

WLU Board of Governors

Regular Meeting

Wednesday, December 8, 2021 – 4:00 p.m.

Location: Shaw Hall Board Room

“...to provide our students with the opportunity for a high quality undergraduate, graduate and professional education.”

- I. Call to Order/Roll Call/Quorum and Mission Statement**
- II. Introductions**
 - A. FY21 Audit Report – CliftonLarsonAllen, LLP
- III. Public Comment** Description: Up to 10 individuals may sign in to speak in open session for three minutes each. The sign-in sheet will be available from Executive Secretary Mary Ann Edwards fifteen minutes prior to the meeting until the noticed start time.
- IV. Agenda Order (Board may move to change order of consideration)**
- V. Approval of Minutes***
 - A. Minutes of the Full Board October 13, 2021, October 20, 2021, November 3, 2021* (pgs. 3 - 10)
- VI. Board Items for Approval***
 - A. Audit* (pg. 11)
 - B. Honorary Degree – David R. Croft* (pg. 12)
 - C. Updated Mission Statement* (pg. 13)
 - D. Board of Governors Self-Evaluation Document - Informational

*Action Items
- VII. President’s Report**
- VIII. Reports**
 - A. Interim Provost (Suderman)
 - B. Enrollment (Cook)
 - C. Staff (Glanville)
 - D. Faculty (Metz)
 - E. SGA (Jones)
 - F. Foundation (Hill)
- IX. Finance Report**
- X. Information Gathering (Members may ask questions or gather information to prepare for future agenda items without general discussion or action at this meeting.)**
- XI. Next Meeting Date – Wednesday, February 2, 2022**
- XII. Adjournment**

**West Liberty University
Board of Governors**

**Minutes
October 13, 2021**

Attendance:

Jack Adams, Michael Baker, Arlene Brantley, Richard Carter, Thomas Cervone, Jamie Evick, Ryan Glanville, Rich Lucas, David McKinley, Jason Metz, Stephanie Shaw

Unable to Attend:

MacKenzi Jones

Administration/Faculty/Staff:

Scott Cook, Mary Ann Edwards, W. Franklin Evans, Diana Harto, Angie Hill, Lori Hudson, Aliah Keller, Jason Koegler, Annalise Murphy, Alan Olson, Joe Rodella, Sean Ryan, Shemrico Stanley, Bonnie Suderman, Lynne Ullom, Chris Wade, Maureen Zambito

I. Call to Order/Roll Call/Quorum and Mission Statement

Chair Lucas called the meeting to order at 4:05 p.m. and a quorum was established.

II. Introductions

A. Introduction of New Board Member – Thomas Cervone

Dr. Evans introduced new Board member Thomas Cervone, a West Liberty State College alumna. Mr. Cervone hails from Knoxville, TN and is a member of WLU's Wall of Honor.

B. CMTA Presentation – Chris Wade

Mr. Wade gave a brief overview of the company, the work they have done in the past few years, and success stories. CMTA is one of the top 25 engineering firms in the nation, creating one of the first "Net Zero" schools in WV. They renovated Arnett Hall in 2019, corrected domestic water leaks in 2020, and LED lighting and HVAC in Main Hall this past summer, which finished ahead of schedule. Boilers were replaced with new high efficiency condensing boilers and new classroom lighting and increased ventilation in Main Hall. Utility data shows a 13% energy reduction campus-wide, which translates into about \$169,000 in annual utility savings. There was a 71% reduction in campus water usage, which resulted in about \$439,000 in savings annually. As a guaranteed energy savings contractor, the debt service is satisfied by savings. WLU is on track to about double what was guaranteed in savings.

III. Public Comment

None.

IV. Agenda Order

No change to the agenda order.

V. Approval of Minutes*

A. Minutes of the Full Board August 18, 2021*

On motion by Richard Carter and seconded by Michael Baker, it was unanimously adopted by the West Liberty University Board of Governors to approve the minutes of the full Board of August 18, 2021.

B. Minutes of the Executive Committee September 29, 2021*

On motion by Jack Adams and seconded by Stephanie Shaw, it was unanimously adopted by the West Liberty University Board of Governors to approve the minutes of the Executive Committee of September 29, 2021.

VI. Board Items*

None.

*Action Items

VII. President's Report

Dr. Evans noted the Strategic Priorities:

- Academic Success
- Branding
- Community Engagement
- Operational Excellence
- Student Experience

Additional information:

- Fall Convocation was a positive move
- Renovations to the weight room in the ASRC are complete and can be viewed at homecoming festivities
- Phase III of Topper Village is complete and will be turned over to WLU
- The Athletic Hall of Fame was held October 8th with eight inductees
- A malware system has been installed through the IT Department with 24/7 monitoring
- The HVAC upgrade to Main Hall has been completed
- The University endowment has grown to well over \$23 million, and fall 2021 giving has surpassed last fall
- WLU's fleet vehicles now have consistent branding

Other items of interest:

- 500 Student athletes are currently enrolled this semester
- Although reports from the Chronical of Higher Education show a decline in fall and spring enrollments, WLU's fall did decrease, but reported an increase in spring enrollment
- With regard to COVID, 86% of employees are vaccinated and 56% of students, with surveillance testing being held every Tuesday
- The Main Hall roof is expected to cost \$820,000. Monies will come from the Foundation, HEERF, and CARES Act dollars
- Homecoming week WLU will be hosting Fairmont State and other events planned for the weekend, including a virtual alumni meeting

VIII. Reports

A. Interim Provost (Suderman)

Dr. Suderman noted that in the area of faculty and academic affairs, there have been some large ideas and discussions going on in the last few weeks. The number one priority in Academic Affairs has and always will be the education of WLU's students and the creation for new opportunities for them to succeed. The mid-term portion of the semester has passed, and we are in the process of getting mid-term grades in, along with several other major processes to keep Academic Affairs up and running.

In the last month or so there has been the catalog creation, creation of the new spring semester schedule to be rolled out, and students starting to register. It also includes the beginning of the promotion and tenure process for faculty. Each process is a massive project in Academic Affairs and not going completely smoothly. Dr. Suderman will take each one of these tasks to the end and do a "no fault autopsy;" what did and did not work well, in order to be fixed for the next time. The goal is that when the new Provost comes in permanently, they would have these major projects with due dates, what's due when, and issues that may have been a problem for some time corrected. They will not have to spend time on those processes and enable them to concentrate on growing programs.

With regard to accomplishments, the Education Department has received a Youth Literacy Grant from the Dollar General Literacy Foundation for \$4,000. The connected classrooms have expanded greatly with 42 registrants, people from other K-12 School districts getting professional development. We will be restarting our kids on campus program, with the first group coming back on campus this Friday. The Business Program is expanding internships for students, and the dean in that area is working to start a fast-track possibility, connecting with a bachelors from Pittsburgh Tech to our MBA program. The Science Program has just presented their intent to

plan a new Data Sciences degree program that will be far more math based than the program through the College of Business. This is an area that is just dying for good students to come out of these programs. We would be one of the few in the area to have the program and it would be a great opportunity for our students. A brief discussion followed regarding the class schedule and courses that are offered each semester.

B. Enrollment (Cook)

Mr. Cook gave an enrollment updated, noting that enrollment is down this fall. We knew this was going to occur with applications down last December. We are getting ready to submit the final data file to the HEPC. The information in the packet gives a comparison going back to 2016. COVID has really hurt us; we can't get into high schools, no college fairs are being held, no campus visits, etc. There are a total of 10 student types but listed are the four largest groups. This is a five-year perspective on where WLU is and has been. Admissions has been holding on-campus events since July 2021, purchased data, and done cold leads. A brief discussion followed regarding headcount numbers provided for the budget process. Also discussed was the online/virtual offset. Last year there was a virtual option for courses, and it was a benefit to students. This year it is not an option for all our courses.

C. Staff (Granville)

Mr. Granville stated that Staff Council met in September as a meet and greet with refreshments served. Fundraisers were discussed, along with a Terrific Topper Award with the hope it would be a peer-to-peer recognition. There would be a submission process, a certificate awarded, campus-wide recognition, culminating with a prize or drawing. Dr. Evans countered with some suggestions, which would be to hold a monthly recognition and have peers nominate and select someone. Council is on the right page and hope to work out something to look forward to in the future.

D. Faculty (Metz)

Dr. Metz stated he is sharing the responses for the vote by faculty on a vaccine mandate. 125 out of 145 faculty voted, with 86% in favor of a mandate, which is a very large response rate.

Faculty also conducted a vote on the plagiarism issue. Four questions were asked with an overall response rate of 66%.

- Do you think that President Evans' leadership has been compromised due to issues of plagiarism?
86% Yes / 14% No
- Do you think these issues can be solved through punitive action from the BOG?
45% Yes / 55% No
- If voting today, would you vote "no confidence" in the President's leadership?
73% Yes / 27% No
- Which of the following options best represents your current view?
 - No confidence; should resign – 60.0%
 - BOG should take punitive action – 18.9%
 - President & BOG should handle alone – 11.6%
 - Abstain from commenting – 9.5%

Dr. Metz stated parents are questioning WLU's academic integrity; how we are enforcing academic honesty when our leaders don't answer to the same standard. Faculty are struggling to enforce our student code of conduct, citing a double standard on campus. There is no proof, but also believe there will be an impact on donors and donations, along with employment implications at the University. In a nutshell, this is the information Dr. Metz was asked to relay to the BOG from Faculty Senate and the faculty at large.

E. SGA (Jones)

Chair Lucas read Ms. Jones' update into the minutes.

SGA has primarily focused on Homecoming over the last few weeks. As an update in case some of you were unaware of our events, the theme is "Fairytale." Serenades occurred on Monday,

celebrity server on Tuesday, and tent day was earlier today. The parade is currently scheduled for Saturday at 10:30 a.m.; however, it is supposed to rain that day. Our candidates are the following:

1. Jenna Mankowski and Michael Runkle (Alpha Xi Delta/Theta XI)
2. Sydney Jefferys and Gary Braithwaite (Chi Omega/Track & Field)
3. Hannah Jacobs and Didi Prajnabhakti (Delta Theta Kappa/Phi Delta Theta)
4. Mycah Ritchea-Yoho and Jacob Walker (Beta Rho Epsilon/Beta Theta)
5. Sierra Aniballi and Parker Sherry (Housing & Residence Life/Football)
6. Grace Dodson and Joey Adams (Lambda Psi Sigma/Kappa Delta Kappa)
7. Tianna Meyer and Parker Mazik (Acro & Tumbling/Chi Nu)

We have also gathered responses from students regarding changes they would like to see involving the Sodexo contract. A lot of responses included healthier options with more variety. The feedback also showed students wanting more meal deal options.

SGA is looking further into a possible remodel of the downstairs portion of the Union. The senate has discussed "livening" it up.

F. Foundation (Hill)

Ms. Hill referenced the Development Report contained in members board packet. The FY 21 audit was completed with a clean opinion and no recommendations, with assets growing over \$5 million for a total of \$25 million in assets. An annual report will be produced as a marketing piece to highlight some of this information and will be sent out in early December. As of 09/30/21, the Foundation has received over \$590,000 in revenue, about 1% ahead of last fiscal year at this time, 110% of the previous year. There are a number of proposals over \$1 million and proposals pending that we hope will wrap up at the end of the calendar year or early in the next calendar year. We received a significant gift from Kris Williams of \$200,000 to fund the new graphic design lab computers, renovations to Blatnik gym, and help with the Main Hall roof costs. There are 125 new donors so far this fiscal year, slightly down from last fiscal year, but some of the activities are timed differently than the last calendar. We are watching the retention number since we have such a strong new donor average last year.

We are collaborating with Alumni Affairs to oversee the recognition banquet to be held Friday night, which will debut the inaugural Impact of Philanthropy Award, with Gary and "Flip" West first to receive the award. We are working to build a culture of philanthropy on this campus, to make students aware of the impact that private dollars have, while the students are still on campus. We hope to inspire them to give back to WLU after they leave. There will be an Impact Award, recognizing and honoring those who gave \$25,000 or more last fiscal year, including a couple board members, Mr. Cervone and Mr. Lucas. We would like to recognize and thank you for your continued generous support, along with Belmont Savings Bank, Paris Construction, WesBanco, and Kris Williams and husband Jim Taibi. The annual fund mailing is being mailed as we speak and will also be visible at homecoming to encourage donors to get involved.

IX. Finance Report

Ms. Hudson directed members to the FY 22 operating budget status in the board packet. WLU is currently undergoing three separate audits at the same time. The financial statement audit by CLA, due in the next couple days; the HEERF funds audit by Ernst & Young, which should have been completed in January of 2021; and the NCAA Agreed-Upon Procedures audit for FY20, which has not been completed due to issues in that area. Having started with the University on August 16, Ms. Hudson stated that the Business Office is still without a controller and an accountant.

The financial document was discussed in detail with the Finance Committee and Ms. Hudson expanded on what Mr. Cook explained. With regard to the budget that was created for this fiscal year, we knew we were going to be down in tuition and students. It appears that the created budget will be okay if you project in graduate and undergraduate enrollment. Student housing will not be sustained. Expenses you see were only three months in and currently looks okay, but we were made aware there was also a large cut to the budget in order to balance. \$800,000 was cut from the budget and Ms. Hudson, along with Attorney Hooper, have been downloading detailed information

from the past five years; trends, line items, personal service, and labor line items, to put together and operate on a real budget.

X. Possible Executive Session

A. Personnel Matter

On motion by Jack Adams and seconded by Richard Carter, pursuant to WV Code §6-9A-4, it was unanimously adopted by the West Liberty University Board of Governors to move to executive session at 5:00 p.m.

On motion by Jason Metz and seconded by Jack Adams, the Board rose from executive session at 6:25 p.m. and reconvened. No action was taken during the executive session.

Chair Lucas stated, "Human Resources will provide the Board of Governors with all pertinent materials and answer any questions the board may have. Human Resources will come back to the board and the Board of Governors will have the final decision. The Board of Governors will reconvene to make the final decision after proper notice and time frames following FOIA requirements and West Virginia HEPC regulations."

XI. Information Gathering

None.

XII. Next Meeting Date – Wednesday, December 8, 2021

XIII. Adjournment

On motion by Jack Adams and seconded by Jason Metz, the meeting adjourned at 6:30 p.m.

Richard Lucas _____
Chair

Jamie Evick _____
Secretary

**West Liberty University
Board of Governors**

**Minutes
October 20, 2021**

Attendance:

Jack Adams, Michael Baker, Arlene Brantley, Richard Carter, Thomas Cervone, Jamie Evick, Ryan Glanville, MacKenzi Jones, Rich Lucas, David McKinley, Jason Metz, Stephanie Shaw

Administration/Faculty/Staff:

Mary Ann Edwards, W. Franklin Evans, Jason Koegler, Rebecca Little, Tyler Madden, Alan Olson, Shemrico Stanley, Maureen Zambito

I. Call to Order/Roll Call/Quorum and Mission Statement

Chair Lucas called the meeting to order at 4:02 p.m. and a quorum was established.

II. Executive Session

A. Personnel Matter

On motion by Richard Carter and seconded by Jack Adams, pursuant to WV Code §6-9A-4, it was unanimously adopted by the West Liberty University Board of Governors to move to executive session at 4:04 p.m.

On motion by David McKinley and seconded by Michael Baker, the Board rose from executive session at 6:00 p.m. and reconvened. No action was taken during the executive session.

III. Actions Emanating from Executive Session

Chair Lucas asked for a motion for termination of the president. A motion was made by Richard Carter and seconded by Jason Metz. The motion failed by a vote of 7-5.

Chair Lucas then motioned to place Dr. Evans under disciplinary actions, stating that "Evans will report directly to the Board of Governors regarding this discipline. We will exclude our internal Human Resources Department from this action. Detailed items will be developed with the assistance of the Higher Education Policy Commission Human Resources department. The Board of Governors will meet and decide all disciplinary actions."

On motion by Rich Lucas and seconded by David McKinley, it was unanimously adopted by the West Liberty University Board of Governors to develop detailed disciplinary items with the assistance of the WV Higher Education Policy Commission Human Resources department.

IV. Adjournment

On motion by David McKinley and seconded by Ryan Glanville, the meeting adjourned at 6:09 p.m.

Richard Lucas _____
Chair

Jamie Evick _____
Secretary

**West Liberty University
Board of Governors**

**Minutes
November 3, 2021**

Attendance:

Jack Adams, Richard Carter, Thomas Cervone, Jamie Evick, Ryan Glanville, MacKenzi Jones, Rich Lucas, David McKinley, Jason Metz, Stephanie Shaw

Unable to Attend:

Michael Baker, Arlene Brantley

Administration/Faculty/Staff:

Mary Ann Edwards, W. Franklin Evans, Rebecca Little, Tyler Madden, Alan Olson, Sean Ryan, Maureen Zambito

I. Call to Order/Roll Call/Quorum and Mission Statement

Chair Lucas called the meeting to order at 3:00 p.m. and a quorum was established.

II. Executive Session

A. Personnel Matter

On motion by Richard Carter and seconded by Jamie Evick, pursuant to WV Code §6-9A-4, it was unanimously adopted by the West Liberty University Board of Governors to move to executive session at 3:02 p.m.

On motion by Ryan Glanville and seconded by Mackenzi Jones, the Board rose from executive session at 4:47 p.m. and reconvened. No action was taken during the executive session.

III. Actions Emanating from Executive Session

Chair Lucas read the following into the record:

"According to the Merriam-Webster Dictionary, the definition of censure is an 'official strong criticism and severe disapproval.' This public censure will be placed into the permanent record of the minutes of the Board of Governors meeting," said Chairman Lucas.

"The Board has consulted with the West Virginia Higher Education Policy Commission (HEPC). Its guidance and experience have been invaluable. The decision to censure President Evans rests solely with the West Liberty University Board of Governors."

"The BOG listened to students, alumni, faculty senate, staff, WLU Foundation, administration and other stakeholders. The BOG now believes it is time for West Liberty University to move forward and face the many challenges that all universities across the country are dealing with."

Chair Lucas continued with the following Resolution:

**Board Resolution of West Liberty University
Public Censure of President W. Franklin Evans**

Whereas, on October 4, 2021, the Board of Governors of West Liberty University received, from Faculty Senate, an allegation or allegations of plagiarism against President W. Franklin Evans; and

Whereas, the Board of Governors conducted its due diligence reviewing the allegations and sought the advisement of West Virginia Higher Education Policy Commission; and

Whereas, the Board of Governors recognizes the seriousness of President Evans' neglect to cite sources in his speeches and/or academic presentation and disapproves of his neglect and finds that his actions and omissions were academically irresponsible; and

Whereas, the Board of Governors will develop with President Evans the goals and actions which rebuild the trust and reunifies the campus community and a committee made up of board members will oversee the rebuilding process and evaluate the progress of President Evans; and

Whereas, the Faculty Senate requests that the West Liberty University Board of Governors direct President Evans to work with the Faculty Senate Policy Committee to craft and public a formal policy for academic integrity that applies to all WLU employees; and

Whereas, President Evans supports transparency, accountability, and the highest professional and academic standards in the Office of the President of West Liberty University;

THEREFORE, BE IT RESOLVED by the Board of Governors of West Liberty University:

That the Board of Governors of West Liberty University hereby publicly reprimands and censures President W. Franklin Evans; and be it

FURTHER RESOLVED, that a copy of the resolution administering this censure, duly passed and signed by the chair of the Board of Governors, be forwarded to President W. Franklin Evans and included as part of the President's record for annual evaluation purposes.

Richard A. Lucas, chair
West Liberty University Board of Governors
November 3, 2021

On motion by Rich Lucas and seconded by David McKinley, it was unanimously adopted by the West Liberty University Board of Governors to publicly censure President W. Franklin Evans.

IV. Adjournment

On motion by Mackenzi Jones and seconded by Jamie Evick, the meeting adjourned at 5:53 p.m.

Richard Lucas _____
Chair

Jamie Evick _____
Secretary

FY 2021 AUDIT

ACTION ITEM

The West Liberty University Board of Governors is asked to approve the Fiscal-Year 2021 audit report. The Finance Committee has met with the auditors and approves the audit findings.

***Proposed Resolution:* Resolved, that the West Liberty University Board of Governors approve the submission of the Fiscal-Year 2021 audit report.**

HONORARY DEGREE

Action Item

Proposed Resolution: *Resolved*, that pursuant to WLU Procedure 238: Guidelines for Honorary Degrees and Recognition, and in affirmation of the recommendation of the Honorary Degrees and Recognition Committee and the President of the University, the West Liberty University Board of Governors authorizes the conferral of an honorary Doctor of Humane Letters (DHL) degree from West Liberty University at the December 2021 commencement to David R. Croft.

INSTITUTIONAL MISSION STATEMENT

Action Item

Proposed Resolution: *Resolved*, that the West Liberty University Board of Governors approve the revisions to the Institutional Mission Statement.



Board Report

WLU Board of Governors

December 8, 2021

• Office of the President	Pgs. 15-22
• Diversity Office	Pgs. 23-24
• Academic Affairs	Pgs. 25-26
• Student Affairs and Enrollment Management	Pgs. 27-28
• Legal Counsel	Pgs. 29-30
• Fiscal Affairs	Pgs. 31-34
• External Affairs	Pgs. 35-36
• Athletics	Pgs. 37-38
• Human Resources	Pgs. 39-40
• IT/Physical Plant	Pgs. 41-42
• WLU Foundation	Pg. 43

I. 2021-2022 Strategic Priorities for the University

- A. Priority #1 Academic Success
- B. Priority #2 Branding
- C. Priority #3 Community Engagement
- D. Priority #4 Operational Excellence
- E. Priority #5 Student Experience

II. Update on Specific Strategic Objectives**A. Priority #1: Academic Success.**

Objective 1.1 focuses on developing high-impact practices for learners. The institution is taking steps to write and submit a proposal for a federal TRIO grant. As the institution develops innovative graduate programs (Objective 1.2) for current and potential students, the Office of Graduate Studies was instrumental in hosting a retreat at the Highlands Center to engage faculty in the future planning for the expansion of graduate education. Ms. Sarah Koepler served as the facilitator of this planning initiative. This fall term will climax with one commencement exercise, combining both undergraduate and graduate degree recipients on Saturday, December 11. There are some 140 students who have applied for fall graduation (Objective 1.4).

B. Priority #2: Branding.

The Division of External Affairs and its Office of Marketing is working with units and departments across campus to update the website with current and relevant messaging. Objective 2.2 encourages the establishment of brand uniformity across the campus, and some signage has been taken down and replaced with updated branded materials.

C. Priority #3: Community Engagement.

The thrust of Objective 3.1 is to expand the university's commitment to being an advocate in the community. The Highlands Center has hired a new director to oversee activities at events at the site. Proposed planning includes having mobile clinical sites (speech and behavioral science), training space for local industries, and testing capabilities for the local school systems. To facilitate community-based learning opportunities for students, the College of Business has fostered a stronger partnership with **ZENO, POCKL, LILLY AND COPELAND** to provide internships and co-ops for accounting students. The College of Education and Human Performance at West Liberty University was chosen from a pool of 64 applications to receive the Benedum Grant funding for the **Future Literacy Leaders** grant. This project will provide graduate students with instruction on individualized and multi-sensory lesson plans where mentors will coach the graduate students on a range of assessment instruments, methods of diagnosing learning styles, and individual impediments to learning and matching instructional strategy to the needs of students. The mentoring project will take place in WLU's all-new Children's Center for Literacy and Language. This is an ideal way for WLU to offer services and resources for community growth (Objective 3.3).

OFFICE OF THE PRESIDENT

D. Priority #4: Operational Excellence.

The Office of Facilities Management has produced a deferred maintenance document for campus buildings (Objective 4.3) to facilitate resource management and updating strategies in support of the university's mission. Speaking of university mission, a university-wide task force has been commissioned to review the current mission of WLU and present its recommendations to the Board of Governors. The Office of Human Resources provided a professional development opportunity for faculty and staff by hosting a workshop and training on *Leading Through Change* (Objective 4.3). For those unable to attend, that workshop can be retrieved via Topper Station.

E. Priority #5: Student Experience.

Providing students with an opportunity to develop life skills (Objective 5.3) has been the goal of the International Center, the Office of Student Activities, the Diversity Committee, and the Internationalization Committee as they have been collaborating to celebrate and acknowledge various cultures, heritages, and organizations over the past couple of months. The university was visited by Dr. Cynthia Persily, Senior Director of Health Sciences with the WV HEPC, as she toured our campus, met with health care professionals and educators, and shared information on available resources for healthcare and counseling services (Objective 5.2) to help us expand the physical and mental well-being of our students.

III. Recent Activities

- The Winter Athletic Season has commenced.
- Black and Gold recruitment days have been held throughout the semester with the last one scheduled for December 3.
- Graduation fair was held on November 16.
- Music Department presented its Fall Concert on November 17.
- Senior Art Exhibition took place on November 17.
- College of Education and Human Performance's Research Day is December 8. This is scheduled to be an in-person event at the Highlands Center.
- Individual meetings throughout November were held by the President with the Faculty Senate Chair, the Staff Council Chair, and the SGA President.
- The university's audit, conducted by CliftonLarsonAllen LLP, appears to be a positive one. A presentation is scheduled to be made to the Board of Governors at the upcoming December meeting.

IV. Personnel Items at the Cabinet Level

- The search process for Provost and Vice President of Academic Affairs has drawn to a close. Two candidates visited the campus for in-person interviews. The search committee has submitted its findings and a recommendation to the President for further consideration.

V. Action Items

- A review of the university's mission statement will be presented to the Board of Governors for consideration and approval.

Respectfully submitted,



W. Franklin Evans, Ph.D.
President

BOARD OF GOVERNORS SELF-EVALUATION

COMPILATION

Just as Boards are concerned with the effectiveness of the institutions they govern, so they should be concerned with their own effectiveness as a Governing Board. Effective Boards engage in a continuing process of self-assessment and evaluation of their performance in order to identify areas of strength and strategies for improvement.

Accrediting Commission standards require Boards to define processes for assessing their performance in policy or bylaws, and to act in a manner consistent with the statements. The processes may be as formal or informal as the Board wishes – the most important thing is to use a process that provides useful information for the Board members. The purpose of the Board self-evaluation is to identify areas of Board functioning that are working well and those that may need improvement. In addition, the discussion of Board roles and responsibilities builds communication and understanding among the members and leads to a strong, more cohesive working group.

Part I. Beside each question is a space for you to give a general evaluation mark. The following rating scale should be used: *A = Excellent; B = Above Average; C = Average; D = Below Average; F = Unsatisfactory*

Board Organization	Rating
The Board operates as a unit.	A B C D F
Board members understand that only the President reports to them.	A B C D F
Board members uphold the decision of the majority.	A B C D F
The Board's decisions are in the best interest of the University and independent of personal bias.	A B C D F
Policy Role	Rating
Board members understand the concept that setting policy is the primary voice of the board.	A B C D F
The Board focuses on policy during its discussions and actions, not administrative matters.	A B C D F
The Board has clarified the difference between its policy role and the role of the President.	A B C D F
University and Community Relations	Rating
Board members act on behalf of the entire University.	A B C D F
Board members maintain good relationships with the University and Community stakeholders.	A B C D F
Board members keep the President informed of community contacts.	A B C D F
Policy Direction	Rating
The Board is knowledgeable about the mission and purpose of the University.	A B C D F
The Board bases its decisions in terms of what is best for students and the University.	A B C D F
The Board maintains a future-oriented, visionary focus in making board decisions.	A B C D F
Board-Presidents Relations	Rating
The Board and the President have a positive, cooperative relationship.	A B C D F
A climate of mutual trust and respect exists between the Board and the President.	A B C D F
The Board has clear protocols for communicating with staff of the President.	A B C D F
The Board clearly delegates the administration of the University to the President.	A B C D F
Fiscal Oversight	Rating
The Board understands the fiscal condition of the University.	A B C D F
The Board provides fiscal oversight to assure the financial stability of the University.	A B C D F
The Board understands the financial audit and its recommendations.	A B C D F
Institutional Performance	Rating
The Board demonstrates a concern for the success of all students.	A B C D F
The Board is appropriately involved in the accreditation process.	A B C D F
The Board is committed to equal opportunity.	A B C D F

Board Leadership	Rating
The Board understands its role and responsibilities.	A B C D F
Board members are prepared for board meetings.	A B C D F
The Board maintains confidentiality of privileged information.	A B C D F
The Board understands the political implications of its actions.	A B C D F
Advocating the University	Rating
The Board recognizes positive accomplishments of the University.	A B C D F
The Board helps to educate the local and regional community about University needs and issues.	A B C D F
The Board works to secure adequate public funding.	A B C D F
Board members speak positively about the University to the public.	A B C D F

Part II. The following questions are open-ended. Your response will assist in institutional evaluation and determining future priorities.

- a. What are the Board's greatest strengths?

- b. What are the major accomplishments of the Board in the past year?

- c. What are areas in which the Board could improve?

- d. As a Trustee/Board Member, I would like to see...

BYLAWS OF THE BOARD OF GOVERNORS OF WEST LIBERTY UNIVERSITY

Article I. Meetings

Section 1. Annual Meeting.

Unless otherwise determined by the Board, the Annual Meeting of the Board of Governors of West Liberty University shall be held at the regular June Board meeting each year on the campus at a date and time to be determined by the Board. According to West Virginia statute, the agenda of this meeting shall include election of officers for the upcoming year which begins July 1.

Section 2. Regular Meetings.

In addition to the annual meeting in June, the Board of Governors shall, by West Virginia statute, hold at least five additional meetings during each year. The date, time and location of these meetings will be determined by the Board and noticed with the Office of the Secretary of State as provided in Section 4.

Section 3. Special Meetings.

Special meetings of the Board may be called at any time at the request of the Chairman of the Board, of three members of the Board, or of the President of the University. The date, time and location of any such special meetings will be determined by the Board and noticed with the Office of the Secretary of State as provided in Section 4.

Section 4. Notice of Meetings.

Notice of all meetings of the Board of Governors, including date, time and location, shall be filed with the Office of the Secretary of State in Charleston, West Virginia, and published in the State Register at least five days before the meeting is to be conducted. Special or emergency meetings of the Board may require the filing of an emergency notice with the Office of the Secretary of State.

Section 5. Place of Meetings.

The place of the meeting shall normally be the West Liberty University campus unless otherwise determined by the Board and stated in the notice of the meeting.

Section 6. Quorum.

A majority of the twelve voting members of the Board (seven) shall at all times constitute a quorum for the transaction of business. A member may participate and vote by telephone.

Section 7. Rules of Order.

General parliamentary rules, as given in Robert's Rules of Order, current edition, and as modified by rules and regulations of the Board, shall be observed in conducting the business of the Board.

Article II. Officers

Section 1. Election of Officers.

At the Annual Meeting, the Board shall elect the following officers to serve a one-year term beginning the first day of July of that year through the thirtieth day of June of the following year and until after their respective successors have been duly elected:

- (a) Chairman
- (b) Vice Chairman
- (c) Secretary

Section 2. Special Elections.

Vacancies in any of the three offices may be filled by the Board through election held at any regular or special meeting of the Board provided that such election is publicized in the notice. The person or persons elected shall serve for the remaining portion of the unexpired term(s).

Section 3. Duties of Chairman.

The Chairman of the Board of Governors shall preside at the meetings of the Board, shall appoint the members of all standing and special committees of the Board, and shall discharge any other duties ordinarily required of a presiding officer, unless it is otherwise ordered. The Chairman, or the Chairman's designee, shall have authority to sign all contracts and other instruments requiring execution on behalf of the Board. The Chairman shall have the right to vote upon all questions, motion or recommendations submitted to the Board unless voting on such questions, motion or recommendations might present a conflict of interest.

No member may serve as Chairman for more than four consecutive years.

Section 4. Duties of Vice Chairman.

The Vice Chairman of the Board of Governors, shall, in the absence of the Chairman, perform all duties of the Chairman of the Board until the Chairman resumes office or a successor has been duly elected. In the absence of both the Chairman and the Vice Chairman, the Board shall elect a Chairman pro tempore who shall perform the duties of the Chairman.

Section 5. Duties of Secretary.

The Secretary of the Board of Governors shall keep or cause to be kept a full and true record of all meetings of the Board and of any committee of the Board. The Secretary shall attest to the accuracy of the minutes of each meeting. The Secretary shall issue or cause to be issued notice of all regular and special meetings of the Board.

Section 6. Duties of the President.

The President of the University shall be the Chief Executive Officer responsible to the West Liberty University Board of Governors. The President shall be appointed by the Board and shall hold office, subject to the pleasure of the Board. The President shall attend Board meetings and make regular reports to the Board.

In the event of a vacancy in the Office of the President or the inability of the President to act due to illness, injury, incapacity or disability, the Board may appoint an interim President with the approval of the West Virginia Higher Education Policy Commission. Upon the occurrence of a vacancy in the position of President, the Board shall undertake a search for a new President according to prescribed guidelines and policies.

Article III. Committees

Section 1. Executive Committee.

The Chairman, Vice Chairman, Secretary, and immediate past Chairman of the Board shall constitute the Executive Committee of the Board. The Executive Committee shall have the powers of the Board, when the Board is not in session, and shall provide for the execution of orders and resolutions not otherwise specially committed or provided for. A separate record of the proceedings of this Committee shall be kept by the Secretary, and the same shall be submitted to the Board for inclusion in the record at the next regular or special meeting.

Section 2. Standing Committees.

The addition of one or more standing committees of the Board will require an amendment to these Bylaws as provided in Article IV. A standing committee of the Board may be created upon presentation of the need for such committee to the full Board at a regular meeting of the Board and by a two-thirds affirmative vote of the entire Board.

- 2.1 Finance Committee – Purpose: To plan for and review the financial status and annual/long range budgets for the University.
- 2.2 Academic Affairs Committee – To keep the Board up-to-date academically.
- 2.3 Student Life Committee – To keep the Board up-to-date on campus happenings, placement, retention, and experience.
- 2.4 Governance Committee – To make sure Board members are in line with their duties, a membership succession plan is in place, ensure that Board members are acting and handle their fiduciary responsibilities.

Section 3. Special Committees.

Subject to the approval of the Board, special committees may be appointed by the Chairman of the Board with such powers and duties as the Board or Chairman may determine. The special committee shall report to the Board on those matters for which the special committee was created.

Article IV. Amendments to Bylaws

These Bylaws may be amended at any regular or special meeting of the Board, provided previous notice of the nature of any proposed amendment shall have been given at least one regular or special meeting before the action thereon shall be taken.

Approved by the WLSC Board of Governors 7/11/01
Amended by the WLSC Board of Governors 7/29/02
Amended by the WLSC Board of Governors 1/26/05
Section 3 of Article II was revised on February 8, 2012
Amended by the WLU Board of Governors June 2, 2021

I. Update on the 5 strategic priorities, objectives, or strategic actions of the Division/Area

- Priority #1: Academic Success
 - **Objective 1.5: Offer Students a wide array of co-curricular activities and programs.**
 - Hispanic Heritage Month (September 15 - October 15) - Display in Library basement as well as additional activities throughout this month organized/facilitated by Felipe Rojas (Marketplace meal, book reading for West Liberty Elementary students)
 - National Coming Out Day (October 11) - Banner in Union during the day to add fingerprint in support of celebrating this day as well as distribution of Proud Hilltopper items (t-shirts, rally towels, mini flags, pins, stickers)
 - Pronoun Day (October 20) - Campus community educational information communication; Tabling in Union with educational resources and pronoun name tags; in collaboration with Drag Show Bingo
 - Drag Show Bingo (October 20) - Approximately 150 participants
 - Day of the Dead Skull Painting (November 1) - Approximately 30 participants
 - Transgender Awareness Week (November 13-19)
 - Transgender Day of Remembrance (November 20) - Will recognize members of the transgender community who have died as a result of violence related to their transgender identity
 - Native American Heritage Month (November) - Library display and book display; Land acknowledgment statement in collaboration with National Tribal Historic Preservation Officers
 - International Education Month (November)
- Priority #2: Branding
 - **Objective 2.2 Reinforce and expand the university's reputation as a premiere institution in the region.**
 - Continues to seek opportunities that recognizes diversity and inclusion for college campus that will highlight WLU's efforts in this space.
- Priority #3: Community Engagement
 - **Objective 3.2 Facilitate community-based learning opportunities for students**
 - American Host Families- An important component for our international students is connecting our students with American host families to get a deep understanding about American culture and society. We are already working with West Liberty Elementary School and other community sponsors to engage them into volunteering.
- Priority #4: Operational Excellence
 - **Objective 4.5 Ensure a performance-based culture driven by data and best practices.**
 - The fall census was submitted to the HEPC on Oct 15th that included the University's Fall enrollment data.

- Priority #5: Student Experience
 - **Objective 5.4 Provide safe, secure, appropriate, and accessible spaces for all students.**
 - The Diversity Committee is currently planning for safe space trainings for the spring semester so students can clearly identify places on campus when they need a safe place to visit.

II. Other Matters of Focus

- TRIO- I attended the TRIO upward bound training on Tuesday, November 16th at Glenville State College. It was a very informative and presents an opportunity to make an impact in our area high schools.

III. New Personnel

- N/A

IV. Information Requested by Committee

- N/A

V. Action Items

- N/A

Respectfully submitted,

Shemrico Stanley

DIVERSITY OFFICE

I. Update on the 5 strategic priorities, objectives, or strategic actions of the Division/Area**Academic Success**

- Objective 1.1 Action 1 -Develop Flexible, Non-traditional course schedules and programs
- The spring/summer schedule has been completed, published, and registration is underway.

- Objective 1.1 Action 2 - Facilitate federal and local grant opportunities
 - A Grant proposal for the Governor's Honors Academy has been submitted. The theme is The Nature of Happiness and will include courses that delve into subjects such as: Can Animals Feel Happiness?; Happiness in Super Villain Literature; Socioeconomic Influences on Happiness.
 - If granted, this project will bring high school honors students on campus during the summer for several weeks. We hope to encourage these best and brightest to attend when they graduate high school.

- Objective 1.2 Action 1: Expand and improve reviews of existing programs.
 - The report for the Communication Sciences and Disorders accreditation visit was received. No comments were a surprise and a response has already been written.
 - The Nursing Program completed the accreditation visit by the Commission on Collegiate Nursing Education (CCNE) on December 11th. The initial response from the visiting team was positive, and we are awaiting the official report.

- Objective 1.2, Action 2: Develop new programs of study based on national trends and regional needs.
 - **First Doctorate Program for West Liberty University**
Dr. Cathy Monteroso, Dean of the College of Education and Human Performance, led an after-hours business event to engage eight university and community stakeholders in conversations on the creation of the first doctoral degree at West Liberty University—Educational Leadership. The team analyzed data from a recent feasibility study conducted by the CoEHP sampling local teachers employed in the Ohio Valley. Highlights of this study include participation from 226 respondents, where 97 individuals indicated very high interest in applying to a doctoral program at West Liberty University. - Dr. Vincent Mumford, Dean of Graduate Studies
 - Fast Track programs are being developed to 'fast track' students in local bachelors programs into the WLU MBA program. The first fast Track program was developed in October with Pittsburgh Technical College and was just overwhelmingly approved by PTC. We will be working to complete this track on our end, and reproduce this with additional local universities.

II. Significant Accomplishments

- The new enclosure for Norbert, the famous lizard in BIO Sciences has been completed, thanks to Facilities
- Senior Art Exhibition and Fall Choral and Band Concert on November 17

ACADEMIC AFFAIRS

III. Other Matters of Focus

- With the continued goal to improve non-functional processes, a new Catalog and Scheduling process has been developed with the input of the deans and Administrative Assistants are receiving Banner training to be able to successfully complete their new tasks within the processes.
- The draft of the 2022/23 Academic Calendar has been verified for Carnegie hours and is at the Deans and Scott Cook for editing.

IV. New (Essential) Personnel

- Ms. Tasha Taylor has been hired as the new Executive Administrative Assistant for the Provost.
- The hiring process to fill the Dean of Graduate Studies Dean has begun
- A faculty position replacement position request has been pulled and the position re-posted as a new faculty member who will have the credentials to lead the new Doctorate in Educational Leadership Program.
- The Deans are developing an informational overview of expected or committed hiring and equipment needs for the President and CFO.

V. Information Requested by Committee

- Very gratefully received a link to the Faculty Handbook of University of Tennessee, Knoxville from Dr. Thomas Cervone.

VI. Action Items

Respectfully submitted,

Dr. Bonnie Suderman

ACADEMIC AFFAIRS

I. Update on the 5 strategic priorities, objectives, or strategic actions of the Division/Area

- New student recruitment in high schools has wrapped up for the fall 2021 semester. We were able to attend in-person college fairs and visit high school students in their respective schools.
- Continued focus on the Student Experience, highlights listed below
 - Monthly destination trips were held in the fall (Washington Wild Things baseball, Wells Township Haunted House)
 - Food Pantry Opened in Student Union
 - Midnight Madness for basketball
 - International Student Month celebrated
 - First Generation Day held to honor first generation students
 - Transgender Awareness Week celebrated
 - Winterfest scheduled for December 1
 - Midnight Breakfast for students scheduled for December 6

II. Significant Accomplishments

- Planning in person Commencement Ceremony for fall 2021 graduates
 - 160 students will be completing requirements this fall
 - Mr. David Croft selected as Commencement speaker
- Wrapping up COVID-19 testing for non-vaccinated students
 - November 30 will be final day of testing
 - Did not have any major disruption with in-person learning
 - 58% of students vaccinated, 85% of employees
- Campus Wide Enrollment Planning Meeting November 17, 2021
 - 49 members of the campus community met to discuss ideas for enhancing enrollment
 - Sub-committees to the Enrollment Planning Committee will review all suggested ideas for implementation
- Topper Village Building A (third building) will open in January 2022

III. Other Matters of Focus

- Declining demographics and increased costs impacting enrollment
- Staff turnover and loss of experienced employees

IV. New (Essential) Personnel

-

V. Information Requested by Committee

- Enrollment Headcount for the Fall 2021 semester was 2330 on November 26, 2021. Final enrollment for the Fall 2020 semester was 2483. A decrease of 153 students.

STUDENT AFFAIRS/ENROLLMENT MANAGEMENT

- Spring 2022 registration is currently taking place. As of Friday, November 26, 1555 students were registered. At the same point in time last year, 1705 students were registered for the Spring 2021 semester. A decrease of 150 students at this time.
- As of November 29, 2021, submitted new student applications for the Fall 2022 semester are up 14%. Accepted for admission new student applications are up 24%.

VI. Action Items

-

Respectfully submitted,

Scott A. Cook

I. Update on the 5 strategic priorities, objectives, or strategic actions of the Division/Area

- **Strategic Initiative III. Community Engagement-Goal 3.2 Facilitate community-based learning opportunities for students.**
 - We continue to develop and maintain Agreements with our local partners creating internships, externships, clinical and field experiences, and articulation opportunities.
 - Schools: Local WV, OH and PA counties
 - Hospitals: Reynolds, Wheeling, EORH, East Liverpool, Charleston Area Medical, Washington, Trinity, Wetzel County, UPMC, etc.
 - Community Partners: Wheeling Park Commission, Oglebay Institute, NAMI, Highlands Sports Complex, etc.
 - Above are just a few examples. We are working on a current list for presentation.
- **Strategic Initiative V. Student Experience -5.4 Provide safe, secure, appropriate, accessible spaces for all students.**
 - We potentially have a blind student enrolling in the Spring. Housing, Student Development Center, and Student Affairs are all assessing the available/required services.
- Strategic Initiative II. Branding- Goal 2: Reinforce and expand the university's reputation as the premiere institute of higher learning in the region.
 - II.2C. Establish brand uniformity by developing and implementing guidelines that include branded, copyrighted, and **trademarked** materials. Updated brand uniformity guidelines

In 2019, the Executive Director of Marketing worked with outside counsel to get our WLU logo trademarked. Liberty University objected to the filing of West Liberty University as a trademark. The TPO claims examiner agreed with our position but with the objection filed by Liberty University claiming that the proposed WLU trademark is confusingly similar to their previously registered mark and prevailing case law, his hands were tied, and he was not able to allow the registration.

WLU and outside counsel attempted to negotiate an agreement with Liberty University. However, they demanded monetary compensation in exchange for this concession and negotiations came to a halt. No further action was taken.

WLU General Counsel is currently exploring options to reopen this initiative.

II. Significant Accomplishments

- **11/29/21 No update:** WLU filed its first US and International Patent application on August 6, 2021, related to an antimicrobial therapy-using a specific compound for the treatment of bacterial infections. The inventors on the patent application include Dr. Horzempa (WLU Faculty), Mr. Elliott Collins (Former WLU Graduate Student), and Dr. Leon Francisco (Former Faculty of University of Mississippi). An examiner will review the application and the claims made within. It could take several months for a final determination on whether the patent is granted.

LEGAL COUNSEL

III. Other Matters of Focus

- a. All University Policies and Procedures will be going through a high-level review over the next several months.
- b. A document outlining State Code, HEPC Series Rules, BOG Policies, and University Policies and Procedures requirements of the BOG, the President and any Special Committees (Executive, Finance, etc.) is being prepared to assist in the organization and monitoring of such requirements.

IV. New (Essential) Personnel

- NA

V. Information Requested by Committee

- NA

VI. Action Items

- NA

Respectfully submitted,

Stephanie Hooper

LEGAL COUNSEL

- I. **Update on the 5 strategic priorities, objectives, or strategic actions of the Division/Area**
 - IV Operational Excellence
 - 3C. Review, assess, and clarify university budget and planning policies
 - FY22 budget was approved by Board under CFO Roberta Linger; however, after a thorough review by line item, the University is facing a \$2.7m deficit (attached).
 - Went over in detail with the Finance Committee all line items which resulted in the deficit
 - Reviewed with Finance Committee a plan to cover the deficit for FY22
- II. **Other Matters of Focus**
 - Audited Financial Statements - Presentation by CLA
 - Historical Analysis (5 year) – (attached)
- III. **New (Essential) Personnel**
 - Michael Smith, Controller (start date 11/22/21)
- IV. **Information Requested by Committee**
 - FY22 Budget Status Report for month ended 10/31/21 (attached)
- V. **Action Items**
 - Beginning in the very near future, the Cabinet along with the President will be meeting to discuss planning for FY23 as current enrollment cannot sustain the usual way of doing business
 - Changes will be necessary for FY23 (new revenue streams/cutting of expenses)

Respectfully submitted,

Lori Hudson

FISCAL AFFAIRS

West Liberty University
FY 2022 Budget Deficit Plan

Beginning Unrestricted Cash as of June 30, 2021 \$ 3,928,088

FY22 Budget Deficit after thorough review of original budget \$ (2,762,631)

Additional Revenue

Lost Revenue from HEERF (drawn down July 2021)	\$ 1,118,464
Royalty Revenue (on target to be higher than budgeted)	\$ 250,000
WVHEPC Bond Refunding for Capital Expenses across State Institutions	\$ 490,000
(this will pay for the portion of Main Hall roof included in deficit) - Mr. Rodella in contact with State	
HEERF Institutional Funds (pay off outstanding student balances created after 3/13/20)	\$ 405,000
All hands on deck - strict budget monitoring with cabinet level signature required over \$500 (Nov-Jun)	\$ 500,000
	<u>\$ 2,763,464</u>
	\$ 833

West Liberty University - Historical Analysis

Fiscal Year	Full-time Faculty	Full-time Staff	Total Employees	Fall Enrollment Headcount	Total Expense Budget	Total Expenses 6/30	(Over)/Under Budget
					ORIGINAL BUDGET	PROJECTED	PROJECTED
2022	143	176*	319	2335	43,887,771	46,248,093	(2,360,322)
2021	142	160	302	2483	43,405,615	44,322,451	(916,836)
2020	143	164	307	2489	44,929,385	44,639,970	289,415
2019	139	170	309	2528	41,766,845	42,814,806	(1,047,961)
2018	119	160	279	2452	40,479,059	40,573,959	(94,900)
2017	117	143	260	2324	37,435,781	36,883,179	552,602

*For FY22, approximately 20 custodial employees added to Full-time Staff due to bringing custodial services in-house \$463,010

Fiscal Year	Tuition & Fees	Auxiliary	Waivers	Net Tuition & Fees/Auxiliary	Personal Services
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
2022	23,163,707	9,713,289	(6,700,000)	26,176,996	19,583,249
2021	23,560,653	9,696,494	(6,346,401)	26,910,746	18,806,089
2020	23,446,713	10,280,104	(6,097,743)	27,629,074	18,797,827
2019	22,533,784	10,177,453	(5,748,068)	26,963,169	17,923,283
2018	21,736,198	9,662,753	(5,224,690)	26,174,261	16,219,296
2017	20,198,580	9,047,954	(4,559,687)	24,686,847	15,306,924

FISCAL AFFAIRS

West Liberty University
FY22 Operating Budget Status (through 10/31/21)

<u>Sources:</u>	<u>FY22 Original Budget</u>	<u>10/31/2021 YTD Actual</u>	<u>Balance</u>	<u>% of Budget</u>
Undergraduate Tuition and Fees:	19,290,012	10,061,060	9,228,952	52.16%
<i>Related Discounts:</i>	<i>(3,827,603)</i>	<i>(2,125,071)</i>	<i>(1,702,532)</i>	
<i>Net:</i>	15,462,409	7,935,988	7,526,421	51.32%
Graduate Tuition:	3,873,695	1,401,895	2,471,800	36.19%
<i>Related Discounts:</i>	<i>(479,824)</i>	<i>(284,496)</i>	<i>(195,328)</i>	
<i>Net:</i>	3,393,871	1,117,399	2,276,472	32.92%
Room and Board:	10,195,618	5,009,785	5,185,833	49.14%
<i>Related Discounts:</i>	<i>(1,797,203)</i>	<i>(1,093,008)</i>	<i>(704,195)</i>	
<i>Net:</i>	8,398,415	3,916,777	4,481,638	46.64%
State Appropriation	8,966,122	3,902,311	5,063,811	43.52%
Other	1,562,324	864,738	697,586	55.35%
	37,783,141	17,737,213	20,045,928	46.94%
<u>Uses:</u>				
Personal Services*	19,248,519	7,489,792	11,758,727	38.91%
Fringe Benefits	4,623,729	1,794,874	2,828,855	38.82%
Utilities	2,206,829	704,678	1,502,151	31.93%
Debt	2,792,013	975,740	1,816,273	34.95%
Rent	1,473,791	381,584	1,092,208	25.89%
Contractual Services	3,394,858	990,056	2,404,802	29.16%
Other	4,043,402	1,778,031	2,265,371	43.97%
	37,783,141	14,114,756	23,668,385	37.36%
<u>Net:</u>	0	3,622,458		
Total Tuition / Room and Board Revenue	33,359,325	16,472,739		49.38%
Total Discount	<i>(6,104,630)</i>	<i>(3,502,576)</i>		57.38%
Total Net Tuition / Room and Board Revenue	27,254,695	12,970,164		47.59%
*Personal Services/Fringe Benefits (includes 10 out of 26 pays + increment)		0.38		
All Other Expenses (4/12 months)		0.33		

FISCAL AFFAIRS

West Liberty University
FY22 Operating Budget Status

		<u>FY21</u> <u>Adjusted</u> <u>Budget</u>	<u>FY21</u> <u>Actual</u>	<u>FY22</u> <u>Original</u> <u>Budget</u>	<u>Adjustments</u>	<u>FY22</u> <u>Adjusted</u> <u>Budget</u>
Sources:						
Undergraduate Tuition and Fees	UG		\$17,758,266	\$17,326,611		\$17,326,611
Graduate Tuition	GR		\$3,795,779	\$3,873,695		\$3,873,695
Room and Board	RB		\$8,893,054	\$9,349,328	(\$482,329)	\$8,866,999
Capital Fees (Debt Restricted)	RD		\$2,815,062	\$2,809,691		\$2,809,691
State Appropriation	SA		\$9,102,662	\$8,966,122	\$136,540	\$9,102,662
Other	OTH		\$1,941,065	\$1,562,324	(\$56,520)	\$1,505,804
		43,405,615	\$44,305,887	\$43,887,771	(\$402,309)	\$43,485,462
Uses:						
Personal Services	PS		\$18,856,574	\$19,248,519	\$334,730	\$19,583,249
Fringe Benefits	B		\$4,491,127	\$4,623,729	\$102,619	\$4,726,348
Discounts	W		\$6,346,401	\$6,104,630	\$595,370	\$6,700,000
Utilities	U		\$2,223,197	\$2,206,829		\$2,206,829
Debt	D		\$2,598,915	\$2,792,013	(\$100,000)	\$2,692,013
Rent	R		\$1,219,361	\$1,473,791	(\$32,002)	\$1,441,789
Contractual Services	CS		\$4,047,442	\$3,394,858	\$79,800	\$3,474,658
Other	EO		\$4,539,434	\$4,043,402	\$1,379,806	\$5,423,208
		43,405,615	\$44,322,451	\$43,887,771	\$2,360,322	\$46,248,093
Net:		<u>0</u>	<u>(\$16,563)</u>	<u>\$-</u>	<u>(\$2,762,631)</u>	<u>(\$2,762,631)</u>

FY22 Budget Adjustments - Detail

Revenue Adjustments

Room and Board	\$482,329
Rent (Faculty Housing/Subway)	\$11,520
Topper Card Sales	(\$70,000)
Appropriation	(\$136,540)
Misc Receipts	\$115,000
	<u>\$402,309</u>

Additional Expenses

Labor and Fringe Benefits	\$203,893
Insurance/Workers Comp/Pension	\$233,455
Cabinet cuts	\$839,806
The Registry (Provost)	\$79,800
Transact (registers)	\$50,000
Institutional Waivers	\$595,370
Debt Service	(\$100,000)
Rental Expense	(\$32,002)
Main Hall Roof	\$490,000
	<u>\$2,360,322</u>
	<u>\$2,762,631</u>

FISCAL AFFAIRS

I. Update on the 5 strategic priorities, objectives, or strategic actions of the Division/Area

- Priority #2 – Branding

Campus Branding Initiative

- Main Entrance/Digital sign removal complete
- Wall of Honor move to Elbin Library complete
- WLU Fleet: 100% Branded
- Campus Way Finding Signage: Updated logos in place
- Campus building, Office Signage: Signs for Shaw Hal, Student Union, Main Hall Designed, ordered
- College Union branding opportunities identified

- Priority #3 – Community Engagement

Government Relations: December 16 – Legislative Breakfast, Highlands Center. Updates from campus to local stakeholders ahead of the 2022 legislative session. Topics will include proposed new funding formula.

Highlands Center: Director of the Highlands Center, Phil Carl, started November 8. New scope and vision attached. Talks with Ohio County Commission (landlord) positive, including potential funding for new elements: Comprehensive testing center, distance learning and community remote access room, satellite clinics for behavioral health and audiology and speech pathology clinics.

Alumni Affairs: ED of Alumni Affairs Ron Witt, terminated.

Corporate Partnerships: Oglebay/Zoo Sci Renewal, Grow Ohio Valley/College of Sciences Continuing Education Partnership, ZPLC Co-op partnership with College of Business, ROXBY Group and College of Health Sciences, Kalkreuth Roofing and College of Business, City of Wheeling and WLU.

Topper Station: Streaming Support for Wheeling Symphony, Oglebay Institute, Wheeling Heritage, WVNCC.

II. New (Essential) Personnel

External Affairs Coordinator: Ms. Kara Conners. Start Date – 09/27/21

Director of The WLU Highlands Center: Mr. Phil Carl. Start Date – 11/08/21

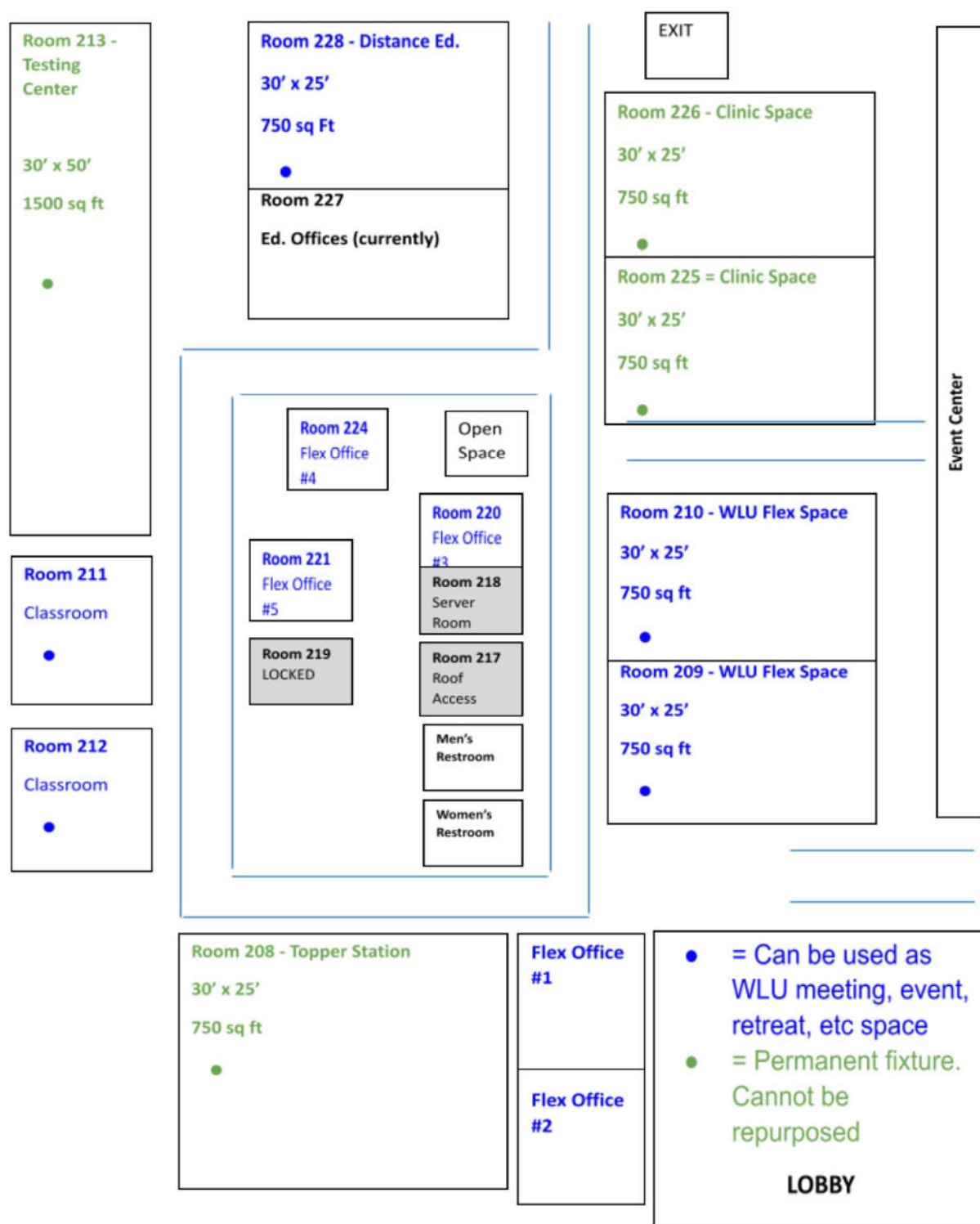
Director of Alumni Affairs: TBD

III. Information Requested by Committee

Respectfully submitted,

Jason Koegler

EXTERNAL AFFAIRS



I. Update on the 5 strategic priorities, objectives, or strategic actions of the Division/Area**• Priority #1: ACADEMIC SUCCESS**

- Sophomore goalkeeper Olivia Montgomery was one of only five Mountain East Conference women's soccer players to earn NCAA Division II Academic All-District 2 First-Team honors from CoSIDA. Academic awards for the remaining fall sports have not yet been released

• Priority #2: BRANDING

- The athletic department is currently working on a branding initiative for the West Family Athletic Complex. This initiative includes branded windscreens, landscaping and the installation of a permanent electronic scoreboard

• Priority #3 COMMUNITY ENGAGEMENT

- The women's basketball team partnered with Paree Insurance and Panhandle Cleaning & Restoration to collect wish list items and cash donations for the Wheeling Youth Services System's Freeze Shelter during our home game on Nov. 20
- The No. 5 West Liberty wrestling team welcomed back more than 60 former student-athletes, coaches, athletic trainers, and other support staff for the season-opening dual match against Pitt-Johnstown
- The WLU Athletic Department welcomed back to campus more than 20 players, coaches and support personnel from West Liberty's 1990 NAIA World Series baseball team and held a special recognition for them at halftime of the football game against UNC Pembroke
- Conducted our 40th annual West Liberty Athletic Hall of Fame Induction ceremony inside the Boyle Room at the ASRC on Oct. 2

• Priority #4: OPERATIONAL EXCELLENCE

- Director of Athletic Operations Rex Lancaster and Sports Information Director Don Clegg are currently working on a redesign and upgrade of the Athletics website

• Priority #5: STUDENT EXPERIENCE

- The West Liberty Student-Athlete Advisory Committee (SAAC), under the guidance of Acrobatics & Tumbling head coach Kelsey Kyle, has sponsored a series of "Gold-Out" initiatives aimed at getting student-athletes out of their dorms and into the stands in support of fellow student-athletes from different sports
- The WLU Athletic Department hosted a "Late Night Madness" winter sports celebration coordinated by Title IX Graduate Assistant Zachary Haught inside the ASRC. Student-athletes from several men's and women's teams took part in the event and official "Topper's Den" t-shirts were handed out to the first 150 students in attendance

II. SIGNIFICANT ACCOMPLISHMENTS

- The WLU Athletic Department was an active participant in the fourth annual NCAA Diversity & Inclusion Social Media Campaign. Working closely with Athletics Diversity & Inclusion Designee (ADID) Cassie Seth, we produced a series of videos engaging with numerous student-athletes and administrators from a diverse mix of ethnic and cultural backgrounds. These videos were pushed out across all of our social media platforms with the aim of fueling discussion and raising awareness of this important social issue

- The football team honored 20 seniors during Senior Day ceremonies at the final home game on Nov. 6. All 20 seniors are on track to graduate from West Liberty with several set to return to campus in the fall after being accepted to graduate school
- Ranked No. 14 in the nation, our men's basketball team hosted a highly-successful season-opening tournament at the ASRC and is off to a 4-0 start
- Our volleyball team won 21 matches and achieved the highest regional ranking in school history when it was ranked No. 9 in the Atlantic Region earlier this month. Maddie Clayton, Nyia Setla, Kirsten Bogunovich and Riley Cudnik earned All-MEC honors. Cudnik was also named to the MEC's All-Freshman Team
- Our men's and women's cross country teams made history at the NCAA Division II Atlantic Region championships. Junior Hannah Kemp just missed qualifying for nationals with a Top 10 finish in the women's race while seniors Phil White and Michael Harriman were Top 20 finishers on the men's side. All three were named to the All-Region Team – the most in school history!
- Ranked No. 5 in the nation, our wrestling team drew more than 600 fans to the ASRC for its season-opening match against Pitt-Johnstown

III. OTHER MATTERS OF FOCUS

- Preparing for Fall 2021 Commencement exercises on Dec. 11 inside the ASRC
- The West Liberty wrestling team will host the Hilltopper Quad on Dec. 17
- The men's and women's basketball teams will also be hosting several non-conference basketball games the week after our Fall 2021 Commencement

IV. NEW (ESSENTIAL) PERSONNEL

- n/a

V. INFORMATION REQUESTED BY COMMITTEE

- n/a

VI. ACTION ITEMS

- n/a

Respectfully submitted,

Lynn Ullom

ATHLETICS

I. 2021-2022 Strategic Priorities for the University

- A. Priority #1 Academic Success**
- B. Priority #2 Branding**
- C. Priority #3 Community Engagement**
- D. Priority #4 Operational Excellence**
- E. Priority #5 Student Experience**

II. Update on Specific Strategic Objectives

- Strategic Priority #4 Operational Excellence
 - 4.1 *Assess existing and potential positions for necessity and efficiency.*
We are discussing a hiring freeze due to the budget deficit.
 - 4.4 *Encourage effectiveness, efficiency, and innovation through training and workshops.*
Nineteen employees are interested in serving on the Professional Development Committee to brainstorm the needs, wants, resources and costs for faculty/staff. The initial meeting is December 1, 2021

III. Significant Accomplishments

- Hiring Workflow Assessment for Faculty, Staff, Adjuncts
- Ongoing Health and Safety Training to Employees
 - Blood borne Pathogen Training: 8
 - Driver's Training: 11
 - Safety Data Sheet Training: 1
 - Sleep and its importance to job safety: 17

IV. Other Matters of Focus

- Provost Search in Progress – 35 applicants. After completing Zoom interviews, the Search Committee identified (3) candidates to visit campus. Two visited and one accepted another position. Faculty, staff, student feedback was solicited and the Search Committee made a recommendation to the President.
- COVID Positive Cases for Faculty/Staff – (8) (6 vaccinated/2 unvaccinated)
- Separations: 9 Staff (October 1, 2021 to November 30, 2021); Total Headcount is 184 Staff and 145 Faculty
- Staff Compensation/Performance Increases and Budget

V. New (Administrative) Personnel (July 1, 2021 to September 30, 2021)

- Controller
- Director of Highlands Center
- Program Coordinator for Teacher Candidates
- Custodian

VI. Information Requested by Governance Committee

- Recommendation to identify task force members for the December meeting to review/update the Institution's Mission statement
- BOG Self-evaluation forms
- Review/Update BOG Bylaws and Constitution
- Training required for BOG members
- Presidential Assessment and Review Process

VII. Action Items

Ms. Edwards to forward the BOG Self-evaluation form to BOG members before the next meeting.

Respectfully submitted,

Diana Harto

I. Update on the strategic priorities, objectives, or strategic actions of the Division/Area

- Priority # 1 – Strategic Plan – Operational Excellence - IV.3B. Develop policies to prioritize and reduce the university's deferred maintenance backlog.
 - Assessment and Revision of the Facilities Master Plan
 - Alignment of the Deferred Maintenance Data within the Master Plan
 - Inclusive of ADA requirements
 - Revision to be published in Q1 2022.
- Priority # 2 – Strategic Plan – Operational Excellence - IV.2A. Develop intranet solutions.
 - IT has implemented MS SharePoint to allow document organization and sharing/collaboration both internally and externally across departments.
 - The system is operational, and rollout continues as colleges and departments onboard.
- Priority # 3 – Strategic Plan - Operational Excellence - IV.2D. Provide tools, policies, and training to enable secure communications.
 - Cyber Security Provisions and User Awareness – A new computer malware system, complete with 7x24 monitoring, has been implemented, providing a high level of cyber-protection.
 - IT continues to keep users informed concerning phishing attempts to security, as a well informed and aware user group is key to safe computing.
 - Governance concerning Acceptable Use, Information Privacy and Data Breach Response have been authored and approved. Research to author an Email Policy and Disaster Recovery Policy are underway.

II. Significant Accomplishments

- Art Therapy Department Classes/Offices completed
- Topper Village Build A – Complete and ready for 2nd semester occupancy

III. Other Matters of Focus

- Main Hall Roof
 - Bids have been received and a vendor chosen.
 - Cost = \$860,000
 - Work to Begin in Spring 2022.
- ADA Compliance Needs
 - There is an existing listing of required ADA needs.
 - Evaluation and inclusion in the Facilities Master Plan underway.
- Building Access and Surveillance Upgrades (Covid Funding)
 - The University is planning to invest \$1.4 million in building access and surveillance systems to ensure the ability to monitor quarantine population. The systems will also enhance operational security and critical incident response capability.
 - Bids are due 12/8/21.
- Aquatic Conservation Center
 - Floor Plan and Preliminary Renderings complete.
 - Awaiting Final Approval from WVU DEP
 - Environmental Impact Study submitted.

- Cash Register Replacements – Campus-Wide
 - Current system end of life
 - Implementation delayed due to vendor delivery issues.
- Document Management Project (Covid Funding)
 - System implementation begins in January
 - Digital storage and attachment of source documentation to records (Student, Financial, Procurement, etc.)
- Physical Plant Project Team
 - Studying the financial feasibility of adding Physical Plant personnel for project work and the elimination of contractor work where possible. Goal is increased production and financial neutrality.
 - Impact – Currently, in-house projects delay key maintenance work.
- Housing Management Software Integration
 - Initiative to increase productivity in Housing integrating Adirondack (Housing) to Banner (Finance System)
- Highlands Renovations
 - Distance Learning Room
 - Testing Center – Revenue Generation from 3rd Party Online Testing companies

IV. Personnel

- Physical Plant is currently down several employees as the job market has opportunity with higher pay. Replacement requisitions are in place.

V. Information Requested by Committee

- The Finance Committee received a report concerning Deferred Maintenance.
 - Report contained a total of \$14 million in un-scheduled projects
 - Report included approximately \$900,000 in required projects for FY23 that does not include the Main Hall roof project (\$860,000).
 -
- The Committee has committed to researching solutions in the coming year.

Respectfully submitted,

Joe Rodella

IT/PHYSICAL PLANT



West Liberty University Foundation
208 University Drive
College Union Box 126
West Liberty, WV 26074
wlufoundation.org

Board of Governors Report for 12/08/21

Total Funds Raised from 07/01/2021 - 11/29/2021: \$755,000

Last fiscal year at the same time: \$890,000 **15% behind**

New Donors: 220

Retention Rate: 48%

Total Endowment: \$25 Million

Respectfully submitted,

Angie Hill

WLU FOUNDATION