Details of the naming of the opportunity will be withheld until a later date at which time formal announcements and ceremonies will be held.