

WLU Board of Governors

Regular Meeting

Wednesday, February 1, 2023 – 4:00 p.m.

Location: Shaw Hall Board Room

Meeting ID: 965 1606 9633

Passcode: 145531

- I. Call to Order/Roll Call/Quorum and Mission Statement**
- II. Introductions**
- 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 Cyndi Galloway 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 December 7, 2022* (pgs. 3-11)
 - B. Minutes of the Executive Committee December 7, 2022* (n/a)
- VI. Board Items for Approval***

None.
- VII. President's Report**
- VIII. Reports**
 - A. Interim Provost (Monteroso)
 - B. Enrollment (Sliwa)
 - C. Staff (Glanville)
 - D. Faculty (Metz)
 - E. SGA (Burkle)
- IX. Finance Report (pgs. 25-26)**
- X. Possible Executive Session***
 - A. Presidential Search Update
 - B. Highlands Update
 - C. Actions Emanating from Executive Session
- XI. Information Gathering (Members may ask questions or gather information to prepare for future agenda items without general discussion or action at this meeting.)**
- XII. Next Meeting Date – Wednesday, March 29, 2023**
- XIII. Adjournment**

**West Liberty University
Board of Governors**

**Minutes
December 7, 2022**

Attendance: Jack Adams, Michael Baker, Arlene Brantley, Sydney Burkle, Richard Carter, Tom Cervone, Jamie Evick, Rich Lucas, David McKinley, Jason Metz, Stephanie Shaw

Unable to Attend: Ryan Glanville

Administration/Faculty/Staff: W. Franklin Evans, Monique Akassi, Katie Cooper, Cyndi Galloway, Diana Harto, Angie Hill, Lori Hudson, Karen Kettler, Stephanie Hooper, Jason Koegler, Cathy Monteroso, Joe Rodella, Izzy Bennett, Ann Saurbier, Maureen Zambito, Phil Carl

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

Chair Lucas called the meeting to order at 4:01 p.m. and a quorum was established.

II. Introductions

1. FY22 Audit Report--CliftonLarsonAllen, LLP

Lori Hudson, Introduction of the auditors: Aaron Crall and Jennifer Bolin.

Mr. Crall is a principal with CLA and led the annual audit. Ms. Bolin, director of the audit. The WLU Audit is 100% complete and issued. The auditors met with WLU's finance team last week to go through the audit results in detail. Today they'll give a brief summary of the results.

Ms. Bolin discussed responsibilities in an audit. 3 distinct parties are involved in an audit:

1. Governance, responsible for the oversight of the audit process
2. Management at WLU, responsible for the preparation of financial statements, accounting policies, internal controls
3. Auditors, plan, design, and perform an audit and issue an opinion of the financial statements

CLA was engaged to perform an audit on the financial statements of WLU and on 10/28/2022 their unmodified opinion was submitted. Those statements do include The audit of the University's foundation which is audited by a different auditor. CLA's unmodified opinion on the financial statement was submitted. The result is a clean opinion and this is what you aim for each year. The audit report has a different layout this year. The opinion has moved to the first item in the report. This highlights the opinion and makes it more prominent in the report. At the end of the financial statements, you'll see the report on internal control over financial reporting. A material weakness was identified in the current year, but this does not change the opinion, it's still a clean opinion. This weakness stemmed from material entries that have to be booked during the audit--the nature of these entries caused the material weakness.

Rich Lucas thanked the auditors and they were dismissed.

III. Public Comment

None.

IV. Agenda Order (Board may move to change order of consideration)

V. Approval of Minutes*

A. Minutes of the Full Board October 19, 2022* (pgs. 3-6)

On motion by David McKinley and seconded by Jack Adams, it was unanimously adopted by the West Liberty University Board of Governors to approve the minutes of the full Board of October 19, 2022.

B. Minutes of the Executive Committee October 19, 2022* (pgs. 7-8)

On motion by Richard Carter and seconded by Stephanie Shaw, it was unanimously adopted by the West Liberty University Board of Governors to approve the minutes of the full Board of October 19, 2022.

VI. Board Items for Approval*

Audit* (pg. 9)

Approval of the submission of the FY 2022 Audit Report

On motion by Michael Baker and seconded by Thomas Cervone, it was unanimously adopted by the West Liberty University Board of Governors to approve the FY 2022 Audit Results.

Honorary Degree - Arlene Brantley* (pg. 10)

Dr. Evans: Our speaker for commencement is Trustee Arlene Brantley. Dr. Evans gave a brief bio on Ms. Brantley and asks that pursuant to Procedure 238, that Ms. Brantley be awarded the honorary degree.

On motion by Rich Lucas and seconded by Thomas Cervone, it was unanimously adopted by the West Liberty University Board of Governors to approve the awarding of Honorary Degree to Trustee, Arlene Brantley.

Human Resources Governance Policy - Notice of Intent* (pg. 11)

Dr. Evans: Notice of Intent to draft and make available to the campus community, the HR Governance Policy. This policy enables the university to function, and delegates the president to have authority to administer a system for personnel matters, university policies and procedures. This new policy would assist the Board in eliminating some of the outdated policies that we already have.

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 Human Resources Governance Policy, Notice of Intent of the stated policy.

VII. President's Report

Dr. Evans reiterated the strategic priorities, those being:

- Demonstrating Academic Excellence
- Cultivating Diversity, Equity, & Inclusion
- Creating an Innovative Student Experience
- Enhancing Community Engagement
- Strengthening Operational and Financial Excellence

Dr. Evans gave a slight overview of some of the items of interest contained in the board report from all members of the executive cabinet.

Based on headcount, we're only a few numbers off from where we were last year. We report headcount vs. FTE because many reporting agencies ask for head count. preliminary numbers for next fall seem to be on target.

We have two new deans that will be joining our team - Dean of Graduate Studies and Dean of Library and Learning Resources. These positions have both been enhanced and brought to the level of dean.

Our Doctorate of Education and Instructional Leadership, Management, and Innovation are on HEPC's schedule to be approved next week. The next step will be HLC approval.

Fall 2022 Commencement will be held this Saturday, December 10th at 11:00 a.m. We are looking forward to having 75 graduates walking in the ceremony.

DEI - celebrated Breast Cancer Month and International Education Month. WLU has 68 international students that represent 31 different countries. An inaugural virtual conference on DEI was held this month. Dr. Akassi reported that we had students, faculty and staff from all over (not just WLU) and approximately 200 guests registered for the event. We plan to continue this conference in the future.

Innovated Student Experience-Mr. Ullom reported that in athletics, the Acro and Tumbling team will be hosting the NCAA Championships on campus in April, Women's Volleyball Team earned their first NCAA Tournament Bid this semester. Men's Cross Country Team finished 8th at the regional championships. Men's Basketball and Wrestling are both ranked #1 in MEC.

We held two graduate school fairs this semester.

Mr. Rodella and team are looking to enhance WiFi across campus. Especially in our Dorms. Students don't seem to be using comcast.

Student Affairs and Enrollment Management, Health Services and Counseling Services have been sharing positive messages on mental health and studying tips. A lot of students across the nation are suffering mentally. We are thankful that our health and counseling services are being proactive by sharing this information across campus.

Community Engagement-Mr. Koegler, Ms. Bennett and the Alumni Affairs Team held an Inaugural WLU National Alumni Advisory Board Meeting. They met during Homecoming week. Also implemented the Sustaining Membership initiative for Alumni. This will work hand in hand with the WLU Foundation to provide monies for the annual fund.

We have MOUs with Idaho Health, Allegheny Health Network, East Ohio Regional Hospital, Maple Tree Cancer Alliance, Aultman Orrville Hospital, Elmhurst – House of Friendship, and Concord University

Highlands Center, Possible new location-Payton's Pretties is a location that we're looking at. This would be a 1/3 reduction from where we are now. This initiative is still being investigated as a possible option to downsize.

Dr. Evans commends Ms. Hudson and her team for providing us with a clean audit. In addition, we are maintaining a balanced budget. We're looking at not raising tuition for undergraduate students.

We received two appraisals for the Route 88 property. We've had people interested in purchasing it, so the appraisals were required to move forward with that process. We're moving to the next phase of that process.

Our Foundation reports as of the first quarter, around \$800,000 has been raised since July 1st.

Mr. Baker-Took a moment to thank Dr. Evans for his guidance and dedication to WLU. He noted that Dr. Evans came in at a difficult time as far as COVID, inherited a budget deficit that we weren't aware of, and got us through that all. Enrollment seems to be stable and the foundation is increasing. Thanks to Dr. Evans for all that he's done and best of luck.

Ms. Shaw-Seconds Trustee Baker's comments. Highlighting work on increasing DEI awareness, funding, scholarships. Ms. Shaw applauds Dr. Evans' efforts to move the university along.

VIII. Reports

A. Interim Provost (Monteroso)

Graduation is this Saturday, December 10th. We have 84 undergraduate and 53 graduate students graduating. Austin Pyles is our student speaker. He is an Exercise Physiology Major and is part of our honors program. He is from New Martinsville.

Faculty/Staff Institute will be January 5th. We'll have breakout sessions again. A lot of faculty have offered to do extra breakout sessions for us and the PD sessions have been well received.

Program reviews coming up in February-Music, Business Administration, Social Science BA & BS, MBA Program.

Data Science is scheduled to start in the Fall. We are working on that campaign and already have interested students.

Ed. D. is on HEPC Agenda for 12/16/22 and HLC application has been sent.

We are currently working with IT, Enrollment Services and Student Services on retention/data analysis.

Two new hires-Sheri Thacker Dean of Graduate Studies (replacing Dr. Mumford) and Roger Getz (replacing Stacy) Dean of Library and Learning Resources. We didn't previously have a Dean of Library and Learning Resources, this position was enhanced so that we have someone to oversee all of the resources in the Library. We have support from our Foundation funds because there are endowment funds supporting this as well.

B. Enrollment (Cooper)

Ms. Cooper noted that historical data based on headcount, this is what we're required to report to the state. Fall overall enrollment is ending better than anticipated. We are .06 down for fall enrollment. Spring enrollment is consistently down 55-60 students from the beginning of registration. This deficit isn't getting larger, so this is hopeful.

Current students that aren't graduating this fall, we're working with deans/advisors to see how we can get them re-enrolled. Some have balances and holds, so we're working with the Business Office. Working with athletics to make sure athletes are registered for Spring. Working with LSDC and they're reaching out to students.. We're moving in the right direction for spring enrollment. We'll work until the 23rd this month and will return on January 3rd.

Fall 2023, accepted applications are up slightly. This is promising from last year. We build yield rate based on the accepted applications. Event visits are up almost 40 just this fall semester. About 60% of visiting students actually enroll.

We have 247 applications with no decision. We might be waiting on transcripts, test scores, etc. The team is working to complete these.

102 applications have been started, but are incomplete. This week postcards were mailed directly home to get things moving.

Fall 2023 numbers for undergraduates look promising.

Partnering with Graduate Studies and Marketing on geo fencing. Beginning in January, we'll start to re-target and you'll start seeing ads for 90 days.

Grad studies and accepted applications are where we'd expect them to be. We're struggling to find historical data in the graduate programs to help us figure out what we're comparing. This seems low, but is not concerning because cycles typically close in the spring.

Mr. McKinley asked what Ms. Cooper thinks enrollment will look like for next fall. Ms. Cooper stated that it's very early right now to say. She noted that new student numbers are up for accepted applications and visits, so this will allow enrollment to grow. We had two low years of new student enrollment, so we started small, but as we build the new students coming in it will increase enrollment. We are 3rd in the state for retention from last year to this year (next to Marshall and WVU). Overall, Ms. Cooper doesn't anticipate new students being down in the fall, based on current numbers.

Mr. Carter asks if high school graduates up for 2023. Ms. Cooper responds that there will be a steady decline for the next 10 years. We're also looking at a decline for the college going rate, it's at 40% in WV. Less high school graduates are going to college

and we'll have to capture them early and look at programs that we're offering (what do students want?)

Mr. Cervone asked what our pitch is, what do we have that others don't? Ms. Cooper replied that what we should be selling is something that we've been discussing. We will be revamping orientations/open houses. We want students to visit with faculty when they're here to see what they'll actually be doing when they begin. Students can get content elsewhere. They need to get the faculty focus.

Mr. Cervone asked if we are going to revamp the website. A discussion followed with Mr. Koegler and Mr. Carl stated that we are in the process of having a RFP/3rd party redesign. Mr. Carl met with each department individually on campus to determine what the purpose of the website should be. Sourcing an RFP would be starting from scratch and engaging a 3rd party would allow an audit of the website and redesign of what we already have--we're leaning towards a re-design and want to avoid starting over. When asked what was determined to be the website's priority (based on the meetings held), Mr. Carl noted that a firm decision hasn't been made yet, he believes that it should be dual purpose, but primarily a recruiting tool.

Mr. McKinley stated that we have a challenge since we're overstaffed (faculty) relative to students--this could actually be a positive. Student-teacher ratio is around 11-1 or 15-1. Ms. Cooper noted that this is discussed at our open houses. Faculty members are also advisors, so this is something that we try to sell and students are encouraged to ask faculty what they'll provide to them.

Open houses must be revamped, but time is a concern. Tours have to be timed perfectly. 60 guests can't all be in one area at the same time. We're looking to begin a pilot program to work through timing. Another hold up is that current students take these families on tour, so we also have to work around their class schedules.

Mr. McKinley asked how the short staff problem is going and if roles have been filled. Ms. Cooper responded that we have a new financial aid counselor and new admissions event coordinator. The VP position search is on hold and we're not hiring that position at this time. Ms. Cooper is still interim VP and technically handling the Admissions Director position, too so it's somewhat of a dual position at this time. Mr. Cervone complimented Ms. Cooper on her work in the interim role and he has some ideas on recruitment that he will share with her. Ms. Cooper noted that focus groups have been held. Also, working with IT on the retention side of things and to make sure we're bringing in the right students. We're looking at GPAs, test scores, first semester schedules. We don't want to overload them freshman year, we want to begin support for them before they even begin.

C. Staff (Glanville)

None. Unable to attend.

D. Faculty (Metz)

Anna Stephen-Robinson is leading a subcommittee to review Policy 210, in reference to faculty workload. Some faculty think there should be a different assignment of workload for graduate courses compared to undergraduate courses, because of the extra time needed for the graduate level courses. A study abroad handbook is in the works, this was tabled and will be discussed at a later date.

E. SGA (Burkle)

Ms. Burkle stated that the student leadership center has been updated. A projector was added, signage was finished. Still planning to get new furniture to make the space more functional.

Homecoming was a huge success. There were several events throughout the week. New items this year were a kickoff party on Sunday, DEI event, the dance was moved to River City and transportation was provided for students.

New meeting schedule has been implemented. Meetings will take place twice monthly and zoom is an option.

Gave over \$3,000 funding to clubs and organizations that held successful campus and community events.

Sponsored holiday bingo last week and it was a huge success--this is one of the most popular events on campus. Nearly \$2,000 in prizes was available for students.

IX. Finance Report

Ms. Hudson stated that the budget status report is complete and reflects where we are financially at the end of October, so we are 33% through the academic year.

Revenue-Undergraduate Tuition is currently at 51% and this means that retaining students we have for fall is vital to end the budget year in a good place. Graduate Tuition is at 35% and is billed differently than undergraduate, so 35% is on budget. Room and Board is currently trending higher than what was budgeted and this will help if retention of students doesn't come in where we'd like. Royalty income is at 71%, 500K was budgeted for the year and at the end of October we were already at 395K.

Expenses are on target and slightly under for salaries and benefits mainly due to vacant positions and the enhancement funds provided by the Governor beginning on 10/9/22. 35% is expected, 9 out of 26 pays were posted at the time this report was pulled. We're slightly lower in both categories, 33% personal services and 31% for fringe benefits. Utilities are slightly over budget at 39%. Other expenses are slightly over budget, but that is expected at this point because some debt is paid semi-annually. This is expected to resolve as the year continues. As we process spring semester we expect waivers to change and be under budget.

Mr. Baker asked if the enhancement funds show up in state appropriation and Ms. Hudson responded that the full amount is listed, but we've only received 4 million to date.

Mr. Carter asked Ms. Hudson if she thinks we'll be cash positive and she responded that we hope so, but a lot of this depends on us retaining students.

Mr. Cervone asked if there will be HEERF funds? Ms. Hudson stated that we have some remaining, but are looking at this to cover some HVAC systems, etc.

Ms. Hudson did note that she has met with Ms. Cooper and Dr. Monteroso with Lori to review Fall 2023 tuition, they're trying to get an early start and are hoping to freeze undergraduate base tuition. They want to get this marketing message out early. They are also looking at graduate programs to make sure we're in line with our competition. It's possible that there's room to increase our tuition rate and class sizes. Other universities are offering waivers, so a freeze would be helpful to allow us to market/compete with other schools instead of increasing waivers.

Rich Lucas thanks Dr. Evans and staff. Mr. Cervone thanks Angie Zambito-Hill and Jason Koegler, recognizing them for their service, commitment, and love for WLU . Rich Lucas adds Ms. Edwards.

X. Executive Session

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 4:58 p.m.

On motion by Jason Metz and seconded by Jack Adams, the Board rose from executive session at 5:39 p.m. and reconvened.

XI. Actions Emanating from Executive Session

On motion by Richard Lucas and seconded by Richard Carter, it was unanimously adopted 11-0, by the West Liberty University Board of Governors to contract Dr. Catherine Monteroso as WLU Interim President beginning 1/1/2023 for a six month period ending June 30, 2023. Subject to approval by HEPC and any other necessary authoritative bodies.

XII. Information Gathering

None.

XIII. Next Meeting Date - Wednesday, February 1, 2023

XIV. Adjournment

On motion by Richard Carter & seconded by Michael Baker, the meeting adjourned at 5:45 p.m.

Richard Lucas _____

Chair

Jamie Evick _____

Secretary



Board Report

WLU Board of Governors

February 1, 2023

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• Academic Affairs	Pgs. 15-16
• Student Affairs and Enrollment Management	Pgs. 17-18
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I. West Liberty University 2019-2024 Strategic Plan

- Goal #1 Demonstrating Academic Excellence
- Goal #2 Cultivating Diversity, Equity, and Inclusion
- Goal #3 Creating an Innovative Student Experience
- Goal #4 Enhancing Community Engagement
- Goal #5 Strengthening Operational and Financial Excellence

II. Update on Specific Strategic Objectives**A. Goal #1: Demonstrating Academic Excellence.****1.1 *Attract and retain students.***

The Division of Student Affairs and Enrollment Management (SAEM), for the Spring 2023 semester, overall headcount is 2008.

A tuition freeze has been proposed, increasing our ability to attract students.

We are developing a comprehensive marketing and recruitment plan for stop-out students, mid-year transfers, and first-time freshmen for the Spring semesters.

Campus visit levels have returned and exceeded pre-covid numbers.

Applications are down by about 100 compared to this time last year.

1.2 *Attract and retain an outstanding and diverse faculty.***New Faculty Members:**

Megan Eckleberry, Instructor of Nursing

Peggy Sims, Academic Coordinator/PA Faculty

Mary Railing, Visiting Professor of Chemistry

Chris Vopal, Instructor of Biostatistics

1.3 *Pursue innovative and relevant program development.* The Doctor of Education Degree in Instructional Leadership, Management, and Innovation was approved by the Higher Education Policy Commission December 16, 2022. Higher Learning Commission site visit April 24-25, 2023. Annual Program Review Template Developed - Pilot Program Report February 1, 2023. We are exploring Aviation Program.**1.5 *Foster a vibrant co-curriculum that addresses the whole student experience.*** Professor Michael Aulick's production of *Peter and the Starcatcher* was selected to perform at the Region Two [Kennedy Center American College Theater Festival](#) held Jan. 17-21 at West Chester University in Pennsylvania**1.6 *Increase the number of students exemplifying academic excellence through enrollment, retention, and graduation Rates.*** Retention plan, including year-long scheduling. Student-Athletes earned a school record 3.21 GPA during the fall semester.**1.7 *Affirm and expand national, regional, and specialized accreditation.***
The College of Business has begun working on its self-study for IACBE accreditation.**B. Goal #2: Cultivating Diversity, Equity, and Inclusion.****2.3 *Create retention strategies that support a diverse student community.*** Visiting International Faculty **Nodirakhon Kamilova and Dilmurod Akhmadaliev** in the Gary E. West College of Business for the Spring 2023 semester through the Faculty Enrichment Program with Uzbekistan.

OFFICE OF THE PRESIDENT

- 2.4 *Provide programs that build & strengthen inclusive teamwork.* Diversity Committee initiatives for the Spring Semester: Sub-committees for Black History Month (February) & Women's Empowerment (March) will begin finalizing educational programming in the coming weeks. Lavender & Multicultural Recognition Ceremonies for Spring 2023 Commencement will start to be planned. The committee will coordinate with PRIDE on the 2nd Annual Second Chance Prom in March. SafeZone Training is being planned for April 2023 and will be offered to students, faculty, and staff.
- C. Goal #3: Creating an Innovative Student Experience.
- 3.1 *Engage students in experiences that extend beyond the classroom.*
WLU was selected as the host for the April 2023 Acrobatics & Tumbling (NCATA) Championships. The Women's Volleyball Team earned its first NCAA tournament bid. The men's Basketball team traveled to Las Vegas, NV, for a prestigious tournament held over winter break.
- 3.2 *Develop a student culture that fosters sense of belong.* The hiring process for selecting and orienting graduate assistants has been revamped.
- 3.3 *Provide holistic support for the whole student experience.*
Evaluating College 101 to better support and retain students.
Exploring Barnes and Noble First Day Program
- 3.4 *Provide resources that foster a safe and nurturing student experience.* The University is reviewing the WiFi and entertainment needs and desires of Residence Life students to provide increased enhancements.
- D. Goal #4: Enhancing Community Engagement.
- 4.1 Sustain and grow the University's image as a leader by effectively telling our story. Developing an undergraduate and graduate marketing plan to align with the strategic plan.
- 4.2 *Provide services and learning opportunities for on and off-campus constituencies.* Women's basketball partnered with local corporate entities to support the Keep Wheeling Warm Campaign. The women's tennis team collected donations for the Highland Park Tennis Club's Christmas food drive and instructed in the Highland Park free clinics for Blind and Visually Impaired athletes.
- 4.3 *Create, expand, and facilitate dynamic partnerships and relationships that serve all stakeholders.* Several MOUs have been signed to include partnerships with United Hospital Center, Harmony House, Tuscarora High School, YMCA Wheeling, SYNA Bluewave Speed, and Fitness Center, HealthSource Chiropractic, Goldbaugh Chiropractic, Memorial Health System, Buckeye Local Schools, Charleston Area Medical Center, Valley Behavioral Health Mercy Health Youngstown. External Affairs has established a Chamber team and has partnered with WLUF to grow business partnerships.
- E. Goal #5: Strengthening Operational and Financial Excellence.
- 5.1 *Support the University mission through sound business decisions and ongoing campus maintenance.* Discussions have commenced to investigate solar generation as a means to reduce utility costs on campus.

OFFICE OF THE PRESIDENT

- 5.2 *Provide an outcome-driven culture with accurate data, best practices, and feedback.* Developing dashboard with institutional data.
- 5.3 *Develop an efficient business culture of ongoing employee evaluations.* The new BambooHR human resources system is up and running well. The Office of Human Resources reports that several trainings have occurred across the campus over the past few weeks.
- 5.5 *Work collaboratively with the WLU Foundation to grow private revenue.* Betsy Delk joins the WLU foundation as the Executive Director. Delk is a lifelong resident of the Ohio Valley and most recently served as director of Institutional Advancement for the Wheeling Symphony Society.
The WLU Foundation reports 1,000,000 to the annual campaign December 31mber 31. Annual day if giving is scheduled for April, 5th
- 5.6 *Comply with local and state regulations for efficiency in finances.* FY23 Balanced Budget at 12/31/22 the budget to Actual is on target.

III. Recent Activities and Accomplishments

Undergraduate Tuition Freeze

IV. Personnel Items at the Cabinet Level

- The Vice President for Student Affairs and Enrollment Management (SAEM) Interim Bill Sliwa from the Registry. The search will continue once the President is selected.
- Executive Assistant to the President position was posted and the search committee has been formed.
- Dr. Akassi, Special Assistant to the President for DEI and Strategic Initiatives resigned January 13, 2023. The position is currently under review.
- The Executive Director for the WLU Foundation, Betsy Delk.

V. Action Items

n/a

Respectfully submitted,



Cathy Monteroso Ed.D.
Interim President

OFFICE OF THE PRESIDENT

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

A. West Liberty University will demonstrate academic excellence by implementing the following strategic initiatives:

Strategic objective: 1.1 Attract and retain students at every level—traditional age and adult, transfer and first-year, graduate, and non-degree-seeking.

1. Higher Education Policy Commission approved the Doctorate in Education Dec. 16, 2023. Higher Learning Commission site visit April 24 and 25

Strategic Objective: 1.2 Attract and retain an outstanding and diverse faculty.

1. New Faculty Members:

Megan Eckleberry, Instructor of Nursing
Peggy Sims, Academic Coordinator/PA Faculty
Mary Railing, Visiting Professor of Chemistry
Chris Vopal, Instructor of Biostatistics

Strategic Objective: 1.3 Pursue innovative, viable, and relevant program development.

Annual Program Review Template Developed - Pilot Program
Reports Due February 1, 2023.
Exploring Aviation Program

Strategic Objective: 1.4 Develop high-impact practices for learners through a range of innovative learning platforms.

Faculty Staff Institute professional development session in advising, eLearning, Compassionate Teaching Practices, Faculty Success, Student Support Services, SharePoint, Achieving a Healthy Immune System, Self-Care, Ergonomics, Microaggressions, Facilitation one on one meeting, and Marketing
Sixteen online Course are being developed this Spring
Completion of General Studies Assessment

Strategic Objective: 1.5 Foster a vibrant co-curriculum that addresses the whole student experience.

- a. Professor Michael Aulick's production of *Peter and the Starcatcher* was selected to perform at the Region Two [Kennedy Center American College Theater Festival](#) held Jan. 17-21 at West Chester University in Pennsylvania

Strategic Objective: 1.7 Affirm and expand national, regional, and specialized accreditations

Gary E. West College of Business completing their Self Study for the International Accreditation Council for Business Education (IACBE)

Strategic Objective: 1.8 Pursue continuous improvement through consistent, data-driven assessment and analyses of student learning.

Faculty Success professional development during Faculty Staff Institute

VII. Significant Accomplishments

- Doctor of Education (Ed.D) in Instructional Leadership, Management, and Innovation degree program approved by the West Virginia Higher Education Policy Commission at its next meeting, December 16, 2022. Higher Educ

VIII. Other Matters of Focus

- Pilot program for the Annual Program Review
- Pilot Program for the Five-Year Review
- Developing year-long scheduling as part of a retention plan

IX. New (Essential) Personnel

<u>New Faculty Members:</u> Megan Eckleberry, Instructor of Nursing Peggy Sims, Academic Coordinator/PA Faculty Mary Railing, Visiting Professor of Chemistry Chris Vopal, Instructor of Biostatistics	<u>New Staff Members:</u> Jonathan Arlet, Head Women's Soccer Coach Lauren Mort, Animal Care Specialist Sherri Theaker, Dean of Graduate Studies Sarah Fonner, Area Coordinator Roger Getz, Dean of Library & Learning Resources
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X. Information Requested by Committee**XI. Action Items**

n/a

Respectfully Submitted,

Cathy Monteroso

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

- Demonstrating Academic Excellence
 - Developing a comprehensive marketing and recruitment plan for stop-out students, mid year transfers and first time freshmen for Spring semesters.
 - Campus visit levels have returned and exceed pre-covid numbers.
 - Infusing data and technology into our division as appropriate.
- Cultivating DEI
 - Diversity Committee
 - Met on January 12th to kick off Spring Semester. Sub-committees for Black History Month (February) and Women's Empowerment (March) will begin finalizing educational programming in the coming weeks
 - Lavender and Multicultural Recognition Ceremonies for Spring 2023 Commencement will begin to be planned out.
 - Committee will be coordinating with PRIDE on the 2nd Annual Second Chance Prom in March.
 - SafeZone Training is being planned for April 2023 and will be offered to Students, Faculty & Staff.
- Building An Innovative Student Experience
 - Continued communication to our current students on FAFSA renewal.
 - Hosted Student Resource Fair in the Student Union for new, transfer and returning students on January 9th from 8am-12pm, with a Student Social with SGA and clubs following the event. Event included Administrative Offices and resources to help transition back into the academic environment from one central hub.
 - Club & Organization Fair held on Jan 18, 2023 had 39 student groups and offices registered for participation in the Student Union.
 - SGA & Student Life will be hosting a Pizza with the President Program on Jan. 25, 2023 to help cultivate communication between students and Interim President Monteroso.
 - Krise Fit hours have been evaluated and expanded to now be 24/7.
- Enhancing Communication Engagement
 - Conducting a full communication and marketing audit to ensure we are following best and most current practices
- Strengthening Operational & Financial Excellence
 - With COVID restrictions lifted, we will begin to attend professional development opportunities and regional association meetings (NACAC and ACRAO).

II. Significant Accomplishments

- In January, the process and implementation of my arrival may not have been ideal; however, with that said, I have focused on the people, the much needed morale boost and trust that are the foundation of any organization and great initial strides have been made in those areas. The current division members are willing to learn and accept alternative ideas and look forward to the continued growth of our division.
- Lou Karas (College of Education), Kathleen Wack (College of Education), and Kate Billings submitted a proposal and received a \$5,000 grant from BeActiveWV for a project which includes installing new bike racks on campus.

III. Other Matters of Focus

- The Registrar's Office is not properly staffed to serve our students efficiently.
- We do not have an integrated marketing and communications strategies to attract new students - this is being addressed.

STUDENT AFFAIRS AND ENROLLMENT MGT.

- A much needed tuition freeze has been proposed, which will increase our ability to attract students.
- While we possess most of the technology suites needed for an efficient enrollment and student affairs division, our knowledge and ability to use those systems is in need of training and development.

IV. New (Essential) Personnel

- Bill Sliwa, Interim VP of Student Affairs and Enrollment Management
- Kristen Gallik, Admission Events Coordinator
- Sarah Fonner, Housing & Residence Life Area Coordinator for Programs & Fitness Facilities

V. Information Requested by Committee**VI. Action Items**

n/a

Submitted by Bill Sliwa

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.**
 - 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.
 - **Recent Agreements: United Hospital Center, Harmony House, Tuscarora High School, YMCA Wheeling, SYNA Bluewave Speed and Fitness Center, HealthSource Chiropractic, Goldbaugh Chiropractic, Memorial Health System, Buckeye Local Schools, Charleston Area Medical Center, Valley Behavioral Health, Mercy Health Youngstown**
- **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.

02/01/23: New Trademark Application filed in April 2022. Initiative in process. Applications with the USPTO are currently taking six – nine months to process.

II. Significant Accomplishments

- 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.
- 03/30/22: On February 10, 2022, WLU received notification from the United States Patent and Trade Office advising us of publication of our US Patent Application under publication number US-2022-0040146-A1 and our PCT International Application was published by the International Bureau of the World Intellectual Property Organization on February 10, 2022, under No. WO 2022/032134. This is a standard step in the process while the applications are being examined.
- **02/01/23: Patent prosecution still in progress.**

LEGAL COUNSEL

III. Other Matters of Focus

- **All University Policies and Procedures will be going through a high-level review over the next several months.**
- **Cabinet Members and other appropriate personnel are currently reviewing University Procedures and University Policies.**
- Notice of Intent given to BOG 12/07/22 for Proposed BOG HR Governance Policy.

Respectfully submitted,

Stephanie Hooper

LEGAL COUNSEL

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

- Strategic Priority Goal # 5 – Strengthening Operational & Financial Excellence
 - Strategic Objective 5.6 – Comply with local and state regulations for efficiency in finances
 - FY23 Balanced Budget
 - At 12/31/22, the Budget to Actual is on target.

II. Other Matters of Focus

- Financial Impact of Enrollment on FY23 budget
 - Enrollment is down in both undergraduate and graduate programs compared to projections; however, room and board, institutional waivers and other revenue should offset this difference.
- The Deed for the property donated and conveyed by Gary West as part of the proposed site for the crayfish building has now been recorded.

III. Information Requested by Finance Committee and BOG

- FY23 Budget Status Report through 12/31/22 (attached)

IV. Action Items

- HEPC Loan Application \$1M interest free for campus water project and HVAC in Library
 - Sending out Requests for Proposals for water and HVAC project
- FY24 budgeting is underway
 - Meeting with Deans, Chairs, and Program Directors to discuss rates for programs of study in order to build revenue budget

Respectfully submitted,

Lori Hudson

FISCAL AFFAIRS

West Liberty University
FY23 Operating Budget Status (through 12/31/22)

<u>Sources:</u>	<u>FY23 Original Budget</u>	<u>12/31/2022 YTD Actual</u>	<u>FY23 Less Actual</u>	<u>% of Budget</u>	<u>Notes</u>
Undergraduate Tuition and Fees:	20,021,752	18,951,276	1,070,476	94.65%	Tuition estimate for summer \$1,200,000
<i>Related Discounts:</i>	<i>(4,388,176)</i>	<i>(3,657,527)</i>	<i>(730,649)</i>		
Net:	15,633,576	15,293,749	339,827	97.83%	
Graduate Tuition:	4,452,619	3,248,836	1,203,783	72.96%	
<i>Related Discounts:</i>	<i>(525,661)</i>	<i>(498,267)</i>	<i>(27,394)</i>		
Net:	3,926,958	2,750,569	1,176,389	70.04%	
Room and Board:	9,812,817	10,539,244	(726,427)	107.40%	
<i>Related Discounts:</i>	<i>(1,553,163)</i>	<i>(1,964,934)</i>	<i>411,771</i>		
Net:	8,259,654	8,574,310	(314,656)	103.81%	
State Appropriation	9,552,600	4,012,092	5,540,508	42.00%	
Other	1,583,678	1,352,911	230,767	85.43%	Royalty income \$538,000 at 12.31.22
	38,956,466	31,983,631	6,972,835	82.10%	
<i>Discounts</i>	<i>6,467,000</i>	<i>6,120,728</i>	<i>346,272</i>		
Total FY23 Revenue Budget	45,423,466				
<u>Uses:</u>					
Personal Services*	19,426,786	9,487,648	9,939,138	48.84%	
Fringe Benefits	4,945,030	2,265,751	2,679,279	45.82%	
Utilities	2,356,055	1,156,631	1,199,424	49.09%	
Debt	2,659,121	1,348,133	1,310,988	50.70%	
Rent	1,394,778	689,991	704,787	49.47%	
Contractual Services	3,215,034	1,021,351	2,193,683	31.77%	
Other	4,884,483	2,637,544	2,246,939	54.00%	
	38,881,287	18,607,048	20,274,239	47.86%	
<i>Discounts</i>	<i>6,467,000</i>	<i>6,120,728</i>			
Total FY23 Expense Budget	45,348,287				
<u>Net Income (+)/Loss (-):</u>	75,179	13,376,583			
Total Tuition / Room and Board Revenue	34,287,188	32,739,356		95.49%	
Total Discount	<i>(6,467,000)</i>	<i>(6,120,728)</i>		94.65%	
Total Net Tuition / Room and Board Revenue	27,820,188	26,618,628		95.68%	

*Personal Services/Fringe Benefits (includes 13 out of 26 pays + increment)
 All Other Expenses (6/12 months)

50%

50%

FISCAL AFFAIRS

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

- Objective 4.1 – Sustain and grow the university’s image as a leader by effectively telling our story
 - Working with both Undergraduate and Graduate Admissions on the development of a shared marketing plan. This will be aligned with the strategic enrollment plan.
 - Geofencing and Retargeting Programs: Currently engaged in website retargeting and geofencing and retargeting programs. Also website retargeting.
- Objective 4.3 – Create, expand, facilitate, and sustain dynamic partnerships and relationships that serve all stakeholders
 - Involvement in Leadership WV, and making connections with locally elected state representatives, the WV State Chamber of Commerce, and Regional Economic Development. Each of these bodies plays a role in grant opportunities, laws facing higher education, the evolution of our competitive landscape, and our development of new programs. The goal is to understand key players, key timelines, and key opportunities so we can plan accordingly to highlight and promote WLU.
 - Partnering with the WLUF to grow community business partnerships for both fundraising opportunities for WLU as well as Internship opportunities for our students. Identifying quality partners and new business opportunities.
 - Alumni continues to have a campus impact by being involved in the Diversity Committee, Employee Engagement Committee, campus events and attending sporting events providing swag for attendees. They will also be present at the OVAC wrestling tournament with contact cards to collect alumni information.
 - External Affairs has developed a Chamber Team consisting of both WLU and WLUF employees. Each member has been tasked with the community groups with their assigned chamber, posting events to a shared calendar, and attending as many events as possible to remain a strong public presence in the Ohio Valley.

II. Information Requested by BOG

- Highlands – Dr. Monteroso has met with both Randy Russell and Zac Abraham to discuss WLU’s plans moving forward. More information will be forthcoming in the next few months.

III. Action Items

- Highlands discussions will be taking place over the next few months.

EXTERNAL AFFAIRS

- I. Update on the 5 strategic priorities, objectives, or strategic actions of the Division/Area
- **Priority #1: DEMONSTRATING ACADEMIC EXCELLENCE**
 - 1.1 Attract and retain students at every level—traditional age and adult, transfer and first-year, graduate, and non-degree-seeking.
 - To date, 36 prospective student-athletes have signed National Letters of Intent.
 - 1.6 Increase the number of students exemplifying academic excellence through enrollment, retention, and graduation rates.
 - The athletic department posted a school record 3.21 GPA during the fall semester. It was the department's ninth consecutive term during which the student-athlete population posted a 3.0+ GPA.
 - **Priority #2: CULTIVATING DIVERSITY, EQUITY, AND INCLUSION**
 - 2.4 Provide programs that build and strengthen inclusive teamwork
 - N/A
 - **Priority #3 BUILDING AN INNOVATIVE STUDENT EXPERIENCE**
 - 3.1 Engage students in experiences that extend beyond the classroom.
 - The men's basketball team traveled to Las Vegas, NV for a prestigious tournament held during Christmas break.
 - The acrobatics & tumbling team will visit Baylor University in Waco, TX to challenge the defending national champion Baylor Bears on February 5, 2023.
 - **Priority #4: ENHANCING COMMUNITY ENGAGEMENT**
 - 4.2 Provide services and learning opportunities for all on- and off-campus constituencies
 - The women's basketball team partnered with local corporate entities to support the KEEP WHEELING WARM CAMPAIGN at their home contest against Glenville State University on January 7, 2023. This initiative featured both on- and off-campus activities.
 - The women's tennis team collected donations for the Highland Park Tennis Club's Christmas food drive.
 - The women's tennis team is serving as instructors in the Highland Park Tennis Club's free clinics for Blind and Visually Impaired athletes.

- Priority #5: STRENGTHENING OPERATIONAL AND FINANCIAL EXCELLENCE

5.1 Support the university mission through solid business decisions and ongoing campus maintenance.

- The athletic department's administrative team is engaging in preliminary dialogue regarding cost savings potential as zero-based budgets are developed for the 2023-24 academic year.

II. Other Significant Accomplishments

- Men's Basketball Coach Ben Howlett is currently the winningest active coach in all Divisions in the country.
- The men's basketball team is currently tied for first place in the MEC regular season standings.
- Bryce Butler was named MEC player of the week for the fourth time. (1.9.23)
- Bryce Butler was named D2CIDA National Player of the Week. (12.13.22)
- Bryce Butler was named to the Bevo Francis Watchlist which recognizes the top 100 players in small college basketball. (1.15.23)
- Ariana Manzay was selected as the MEC Player of the Week for the second time. (1.3.23)
- Wrestling is currently ranked fourth nationally in NCAA Division II.
- The Wrestling team finished fourth at the NWCA National Duals.
- Blake Miller was selected as the MEC Wrestler of the Week. (12.20.22)
- Ty McGeary was named MEC Wrestler of the Week. (11.21.22)
- Cole Laya is currently the #1 ranked wrestler nationally in NCAA DII the 125lb weight class.
- Shon Stephens earned D2 CCA first team all-America football honors.
- The men's and women's indoor track and field teams have already broken 12 school records in their first three meets.

Respectfully submitted,

Lynn Ullom

ATHLETIC DEPARTMENT

I. Human Resources update on the strategic priorities, objectives, or strategic actions**Demonstrating Academic Excellence**

Objective 1.2 Attract and retain an outstanding and diverse faculty/staff

- **Supporting multiple search committees to hire, Deans, faculty, staff and adjuncts since the end of November.**
- **Developing Orientation Video for all new employees**

CULTIVATING DIVERSITY, EQUITY, & INCLUSION

Objective 2.1 Develop and implement ongoing D.E.I. workshops.

- Pending

BUILDING AN INNOVATIVE STUDENT EXPERIENCE

Objective 3.4 Provide resources that foster an innovative, safe, and nurturing student experience.

- Revamping Graduate Assistant hiring process with Provost, CFO, and Office of Graduate Studies
- Onboarded Six Graduate Students

STRENGTHENING OPERATIONAL & FINANCIAL EXCELLENCE

Objective 5.3 Develop an efficient business climate of ongoing employee evaluations, while offering learning and professional development opportunities

- Preparing to release BambooHR performance tool

II. Significant Accomplishments**Department of Health/Safety Employee Training (76 completions):**

- Bloodborne Pathogen
 - Driver
 - SDS
 - Lab Safety
 - Winter Safety
-
- Yearly Fire Extinguisher Inspections Completed across Campus
 - Quarterly Sprinkler Inspections completed in Applicable Buildings
 - Kitchen Hoods Cleaned/Inspected – Rogers/Student Union

III. Other Matters of Focus

- Interim President
- Interim Provost
- Legal Matters
- Employee Relations
- Continued HR policy review with General Counsel
- Employee Separations (November 29, 2022 – January 13, 2022): 4 Staff and 3 faculty

Total Headcount is 314*: 177 Staff and 137 Faculty

**Number does not include adjuncts and temporary/casual staff*

IV. New Personnel (November 29, 2022 – January 13, 2023)

- Dean of Library & Learning Resources
- Dean of Graduate Studies
- 4 Faculty
- 4 Staff
- 6 Adjunct faculty
- 4 Temporary/casual staff

Plus 6 Graduate Assistants

V. Governance Committee

- The Governance Committee did not meet.

Respectfully submitted,

Diana Harto

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

- **Building Access and Surveillance Upgrades – Strategic Objective 5.4**
 - Project to replace Building Access System Campus Wide and Enhance Campus Surveillance.
 - Building Access is initial focus Live Date Fall 2023
 - Surveillance implementation in progress
- **Capital Planning / Maintenance Platform – Strategic Objective 5.1**
 - Pilot funded by HEPC to Audit All Campus Facility Equipment
 - Phase 1 – System live Spring 2023
- **ADA Audit**
 - Audit Reports in house and under evaluation
- **CARES Act Funding- Strategic Objective 5.1**
 - Remaining CARES funding is being allocated to Library HVAC system replacement
 - Design stage in progress
- **Fleet Management - Strategic Objective 5.1**
 - Secured a Pilot from the State to install a Fleet Management System.
 - Workflow Efficiencies will aid Campus Users and assist with Policy Compliance
 - Implementation in Progress
- **Solar Project**
 - Investigation of reducing utility spend by adding Solar generation (electricity currently \$125k/month)
 - Zero Capital Cost / Zero Ongoing Maintenance Cost
 - Assists Admissions Department – Promote Carbon Neutral Targets to prospective students
 - Multiple Vendors are interested

II. Other Matters of Focus

- **Library HVAC**
 - Complete Replacement – Funding Secured
 - Bid Being Prepared
- **Campus Domestic Water Repairs**
 - Funding secured to replace campus water mains and isolation valve capability
 - Bid being prepared
 - Work to commence Spring 2023
- **Aquatic Conservation Center- New Facility**
 - On the site of the West Events Center
 - Site Planning In Progress
 - Awaiting Final Grant Approval
- **Student Housing Wi-Fi and Dorm Entertainment Project**
 - Investigating wireless and streaming entertainment upgrades for students
 - Vendor Presentation 1/25 / Targeting Fall 2023 Rollout
 - Cost Estimates in house and under evaluation
 - Better service, better product, less expensive
- **Transact Server and Software Upgrades**
 - Servicing Meal Plan and Vending Transactions

- **Watermark Software Upgrade**
 - Accreditation Data Automation
 - Implementation Complete
 - Pilot underway
- **The Chapel is being temporarily closed for sewage concerns**
 - Repair Investigations Underway
- **Campus Roof(s) under Evaluation**
 - Fine Arts
 - ASCR
 - Krise Hall – Need Replacement
- **Completed Classroom Upgrades for CoLCA**

III. Personnel

- Physical Plant seeking:
 - 3 Maintenance workers to replace resignations
 - We are not receiving applications
 - Physical Plant and Housekeeping are experiencing significant turnover as our wage scale is non-competitive.
 - The Physical Plant Administrative Assistant has been moved to Fleet Administration. A Part Time Administrative Assistant has been hired.

Respectfully submitted,

Joe Rodella

IT/PHYSICAL PLANT