## **WLU Board of Governors**

Regular Meeting

Wednesday, June 5, 2019 - 4:00 p.m.

Location: Shaw Hall Board Room

<sup>``...</sup> 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
- **III. Public Comment** Description: Up to 10 individuals may sign in (name, address and a brief description of their chosen topic) 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. Approval of Minutes
  - A. Minutes of the Full Board April 3, 2019\* (pgs. 3-6)
  - B. Minutes of the Executive Committee May 22, 2019\* (pgs. 7-8)
- V. Agenda Order (Board may move to change order of consideration)
- VI. Board Items
  - A. Election of Officers\* (pg. 9)
  - B. Schedule of Meetings July 2019 June 2020\* (pgs. 10-11)
  - C. Annual Graduate Degree Report\* (pgs. 12-14)
  - D. 5-Year WLU Strategic Plan\* (pgs. 15-20)
  - \*Action Items
- VII. Reports
  - A. Provost (Crawford)
  - B. Enrollment (Cook)
  - C. SGA (Rhodes)
- VIII. President's Report
- 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. Possible Executive Session
- XII. Actions Emanating from Executive Session
- XIII. Next Meeting Date Wednesday, August 21, 2019
- XIV. Adjournment

## West Liberty University Board of Governors

## Minutes April 3, 2019

#### Attendance:

Jack Adams, Richard Carter, Cindy Fluharty, Patrick Ford, Jim Haizlett, Rich Lucas, William Mercer, Zachary Rhodes, Rhonda Tysk

#### Unable to Attend:

Joe Carey, Teresa Toriseva, Kris Williams

## Administration/Faculty/Staff:

Scott Cook, Darrin Cox, Brian Crawford, Mary Ann Edwards, Steve Greiner, Aaron Harper, Diana Harto, Jeremy Larance, Ryan Koenig, Roberta Linger, John McCullough, Gerrard NeCastro, Ron Witt, Angie Zambito

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

Chair Ford called the meeting to order at 4:03 p.m. and a quorum was established.

#### II. Introductions

Chair Ford introduced new Board members Richard Carter and William Mercer, along with Victor Greco of the Mills Group.

## III. Swearing in New Board Members

Chair Ford issued the Oath of Office to Richard Carter and William Mercer, and welcomed them to the Board.

## IV. Public Comment

None.

#### V. Presentations

Victor Greco of the Mills Group presented an update to the Board on the Facilities Master Plan. When complete, the final document will be approved by the Board. A discussion followed with regard to deferred maintenance, project phases, and cost. Chair Ford thanked Mr. Greco for his presentation.

## VI. Approval of Minutes

## A. Minutes of the Full Board February 6, 2019\*

On motion by Jack Adams and seconded by Cindy Fluharty, it was unanimously adopted by the West Liberty University Board of Governors to approve the minutes of the full Board of February 6, 2019.

## B. Minutes of the Executive Committee March 20, 2019\*

On motion by Rich Lucas and seconded by Zach Rhodes, it was unanimously adopted by the West Liberty University Board of Governors to approve the minutes of the Executive Committee of March 20, 2019.

## VII. Agenda Order

No change to the agenda order.

## VIII. Board Items

#### A. Approval of Program Reviews\*

Dr. Crawford stated that the annual request for program review are for Criminal Justice, Exercise Physiology, Interdisciplinary, Medical Laboratory Science, Physician Assistant Program, Regents Degree, and BA in Organizational Leadership. This is a 5-year approval cycle required by the WV HEPC. Chair Ford reviewed the summaries, which were not included in the board packet but are available for review.

On motion by Jim Haizlett and seconded by Rhonda Tysk, it was unanimously adopted by the West Liberty University Board of Governors to approve the five-year program reviews as stated.

## B. Honorary Degree Approval\*

On motion by Rich Lucas and seconded by Bill Mercer, it was unanimously adopted that 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 authorize the conferral of an honorary Doctor of Humane Letters (DHL) degree from West Liberty University at the May 2019 commencement to David B. McKinley.

## C. Metro Rate Expansion\*

Mr. Cook gave a brief background on the metro rate, which is marketed as saving students \$10,000 over a 4-year period. The Metro Rate expansion would include Henry and Vinton Counties in Ohio. Schools in the new metro rate areas are contacted so they are aware of the benefit.

On motion by Cindy Fluharty and seconded by Richard Carter, it was unanimously adopted that the West Liberty University Board of Governors approve the new Metro Rate counties beginning with the 2019-20 academic year as stipulated.

## D. 409 Van Meter Way\*

Dr. Greiner stated that 409 Van Meter Way is the yellow house across the street, to be sold as a residential (non-commercial) property. A deed restriction should include that the University would have first right of refusal. An appraisal will take place Friday morning.

On motion by Richard Carter and seconded by Rich Lucas, it was unanimously adopted that the West Liberty University Board of Governors approve the authorization of the President of West Liberty University to initiate all actions and execute all documents and instruments to carry into effect and finalize the possible sale of the property, in accordance with WV State Code §18B-19-10. Authorization to sell and transfer property; use of proceeds.

## E. FY 2020 Budget\*

## F. FY 2020 Tuition & Fees\*

Ms. Linger reviewed the budget assumptions for FY20, along with tuition and fee information. Various percentage increases and assumptions for this budget were discussed, which will be reevaluated in the fall.

On motion by Jim Haizlett and seconded by Jack Adams, it was unanimously adopted by the West Liberty University Board of Governors to approve the Fiscal Year 2020 Budget and Tuition and Fees as presented.

## IX. Reports

## A. Master Plan Update (Larance)

Dr. Larance noted the four phases of the process:

- Phase 1 Reorganization in September brought the taskforce together; not just a faculty driven process.
- Phase 2 Data Collection in November sent out taskforce to collect data from stakeholders, students, potential students, parents; what do they expect from WLU, etc.
- Phase 3 Theme brought all data in, major theme to focus on; academic excellence, branding, operational efficiency, student experience were four top themes.
- Phase 4 Brain storming sessions focus on themes and what goals we might want to accomplish in relation to these themes.

Dr. Larance hopes to have the next conference on May 3<sup>rd</sup> to finalize and hammer out the goals and strategies, which will come before the Board for approval.

#### B. Day of Giving Update (Zambito-Hill)

Ms. Zambito-Hill distributed a handout detailing the results of the 3<sup>rd</sup> Annual Day of Giving held April 2<sup>nd</sup>. Although still entering preliminary data, the 3<sup>rd</sup> annual day of giving was a huge success across the board, with a grand total of \$100,061.87. The entire Development team was involved and are still working and plugging numbers from yesterday. We are currently right under \$4 million for the fiscal year in giving. The Great Gala will be held April 27<sup>th</sup> with the Godfather theme.

## C. Provost (Crawford)

The MS in Athletic Training is moving along at the HLC. This is the first time we've requested approval of a master's program where they won't send out a team; there will be a panel, which saves time and money. The Healthcare Management Certificate information was sent to the HLC. They determined there was no need for approval and should be sent to us from the Department of Education in a month or two with a start date for fall 2019. The Master of Arts in Art Therapy and Counseling has submitted their intent to plan to the HEPC and has been approved. They are preparing full proposals for submission in the fall. The undergraduate and graduate accreditation visit was a success and all sounded positive. The Clinical Laboratory Science visit is tomorrow and Friday, Schools of Music April 15 and 16, and Social Work April 23 and 24; we anticipate all visits will go well. Ms. Sweeney mentioned that the Master's program with the Osteopathic School is going very well with eight of nine students being accepted to the Osteopathic School. This will be Mr. Haizlett's last term as the faculty representative to the Board. The new representative will be Dr. Robert Gall, Professor of Philosophy.

## D. Enrollment (Cook)

Mr. Cook distributed an enrollment update as of April 3, 2019 listing the various percentage increases. WLU has the highest four-year graduation rate in the state. A brief discussion followed regarding the situation at WJU and students contacting WLU. At this time, they are aware of 20+ students talking with West Liberty.

## E. SGA (Rhodes)

Mr. Rhodes noted that they are in the middle of the elections right now and a week into campaigning. Only one of the pairs who applied qualify to run, so it will be an unopposed election. There are enough people running for senator positions to fill every seat for the fall semester; this has not happened in the last few years. Due to bus availability, there will be no New York trip this year. Instead there will be an all-day event on April 25<sup>th</sup> with inflatables, rock climbing wall, wrecking ball, a musician at 5:00 p.m., and a comedian to follow in the evening.

## X. President's Report

Dr. Greiner noted the progress of the apartments across the street, which are to be complete in time for the fall semester. There is the potential for a big donor before the end of the fiscal year. A rendering of the new weight room from a donor was displayed. The current weight room will be renovated and expanded to look like the rendering. The money is already in place from pledges.

The Executive Committee wanted BOG members to attend training on harassment and things that can happen on a campus that a board member could eventually be held liable for, if not aware of rules and regulations. The training was held today with a presentation by Kristi McWhirter, Assistant Attorney General, and was very productive.

According to study.com, WLU ranks as the 26<sup>th</sup> most affordable university in the United States, out of 3,000 plus colleges and universities.

Dr. Greiner thanked Pat Ford for joining him to welcome admitted students on campus, greeting families and new students in the Marketplace.

Dr. Greiner will leave for China tomorrow to meet up with alum Fred Kinder, a scientist from the Silicon Valley, to discuss a medical device designed by Fred. A group of business men came to campus to talk about the possibility of taking the nursing program, and others, to China. WLU will

be participating in trade shows and meetings for a few days for an opportunity to look at potential economic development growth. We would train people to go to China to teach, and they would send students here to study.

The speech and hearing clinic has opened and plans continue for the Campbell Hall 4<sup>th</sup> floor enhancements.

Ron Witt, Angie Zambito-Hill, and Dr. Greiner attended the Florida Alumni Chapter reunion two weeks ago, with 54 in attendance at the Villages. The hosts were Gary and Paula Inclan, Gary being a 2003 Wall of Honor Inductee. A few gifts to the University came out of that meeting, which will be held in Daytona Beach next year.

A brief discussion followed with regard to Wheeling Jesuit University and their students being told they could not transfer to WLU because we will not accept their credits, which is not true. They have also been told they could not transfer to any WV public institutions because we are all on probation, which is also not true.

## XI. Finance Report

Ms. Linger gave a budget status report as of March 28, 2019 with 99.2% of the budget revenue, having received the fourth quarter allotment of the state appropriation. Every March we report to the HLC and HEPC our composite financial index (CFI) using four ratios combined to create the index, which is used to rate and give an indication of WLU's financial health/strength. This year our GASB is 2.19, which is in the good category, with over 3.0 being a strong financial position. In 2015 we had a -.7, so we are making progress. WLU has the highest CFI of all the regionals in the state.

XII. Information Gathering

None

XIII. Possible Executive Session

None

XIV. Actions Emanating from Executive Session

None

- XV. Next Meeting Date Wednesday, June 5, 2019
- XVI. Adjournment

On motion by Rich Lucas and seconded by Bill Mercer, it was unanimously adopted by the West Liberty University Board of Governors to adjourn the meeting at 6:14 p.m.

Patrick B. Ford		
	Chair	
Jack Adams		 
	Secretary	

## WEST LIBERTY UNIVERSITY BOARD OF GOVERNORS

# Executive Committee Minutes May 22, 2019

Executive Committee Members Present: Jack Adams, Patrick Ford, Kris Williams

WLU Administrators: Brian Crawford, Stephen Greiner, Diana Harto, Brenda King, Roberta Linger

- 1. Mr. Ford called the meeting to order at 8:00am.
- 2. A motion to go into executive session was made by Mr. Adams and seconded by Ms. Williams. The committee went into executive session at 8:01 a.m.
- 3. The committee came out of executive session at 8:45 a.m. No action was taken.
- 4. President Greiner reported on several items:
  - a. He gave a brief update on the possibility of building a crayfish research building using external funding.
  - b. There is an updated lease agreement for the new apartment buildings being reviewed that includes an option to purchase in the future.
  - c. Construction on the new apartment buildings is on track. The first two should be complete by August 1, 2019 and the third by January 1, 2020.
  - d. The track and soccer complex project is nearing completion. The final phase, which involves putting down the track surface, will begin on May 27<sup>th</sup>.
- 5. Ms. King gave a brief applications and enrollment update. Undergraduate applications are up by approximately 5%. Housing numbers are up by about the same amount. Forty-two transfer applications have been received from Wheeling Jesuit University students. The number of visits by potential students is up considerably this year. The number of in-state applications is down, but out-of-state is up.
- 6. Mr. Adams recommended that BOG officers remain in place for the coming year. The motion was seconded by Ms. Williams and approved.
- 7. The proposed schedule of BOG meetings for 2019-20 was reviewed.
- 8. Dr. Crawford asked that the new Master Plan be added to the full Board agenda as an action item.
- 9. Ms. Linger presented an FY19 budget status update. She reported that revenue and expenses are generally on track as of the end of April. The detailed budget for FY20 is under construction.

- 10. President Greiner discussed the issue of the fees WLU charges to outside groups for use of classrooms at the Highlands. There is a concern that the published fees list only hourly rates that are too high for groups that are planning day-long events. The rates are negotiable, and future publications will not list the hourly rate.
- 11. Mr. Adams asked about the status of the Gary E. West Event Center. Ms. Linger reported that no expressions of interest have been received for operation of a restaurant in that space. There was discussion of options.

12. The meeting was adjourned at 9:55 a.m.

Patrick Ford		
	Chair	
Jack Adams		
	Secretary	

## **ELECTION OF OFFICERS**

## **ACTION ITEM**

*Proposed Resolution:* Resolved, that the West Liberty University Board of Governors approves the slate of officers as stated.

## SCHEDULE OF MEETINGS July 2019 – June 2020

## **ACTION ITEM**

*Proposed Resolution:* Resolved, that the West Liberty University Board of Governors adopts the attached meeting schedule for July 2019 through June 2020.

## West Liberty University Board of Governors

## Schedule of Meetings July 2019—June 2020

Wednesday, August 21, 2019	
Wednesday, October 16, 2019	. 4:00 p.m. . 3:00 p.m.
Wednesday, December 11, 2019	
Wednesday, February 5, 2020	
Wednesday, April 1, 2020	

Unless otherwise specified, all meetings will be held in the Shaw Hall Board room. We may schedule additional meetings to allow for discussion of unforeseen issues.

## NOTE:

- Fall 2019 Commencement Saturday, December 14, 2019
- Spring 2020 Commencement Saturday, May 9, 2020

## ANNUAL GRADUATE DEGREE REPORT

## **Action Item**

**Proposed Resolution:** Resolved that the West Liberty University Board of Governors approve the Annual Graduate Degree Report for Academic Year 2018-19.



Office of Graduate Studies Sara Sweeney, Director Office: 304-336-8545 sara.sweeney@westliberty.edu 208 University Drive CUB 100 West Liberty, WV 26074

To: WLU Board of Governors

From: Sara Sweeney, Director Office of Graduate Studies

Re: Annual Graduate Degree Report

Date: May 29, 2019

- 1. The number of programs being offered and the courses offered within each program:
  - a. Master of Arts in Education (MAEd) with Areas of Emphasis in:
    - i. Community Education: Research & Leadership
    - ii. Innovative Instruction
    - iii. Leadership Studies
    - iv. Multi-Categorical Special Education
    - v. Reading Specialist
    - vi. Sports Leadership and Coaching
  - b. Master of Science in Physician Assistant Studies (MSPAS)
  - c. Master of Professional Studies (MPS) with Areas of Emphasis in:
    - i. Organizational Leadership
  - d. Master of Business Administration
    - i. Accounting
    - ii. Management
  - e. Master of Science in Criminology
    - i. Courts and Corrections
    - ii. Law Enforcement
- 2. The disciplines in which programs are being offered:
  - a. MAEd: College of Education and Human Performance
  - b. MSPAS: College of Sciences
  - c. MPS: School of Professional Studies
  - d. MBA: Gary E. West College of Business
  - MS Criminology: College of Liberal Arts / Department of Social and Behavioral Sciences
  - f. MS/MA Biology: College of Sciences
- 3. The locations and times at which courses are offered:
  - MAEd: Monday through Thursday, 5:00 PM 8:50 PM at the WLU Highlands Center or online.
  - b. MSPAS: Monday through Friday, 8:00 AM 4:00 PM on the WLU Main Campus
  - MPS: Friday 5:00 PM 9:00 PM, Saturday 8:00 AM 5:00 PM at the WLU Highlands Center or online.

- d. MBA: Entirely online program.
- e. MS Criminology: Entirely online program.
- f. MS/MA Biology: Monday through Friday, 8:00 AM 8:50 PM on the WLU Main Campus.
- 4. The number of students enrolled in the programs for 2018-19:

a. MAEd: 94
b. MSPAS: 34
c. MPS: 34
d. MBA: 144
e. MSC: 18
f. MS/MA Biology: 36
g. Special Non-degree: 36

The number of students who have obtained master's degrees through each program since May 2018:

a. MAEd: 28 b. MSPAS: 14 c. MPS: 15 d. MBA: 37 e. MSC: 6 f. MS/MA Biology: 12

## WEST LIBERTY UNIVERSITY 5-YEAR STRATEGIC PLAN

## **Action Item**

Based on the guidelines set forth by the West Virginia Higher Education Policy Commission (HEPC) for review of the Institutional Master Plan, and the input and review of such from all campus and local community constituents, the Board is asked to approve the five-year Strategic Plan.

Proposed Resolution: *Resolved,* that the West Liberty University Board of Governors approve the five-year Strategic Plan.

#### I) ACADEMIC SUCCESS

## Goal 1: Develop high-impact practices for adult learners, transfer students, veterans, and students from disadvantaged demographics.

- I.1A. Assess and improve reverse transfer agreements.
- I.1B. Develop flexible, non-traditional course schedules and office hours.
- I.1C. Facilitate federal grant opportunities.

## Goal 2: Develop innovative and relevant undergraduate and graduate programs.

- I.2A. Expand and improve reviews of existing programs.
- I.2B. Research and develop new programs of study based on national trends and regional needs.

#### Goal 3: Increase access to and participation in online education.

- I.3A. Broaden scheduling options for online classes.
- I.3B. Create online pathways for general education and programs.
- 1.3C. Increase the availability of online resources for students and faculty.
- I.3D. Increase support and training for online course development and innovation.

#### Goal 4: Increase retention and graduation rates.

- I.4A. Create guided curriculum pathways for meta-majors for first-year students. [Meta-majors are broad arrangments of "similar academic programs which narrow into specific majors--to avoid unnecessary wandering through the course catalogue. (Complete College America)]
- I.4B. Promote the benifits of completing thirty credits a year.
- I.4C. Implement strategic scheduling practices for general education courses.
- I.4D. Simplify and clarify graduation requirements.

## Goal 5: Offer students a wide array of co-curricular activities and programs.

- I.5A. Expand, improve, and create co-curricular activities and programs that reinforce and complement the university's formal curriculum.
- I.5B. Provide students co-curricular transcripts and certificates.

## II) BRANDING

## Goal 1 Develop and update internal marketing strategies.

- II.1A. Provide up-to-date information, key messages, and ongoing training to internal stakeholders to help them better communicate the vision and goals of the university.
- II.1B. Review, update, and reinforce social media guidelines.
- II.1C. Support the efforts of departments and colleges to promote themselves on and off campus.
- II.1D. Use online tools to create and administer official university blogs, message boards, social media groups, and collaborative web-pages.

## Goal 2: Reinforce and expand the university's reputation as the premiere institute of higher learning in the region.

- II.2A. Address the demands of twenty-first century marketing.
- II.2B. Create marketing strategies that differentiate the university from other regional and national programs.
- II.2C. Establish brand uniformity by developing and implementing guidelines that include branded, copyrighted, and trademarked materials.

#### III) COMMUNITY ENGAGEMENT

## Goal 1: Expand the university's commitment to being the region's leading advocate for the arts, education, entrepreneurship, health care, public history and other community needs.

- III.1A. Develop partnerships and resources for regional museums.
- III.1B. Facilitate and support regional art programs and exhibitions.
- III.1C. Offer programs and resources for local entrepreneurs and businesses.
- III.1D. Provide on-campus healthcare services for the region.
- III.1E. Provide training, resources, and continuing education opportunities for local schools and academic organizations.

## Goal 2: Facilitate community-based learning opportunities for students.

- III.2A. Coordinate social service learning projects and community outreach programs.
- III.2B. Create and expand partnerships with local government agencies and non-profit organizations.

#### Goal 3: Offer exceptional services and resources for community growth and development.

- III.3A. Expand, develop, and promote opportunities to take advantage of faculty expertise.
- III.3B. Provide community workshops.
- III.3C. Provide library and archive services.

## Goal 4: Sustain and grow the university's reputation as a cultural destination.

- III.4A. Offer creative workshop opportunities.
- III.4B. Plan, support, and host public lecture series.
- III.4C. Schedule and promote artistic, literary, musical, and theatrical events on campus.

#### IV) OPERATIONAL EXCELLENCE

## Goal 1: Assess existing and potential positions to ensure that duties are appropriate, necessary, and efficient.

- IV.1A. Create and implement employee audits to assess and clarify the university's role structure.
- IV.1B. Develop and implement leadership and successor training.
- IV.1C. Refine faculty and staff performance review policies.

#### Goal 2: Develop and enhance internal communication practices.

- IV.2A. Develop intranet solutions.
- IV.2B. Implement a comprehensive update of the university's website.
- IV.2C. Maintain an updated online directory.
- IV.2D. Provide tools, policies, and training to enable secure communications.

#### Goal 3: Develop resource management strategies to support the university's mission.

- IV.3A. Assess and update student information system.
- IV.3B. Develop policies to prioritize and reduce the university's deferred maintenance backlog.
- IV.3C. Review, assess, and clarify university budget and planning policies.
- IV.3D. Research and adopt an automated budgeting system.

## Goal 4: Encourage effectiveness, efficiency, and innovation through training opportunities and workshops.

- IV.4A. Facilitate departmental and program-related strategic planning processes.
- IV.4B. Expand faculty and staff professional development opportunities.

#### Goal 5: Ensure a performance-based culture driven by data and best practices.

- IV.5A. Create an online performance system to align the university's goals with employee performance.
- IV.5B. Implement clear and fair compensation for faculty anbd staff performance.

## V) STUDENT EXPERIENCE

## Goal 1: Create new strategies to reduce the burden of non-tuition related expenses.

- V.1A. Create textbook-free pathways for students to complete the bulk of their education requirements without having to purchase textbooks or other course materials.
- V.1B. Increase the number of textbook-free courses.
- V.1C. Review, improve, and expand dual enrollment and placement opportunities.

## Goal 2: Foster student well-being through expanded mental and physical health resources.

- V.2A. Expand counseling services.
- V.2B. Expand healthcare services.

## Goal 3: Provide opportunities for career preparation and the development of life skills.

- V.3A. Offer career planning lectures programs and workshops.
- V.3B. Offer financial literacy programs and workshops.
- V.3C. Offer household management programs and workshops.
- V.3D. Offer student-debt workshops.

#### Goal 4: Provide safe, secure, appropriate, and accessible spaces for all students.

- V.4A. Create safe and secure 24-hour study spaces.
- V.4B. Evaluate the safety and access to classrooms during evening and weekend hours.
- 4V.C. Increase the number of automated external defibrillators (AEDs) in student spaces.
- V.4D. Maintain equipment and facilities for students with disabilities.



## <u>INFORMATIONAL</u>

Corporate Office P.O. Box 12359 Spring, Texas 77391-2359 www.swn.com

May 21, 2019

West Liberty University f/k/aThe Board of Governors of West Liberty State College 208 University Drive West Liberty, WV 26074

RE: SWN Pipeline Right Of Way Communication Ohio County, West Virginia

Dear West Liberty University f/k/aThe Board of Governors of West Liberty State College,

This letter is to update you concerning SWN Water Resources' ("SWR") construction progress on Right of Way in Ohio County, West Virginia. Due to record rainfall in 2017 and 2018, our construction progress has been behind schedule. We understand that you may have concerns about the status of construction on your property. First and foremost, we want to communicate directly to you that SWR fully commits to finish all construction and restoration on the Right of Way located on your property.

Our Land Agent, Rob Windham, will be contacting you shortly to schedule a time to meet, address and answer any questions you may have regarding the operations on your property.

We genuinely appreciate our relationship. If you have any questions, please call Rob at 724-312-5509.

Thank you,

Jane Swanson Landman

SWN Water Resources

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