



WEST VIRGINIA STATE UNIVERSITY

Office of the President
P.O. Box 399
Institute, West Virginia 25112
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Fax (304) 768-9842
E-mail: carterhw@wvstateu.edu



February 15, 2008

Dr. Brian E. Noland, Chancellor
WV Higher Education Policy Commission
1018 Kanawha Boulevard, East
Charleston, WV 25301

Dear Chancellor Noland:

West Virginia State University's (WVSU) financial reserves have been diminished over the last five (5) fiscal years due to the continuing required subsidies to West Virginia State Community and Technical College (WVSCTC). **The accumulated subsidy now totals \$2,913,355.** The West Virginia State Community and Technical College has accumulated **unrestricted** net assets of \$917,057 over this same time period while not fully reimbursing West Virginia State University for services rendered. Enclosed is a history of the charge-back agreements, payments and the accumulated subsidy provided by West Virginia State University from 2004 to 2008.

This financial situation is a direct consequence of the brokered compromise charge-back agreement between West Virginia State University and West Virginia State Community and Technical College for the 2005 fiscal year which called for West Virginia State Community and Technical College to reimburse West Virginia State University at a level of only 20 percent of the shared administrative and faculty costs, rather than the 30 percent level set forth in the charge-back model.

For more than one-half century "State" offered associate degrees. In 1978 a community college component was established on our campus. Community college education ventures proved to be successful.

During FY 2005, the charge-back agreement negotiations between West Virginia State Community and Technical College and West Virginia State University were challenging. Finance staff of the WV Higher Education Policy Commission (HEPC) and the WV Council for Community and

Technical College Education (CCTCE) offered their assistance. An external auditor was retained by the WV Council for Community and Technical College Education to review the financial information prepared by West Virginia State University. The auditors confirmed the veracity of West Virginia State University's financial data.

The following are some examples of the consequences of subsidizing the West Virginia State Community and Technical College and the financial impact it has had on the University's operations and its constituents. Funds were not available to:

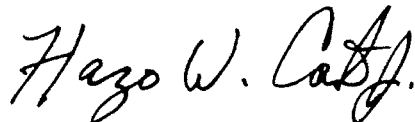
- reduce the amount of tuition increases for WVSU students;
- provide substantial salary increases to faculty and to fully implement the Mercer salary schedule for classified employees;
- add new faculty positions in order to address enrollment increases;
- address current needs and future enhancements to the library;
- develop new or expanded undergraduate academic programs;
- upgrade campus classroom technology and equipment;
- develop new graduate programs; and
- acquire property to expand parking.

The West Virginia State Community and Technical College should be reimbursing West Virginia State University at a rate of 30 percent and not at the current 20 percent rate. Additionally, pursuant to a November 30, 2005, memorandum from Dennis Taylor, Vice Chancellor for Administration at the HEPC and Patricia Hunt, then Director of Finance and Facilities for the CCTCE, the compromise agreement called for the deficit associated with the charge-back agreement to: **"...be carried by West Virginia State University because the University has sufficient net assets to absorb the deficit, while the West Virginia State Community and Technical does not." ..."It must be recognized, however, that this level of reimbursement cannot continue indefinitely."** (Memorandum enclosed.)

This underfunding has produced significant budgetary challenges for both West Virginia State University and the West Virginia State Community and Technical College in having adequate financial resources to meet their

respective missions. Thank you for your immediate attention to this pressing financial issue.

Sincerely,

A handwritten signature in black ink that reads "Hazo W. Carter, Jr." in a cursive style.

Hazo W. Carter, Jr.
President

Enclosures

c: Members - West Virginia State University Board of Governors

Noland_08 02 Funding 4



March 18, 2008

FSU gets financial boost

Annual appropriation from state to grow \$1.125 million annually for next four years

By Kate Wilson

FAIRMONT — Fairmont State University is getting a much-needed boost from the Legislature.

Next fiscal year, the FSU base appropriation from the state will grow by \$1.125 million. That increase will be followed by an additional \$1.125 million increase every year for the next four years. That's an overall increase of \$4.5 million in FSU's budget.

The increase is part of the annual budget bill. Lara Ramsburg, spokeswoman for Gov. Joe Manchin, said the budget has passed in the Legislature, but won't be official until the governor signs it later this week. She was confident the appropriation for Fairmont State would remain in the bill.

The increase was a result of much work and cooperation by local representatives to the Legislature and some help here in Marion County.

Delegate Tim Manchin, D-Marion, said state lawmakers didn't realize Fairmont State was underfunded until a series of articles and editorials in the Times West Virginian last year.

At that time, information provided by Fairmont State and the West Virginia Higher Education Policy Commission revealed FSU is receiving less money per student to operate on than other institutions in the state. Last spring, FSU officials explained it would take about \$5 million in additional funding to get the university on average with other state institutions. Among other effects of having more money, tuition wouldn't have to be as high, officials said.

A meeting was called between FSU administration, Gov. Manchin and other representatives from his office, state Sens. Roman Prezioso and Mike Oliverio, and Delegates Manchin, Mike Caputo and Linda Longstreth. Andy Kniceley, FSU Board of Governors secretary, was also on hand.

Delegate Manchin explained one of the contributing factors to the underfunding issue was FSU's tuition had come within \$100 of West Virginia University's. Since enrollment at FSU has dropped, many officials believed students were choosing Morgantown since the tuition was comparable. Also, Manchin said, FSU was slowly eating into its cash reserves each year to make up the shortfall.

"It was our number one priority when we went down there this year. We were going to

Knowing a comprehensive overhaul of the way state universities are funded wouldn't be possible, they settled for an additional funding appropriation for the next four years and beyond.

The appropriation came at a price, though. Manchin said representatives faced resentment from other members of the Legislature because FSU and Pierpont Community & Technical College were administratively linked.

House Bill 3215 ended that resentment. As of July 1, it will officially separate FSU and Pierpont, and five other institutions.

Manchin said it was clear linking FSU and Pierpont was more economical, but if the funding situation were to be straightened out, "we would need to achieve full separation," he said. "I know it has been difficult for the administration to accept."

Gov. Manchin is pleased with the situation, Ramsburg said.

"The governor is pleased the Legislature was able to put the funding (in) to be able to keep FSU whole while allowing us to refocus the community and technical colleges," Ramsburg said.

She noted all six community and technical colleges affected by the separation will be able to concentrate on providing West Virginia with a well-trained workforce.

"The governor believes this effort is a good one, and he's happy for FSU and all the other schools that were impacted," she said.

Through cooperation and teamwork, the funding was appropriated, Delegate Manchin said. While the legislators worked together, Kniceley was continually there, working to get it pushed through.

"Andy really spearheaded it," Manchin said of Kniceley.

Tuesday, Kniceley said the funding increase is fantastic for the university.

"I can't thank the local elected officials enough for their hard work and dedication in helping to make this increase possible," he said. "For students, this means lower tuition increases on an annual basis."

At the end of the four-year increase term, Fairmont State's funding will place the school in the middle of the pack in state appropriations. And that's OK with Kniceley.

"All we asked for was average," he said.

Helping make FSU better is a benefit for the entire county, Delegate Manchin said.

"It's a great success story for our people. If you think about it, FSU is the most important economic cog in Marion County," Manchin said. "The well-being of the institution is important for the well-being of Marion County. This issue isn't something we could afford to ignore. It needed to be fixed."

Kopp: Impact of MCTC withdrawal unknown

By BEN FIELDS

HUNTINGTON -- Just how the formation of a new statewide community and technical college system will affect Marshall remains to be seen, according to the university's president.

Marshall Community and Technical College will become a separate entity from the university following state legislation passed during this year's session that takes the community colleges out of the university system. Gov. Joe Manchin has not signed the measure yet.

MCTC doesn't have its own building, using space at the university for its classes, though the school did get \$13.5 million from the Legislature to go toward a facility of its own.

"The whole thing with the community and technical colleges is a wild card," Kopp said while meeting with The Herald-Dispatch Editorial Board on Wednesday. "I don't know the long-term ramifications, but we're committed to making it work."

Kopp said Marshall and MCTC have a cooperation agreement through 2011, meaning the community college won't have to move out and establish its own resources right away.

The move will take some money away from Marshall, but Kopp said the university will receive \$5 million over the next five years to compensate for that lost revenue. He also said the separation does not impact Marshall's enrollment numbers.

The biggest impact, Kopp said, is that MCTC students will no longer be in the university system.

"The big deal will be that you are not a Marshall University student anymore," he said. "People need to realize MCTC is now a separate school."

Kopp said he still hopes the two schools will have an "interconnected relationship," but said the two will have to figure out how students will move from the community college to the university if they choose to continue their education.

"We'll have to work out articulation agreements," he said.

During the interview with the editorial board, Kopp also thanked the efforts of legislators and Manchin in the 2008 session in passing bills to help universities, including approval of a \$50 million endowment that would send \$15 million to Marshall for scientific research, if the university can match the figure with private donations.

"I've heard this is the best budget bill for higher education in West Virginia in recent memory," he said.

Kopp has stated he wants to use the endowment money to start a research institute at Marshall with professors working solely toward scientific breakthroughs and patents.

The university is already searching for research professors, and is expected to have a formal plan for the institute in place by the end of the summer.

**Fairness Resolution Adopted by the
West Virginia State University Board of Governors**

West Virginia State University was established in 1891 by the West Virginia Legislature as a land-grant institution to educate former slaves and their descendants. The University has evolved into a fully accessible, racially diverse, and multi-generational institution.

Declines in State appropriations are challenges that West Virginia State University has met. Monies from State annual land-grant matching funds and Title III Part B funds are restricted. While it is commendable that the Legislature has financially supported Fairmont State University and Marshall University, it is important that West Virginia State University be treated in a fair and equitable manner.

Whereas, Fairmont State University will receive \$1.25 million annually for several years from the West Virginia Legislature to keep it financially whole due to the separation of its community college; and

Whereas, Marshall University will receive \$1.25 million annually for several years from the West Virginia Legislature to keep it financially whole due to the separation of its community college; and

Whereas, the West Virginia State University President and Vice President for Planning and Advancement met with House Education Committee leaders during the 2008 Legislative Session to discuss the financial impact that West Virginia State Community and Technical College becoming completely independent would have on West Virginia State University; and

Whereas, documentation of the financial impact of the separation of these administratively linked institutions was presented to several legislators, including the Senate Education Committee Chair, Finance Committee Chair, and House Finance Committee Chair; and

Whereas, the projected amount is more than \$1.2 million annually;

Therefore be it resolved, as a matter of fairness, that immediate action be taken that will result in the allocation of \$1.25 million per year to West Virginia State University as was appropriated to Fairmont State University and Marshall University.

Respectfully submitted by:
West Virginia State University Board of Governors



Eric Coleman, Chair

Date

6/5/08



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June 11, 2008

The Honorable Joe Manchin III
Governor of West Virginia
Office of the Governor
State Capitol Complex
Charleston, WV 25305

Dear Governor Manchin:

The purpose of this correspondence is to provide you with the Fairness Resolution adopted by the West Virginia State University Board of Governors during its annual meeting on June 5, 2008. The resolution, which was passed by unanimous vote, requests that West Virginia State University receive an appropriation of \$1.25 million per year to address the financial impact of the separation of the West Virginia State Community and Technical College from the University.

The same annual appropriation of \$1.25 million will be made to Fairmont State University and Marshall University. Your immediate assistance in helping to rectify this inequity is greatly appreciated. If you have any questions or need additional information, please do not hesitate to contact me at 766-3111.

Sincerely,

Hazo W. Carter, Jr.
President

c: Mr. Eric D. Coleman, Chairman-WVSU Board of Governors
Mr. Larry Puccio, Chief of Staff-Governor's Office
Mr. Joe Martin, Deputy Chief of Staff-Governor's Office
Dr. Brian Noland, Chancellor-WV Higher Education Policy Commission
Senator Earl Ray Tomblin, President of the Senate
Delegate Richard Thompson, Speaker of the House

Enclosure



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June 12, 2008

The Honorable Robert H. Plymale
Room 417M, Building 1
State Capitol Complex
Charleston, WV 25305

Dear Senator Plymale:

The purpose of this correspondence is to provide you with the Fairness Resolution adopted by the West Virginia State University Board of Governors during its annual meeting on June 5, 2008. The resolution, which was passed by unanimous vote, requests that West Virginia State University receive an appropriation of \$1.25 million per year to address the financial impact of the separation of the West Virginia State Community and Technical College from the University.

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Sincerely,

Hazo W. Carter, Jr.
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- c: Senator Walt Helmick, Chair-Senate Finance Committee
Delegate Harry White, Chair-House Finance Committee
Delegate Mary Poling, Chair-House Education Committee
Senator Earl Ray Tomblin, President of the Senate
Delegate Richard Thompson, Speaker of the House
Dr. Brian Noland, Chancellor-WV Higher Education Policy Commission
Mr. James Skidmore, Chancellor-Community & Technical College System of WV

Enclosure



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June 17, 2008

The Honorable Harry White
Room 462M, Building 1
State Capitol Complex
Charleston, WV 25305

Dear Delegate White:

The purpose of this correspondence is to provide you with the Fairness Resolution adopted by the West Virginia State University Board of Governors during its annual meeting on June 5, 2008. The resolution, which was passed by unanimous vote, requests that West Virginia State University receive an appropriation of \$1.25 million per year to address the financial impact of the separation of the West Virginia State Community and Technical College from the University.

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Enclosure

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Senator Robert Plymale, Chair-Senate Education Committee
Delegate Mary Poling, Chair-House Education Committee
Senator Earl Ray Tomblin, President of the Senate
Delegate Richard Thompson, Speaker of the House
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June 17, 2008

The Honorable Mary M. Poling
Room 434M, Building 1
State Capitol Complex
Charleston, WV 25305

Dear Delegate Poling:

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June 17, 2008

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Room 465M, Building 1
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Charleston, WV 25305

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June 13, 2008

The Honorable Brady Paxton
Room 442M, Building 1
State Capitol Complex
Charleston, WV 25305

Dear Delegate Paxton:

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Enclosure

A Living Laboratory of Human Relations



A Land-Grant Institution Established in 1891



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May 20, 2009

The Honorable Joe Manchin III
Governor of West Virginia
Office of the Governor
State Capitol Complex
Charleston, WV 25305

Dear Governor Manchin:

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May 20, 2009

The Honorable Robert H. Plymale
Room 417M, Building 1
State Capitol Complex
Charleston, WV 25305

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Enclosure

c: Senator Walt Helmick, Chair-Senate Finance Committee
Senator Robert Plymale, Chair-Senate Education Committee
Delegate Harry White, Chair-House Finance Committee
Delegate Mary Poling, Chair-House Education Committee
Senator Earl Ray Tomblin, President of the Senate
Delegate Richard Thompson, Speaker of the House
Dr. Brian Noland, Chancellor-WV Higher Education Policy Commission
Mr. James Skidmore, Chancellor-Community & Technical College System of WV

The Board of Governors Fairness Resolution and letter were sent to the following individuals in June 2008:

Governor Joe Manchin III
Senator Walt Helmick, Chair-Senate Finance Committee
Senator Robert Plymale, Chair-Senate Education Committee
Delegate Mary Poling, Chair-House Education Committee
Delegate Brady Paxton, Vice Chair-House Education Committee
Delegate Harry White, Chair-House Finance Committee

Copies were sent to:

Mr. Eric Coleman, Chairman-WVSU Board of Governors
Dr. Brian Noland, Chancellor-WV Higher Education Policy Commission
Senator Earl Ray Tomblin, President of the Senate
Delegate Richard Thompson, Speaker of the House
Mr. James Skidmore, Chancellor-Community and Technical College System of WV
Mr. Larry Puccio, Governor's Chief of Staff
Mr. Joe Martin, Governor's Deputy Chief of Staff



WEST VIRGINIA STATE UNIVERSITY

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August 17, 2010

The Honorable Robert H. Plymale, Chair
Senate Education Committee
Room 417M, Building 1
State Capitol Complex
Charleston, WV 25305

Dear Senator Plymale:

I am giving you a copy of a resolution that was passed by the West Virginia State University (WVSU) Board of Governors on June 5, 2008. There are two institutions that continue to receive funding that is an attempt to make them whole after their community college component became independently separated from the university. West Virginia State University is attempting to receive compensation as a matter of fairness.

The Chairman of WVSU's Board of Governors plans to contact you to see if there is a way you can be of assistance. I wholeheartedly endorse his position. He will be calling you very soon.

Thank you in advance for your cooperation.

Sincerely,

Hazo W. Carter, Jr.
President

HWC/cw

Enclosure

c: Mr. Eric Coleman, Chairman-WVSU Board of Governors
Dr. Brian Noland, Chancellor-WV Higher Education Policy Commission

The following table outlines the history of the subsidies that WVSU provided to WVSCTC for Fiscal 2003-2004 to 2008-2009 due to the fact that the community college was unable to pay the full cost of the services it and its students received during that period.

HISTORY OF SUBSIDIES FROM WVSU TO WVSCTC FOR FISCAL YEARS 2003-2004 TO 2008-2009		
Fiscal Year	Annual	Cumulative
2003-2004	\$ 712,804.00	\$ 712,804.00
2004-2005	\$ 434,392.88	\$ 1,147,196.88
2005-2006	\$ 738,947.00	\$ 1,886,143.88
2006-2007	\$ 831,718.00	\$ 2,717,861.88
2007-2008	\$ 1,036,373.00	\$ 3,754,234.88
2008-2009	\$ 573,312.00	\$ 4,327,546.88

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February 27, 2009

Dr. Joseph L. Badgley, President
West Virginia State Community and Technical College
105 Cole Complex
Institute, WV 25112

Dear Dr. Badgley:

West Virginia State University has subsidized West Virginia State Community and Technical College since it became an independently accredited institution. This subsidy was due to sponsorship requirements listed in Code by the West Virginia Legislature. The sponsorship requirement was removed effective July 1, 2008. Therefore, the subsidy should no longer continue.

The 2008-2009 chargeback agreement still carries a deficit in the amount of \$373,712 in payment for services rendered to WVSCTC by WVSU for fiscal year 2009. West Virginia State University has subsidized West Virginia State Community and Technical College approximately \$4,000,000 since July 1, 2003.

Please make arrangements to transfer \$373,712 to West Virginia State University in order to provide full payment for services rendered prior to the conclusion of the 2008-2009 fiscal year.

The 2009-2010 chargeback agreement needs to include full payment for services rendered by West Virginia State University to West Virginia State Community and Technical College. Please take the actions that you deem to be appropriate to bring about this much needed positive change.

Sincerely,

A handwritten signature in black ink that reads "Hazo W. Carter, Jr.".

Hazo W. Carter, Jr.
President

c: Mr. Robert Parker





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April 8, 2009



Dr. Brian E. Noland, Chancellor
WV Higher Education Policy Commission
1018 Kanawha Boulevard, East
Charleston, WV 25301

Dear Chancellor Noland:

West Virginia State University has subsidized West Virginia State Community and Technical College since it became an independently accredited institution. The 2008-2009 charge-back agreement carries a deficit of approximately \$373,000. West Virginia State University has subsidized West Virginia State Community and Technical College approximately \$4,000,000 since July 1, 2003.

The following are a few examples of the consequences of subsidizing the West Virginia State Community and Technical College and the financial impact it has had on the University's operations and its constituents. Additional funds were not available to:

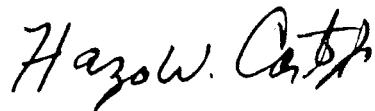
- reduce the amount of tuition increases for WVSU students;
- develop new or expanded undergraduate academic programs;
- develop new graduate programs;
- provide substantial salary increases to faculty and to fully implement the Mercer salary schedule for classified employees;
- address current needs and future enhancements to the library;
- upgrade campus classroom technology and equipment and;
- acquire property to expand parking.

The West Virginia State Community and Technical College should be reimbursing West Virginia State University at a rate of 30 percent rather than the approximate 20 percent rate. Pursuant to a November 30, 2005, memorandum from Dennis Taylor, Vice Chancellor for Administration for the HEPC and the CCTCS and Patricia Hunt, then Director of Finance and Facilities for the HEPC and the CCTCS, the compromise agreement called for the deficit associated with the charge-back agreement to: **"...be carried by West Virginia State University because the University has sufficient net assets to absorb the deficit, while the West Virginia State Community and Technical does not."**...**"It must be recognized, however, that this level of reimbursement cannot continue indefinitely."** (Memorandum enclosed).

The 2009-2010 charge-back agreement needs to include full payment for services rendered by the University to West Virginia State Community and Technical College.

Any assistance that you can provide regarding this financial issue will be appreciated.

Sincerely,

A handwritten signature in black ink that reads "Hazo W. Carter, Jr." in a cursive style.

Hazo W. Carter, Jr.
President

Enclosure

Three-Year Budget Deficit Reduction Plan. Dr. Carter said that in January he appointed a task force, with assistance from our budget consultant, Mr. Jones, to come up with goals to achieve a balanced budget and to reduce deficits in various accounts. He also said that the University's Budget Council, chaired by his Executive Assistant, adopted the Plan that was mailed to the Board and will be presented today.

Dr. Gregory Epps came forward and reviewed the various sections of the Three-Year Budget Deficit Reduction Plan with members of the Board. A slide presentation with narrative statements and charts provided an opportunity for clarification of various aspects of the Three-Year Plan.

The Plan noted that four Senate bills and one House Bill enacted since 1995 have significantly impacted higher education in West Virginia. In addition to creating governing boards, legislation was passed to create an independent community college system. Consequently, WVSU is no longer an institution with an enrollment of 4,800 students; instead, we have 3,200 due to the separation of the WVSCTC from the University. Thus, this has resulted in the loss of economics of scale in the administrative structure and services at both institutions.

The Plan indicated that since 2005, WVSU has taken prudent measures to recover the \$2,900,000 subsidy to the WVSCTC over the past five years; reviewed area budgets to identify where efficiencies could be implemented in administrative operations and services to reduce costs; and made a concerted effort to minimize the duplication of some services. To the end, purchase requisitions were more closely scrutinized before being approved by Dr. Carter, Dr. Epps, and Mr. Parker; and, only essential positions with substantial justification will be filled and generally faculty positions will be exempt. To decrease expenses, only essential overtime will be approved with prior approval; capital improvements, new office equipment, painting and maintenance work not performed by salaried employees must have prior approval; and travel must have prior approval.

The Plan includes a multifaceted approach that includes revenue enhancements and expenditure discipline to achieve the goals of a balanced budget over the next three years. It is projected that revenues will exceed expenses in 2009, 2010 and 2011. Dr. Epps discussed college operations, revenues and expenses indicated on a table on Page 11. The Plan indicated that in FY 2009 expenses are down about \$800,000 and Dr. Smith asked how so much was saved in such a short period. Mr. Parker said that the institution was able to achieve small saving in a large number of areas. The body was informed that we need legislative intervention to help us recoup the large amount of funds from the charge-back and subsidy gap now owed to the University by the WVSCTC (around \$400,000).

In the area of the capital budget, it was indicated the University received an appropriation from the WV Legislature for fiscal years 2009 and 2010 in the amount of \$1,187,335 that requires a 50/50 match or the same amount from the University. The table on page 16 of the Plan indicates the revenue per year earmarked for the capital fund for debt service

obligations for bonds through the Higher Education Policy Commission. Dr. Smith raised several questions dealing with our ability to sell bonds in the next few years and whether or not there are guarantees that funds accumulated in the capital fund will continue to increase in view of the fact that we may will not be able to rely on funds for charge-back services from the WVSCTC.

Chairman Coleman said that based on assumptions presented, the Board will continue to monitor progress in reducing the deficit. On a motion from Mrs. McClure and seconded by Dr. Rowley, the Three-Year Budget Reduction Deficit Plan was approved. Two participating members opposed, Mrs. Sharon Banks and Dr. Chuck Smith. The motion passed.

The Board will receive status reports on a quarterly basis on the institution's progress in reducing the deficit. The Chairman then called for discussion and questions on the Plan. Various Board members commended the Task Force for their efforts and for a very detailed report. One member asked about the projected increase in student enrollment and Dr. Epps said we anticipate that the increase will be around ten percent. Mr. Goode encouraged the administration to do what is necessary to implement the Metro Tuition Plan and said that many excellent models are available.

Mr. Coleman said that we should take a phased in approach with regard to the transient student issue. Mrs. Banks asked when the Metro Tuition Plan would be implemented and Mr. Parker said in the Fall of 2010. Dr. Rowley raised a question about the areas to be covered in the Metro Tuition Plan and Mr. Casto said our model would probably include five states. Dr. Carter said that year one of the plan will be a period of intense marketing.

Dr. Rowley asked if it weren't for the \$4 million, would we need the metro plan and Mr. Jones said yes because we would still be down approximately three million dollars due to the loss in CTC students. Dr. Smith pointed out that the table on Page 16 of the Plan shows an increase in the total budget of about \$3 million. Mr. Parker explained that the projected increase in tuition and fees (second column) will provide the additional revenue. Dr. Smith asked if figures are based on current enrollment or if we expect to enroll additional students. It was noted that we do not anticipate an increase in students; the additional funding will come from the increase in tuition and fees.

Mr. Coleman thanked those who assisted in the development of the Plan and said that a lot of hard work and effort was put into its development. He said that we must identify more revenue enhancements and those included seem reasonable and he looks forward to receiving the quarterly updates. The Chairman said we must plan for the worst and expect the best. However, on June 30, 2009, WVSU should have a balanced budget.

From April 23, 2009 Minutes