

West Virginia State University Board of Governors Meeting
Institutional Advancement Committee
January 25, 2012, 2:00 to 4:45 p.m.
113 Ferrell Hall Conference Room

Call to Order: The meeting of the West Virginia State University (WVSU) Board of Governors (BOG)/Institutional Advancement Committee was called to order at 2:30 p.m. by Chairman Larry L. Rowe. Other members present were: Mr. Gary Swingle; Dr. Tom Guetzloff; Mr. William Lipscomb; Dr. John Thralls; Mrs. Millie Booker; Mr. L. Vincent Williams; Dr. Ann B. Smith (via conference call). Faculty and staff attending were: Dr. Barry Pelphrey; Mr. Jonathan Adler; Dr. Trevellya Ford-Ahmed; Mr. Bryce Casto; Dr. Orlando McMeans; Mr. Melvin Jones; Dr. Charles Byers; Mr. Bob Loughry; Mr. Bob Huston; Dr. John Berry; Chief Joe Saunders; Major William Porterfield; Dr. Timothy Ruhnke; Guest David Grose, President of the WV Symphony Orchestra, speaking in conjunction with the Institutional Advancement staff.

Note that three (3) original agenda items determined by Chairman Rowe were moved to the agenda of the full BOG/Executive Committee for review as to their appropriate placement: III. Proposed Bylaw Changes; XI. Review of Search Committee Progress; and XIII. Review of Personnel Policy. Other agenda topics to be reviewed by the BOG/Executive Committee for appropriate placement for future BOG committee meetings are: Housing Needs; Construction and property acquisitions; Campus buildings utilization; Technology review; Media Consulting & Communications; and Safety on Campus.

- I. **Housing Needs Study, Funding Alternatives, Development of New Housing with Private Developer Selected through an RFP Bidding Procedure: Mr. Bryce Casto, Vice President, Student Affairs.**

Mr. Casto introduced, via conference call, Mr. Andrew Schimmel and Mr. Jeffrey Schimmel, of Mantra, a private equity firm in Miami FL. As required by the WV Higher Education Policy Commission during the Fall 2011 semester, a housing demand study was performed by Mantra, LLC. Excerpts from the report compiled by Mantra were shared: The report, titled "*A Guide: How To Reinvigorate the Residence Life Program,*" was completed in December 2011. A two-phase process to improve State's residence halls is outlined within the 67-page report, which documents a demand for more adequate housing options. The scope of services included: Facilities Assessment; Lifestyle Market Analysis; Student Housing Market Analysis; New Construction Analysis/Project Direction; Deliver to the University a comprehensive student housing demand study incorporating the results of the above components.

The result of the demand study indicates that there is a need and demand to build a new residence hall (s) with a capacity of up to 300 additional beds. The study results specify the need to implement a Request for Proposal (RFP) process which will determine how to best pursue a close collaboration between West Virginia State University and a private entity regarding how to best structure, negotiate and implement the finance, design, development and construction of the proposed new residence hall building (s). Among other recommendations in the study include the demolition of Gore Hall and Prillerman Hall when deemed appropriate. Currently, the University has four residence halls on campus to serve the needs of its students: Prillerman Hall; Gore Hall; Dawson Hall; and Sullivan Hall. It was further recommended that phase one of demolition and development of the new residence hall begin in the summer of 2012. The new dorm should include suite-style rooms with Wi-Fi, a cafe` or coffee shop and a small fitness area, all of which the report says meets the needs and desires of college students today.

Governors Rowe and Swingle had questions and comments regarding the financial aspect. The financial aspect of this makeover of residence halls is yet to be determined, as Mantra's report is just the first step in determining what the University's needs are. The University is still dealing with a tax-exempt bond of \$3.5 million procured in 1996 for the renovation of Dawson Hall. Under the bond, the University pledged net revenues from the dormitories to secure repayment of the loan. A portion under the agreement of the tax-exempt bond limits the University's ability to expand its housing program unless the lender gives consent or the University pays off the debt. The University still owes approximately \$2.6 million on that loan. Mantra's report offers two options to remedy this situation: either call the loan and pay off the debt or ask for a waiver from the Department of Education.

Dr. Ford-Ahmed inquired as to who participated in the focus groups. Mr. Schimmel stated that the students were on campus and off campus, all classes, including commuter students, were included in the study. In addition, a majority of students were off campus, but had lived on campus.

Mr. Casto recommended to the BOG that they endorse the findings of the housing demand study performed by Mantra, LLC and authorize the development of a new residence hall (s) on the University campus with a capacity of 300 beds, moving forward to the HEPC and the RFP. Approved to present to full BOG.

II. Review of Fundraising Campaign and Infrastructure Changes Needed on Campus for Success and Review of Roles of College Deans in Fundraising: Dr. John M. Berry, Vice President, Institutional Advancement.

Dr. Berry introduced David Grose, President of the WV Symphony Orchestra to discuss the partnership recently established. WVSU and the WV Symphony Orchestra have announced a new five-year cultural enrichment partnership. The arrangement will

expand and provide educational experiences to students and the Kanawha Valley at large. The partnership will entail one concert per year to be performed by the orchestra on the WVSU campus as well as an annual performance by the Montclair String Quartet. Four master classes will be taught by members of the orchestra each school year and internship opportunities with the orchestra will be available for WVSU students. Students will have access to attend orchestra rehearsals and concerts. The partnership will establish a joint committee to explore future opportunities for collaboration. The annual on-campus performance will be in honor of Dr. and Mrs. Hazo W. Carter, Jr. The naming ceremony and reception for the partnership will be held at the Clay Center on January 27, 2012. All BOG members are encouraged to attend the ceremony in celebration of this unique and special partnership. Dr. Guetzloff inquired about the funding for the program. Title III funds were utilized for the partnership. The BOG had very positive feedback for the establishment of the partnership.

Dr. Berry shared four handouts with the BOG members: (1) The Campaign Gifting report from the WVSUF from July 1, 2010 to January 20, 2012 (2) The Campaign Gifting report from the WVSUF from July 1, 2011 to January 20, 2012 (3) Summary of Institutional Advancement initiatives and activities (4) Draft of Case Statement.

Dr. Berry stated that the Campaign Steering Committee had met twice and was scheduled to meet again on February 24, 2012 with staff and faculty represented, as well as the addition of Dr. John L. Fuller, representing WVSU retirees. Also, that three check presentations (sizable donations) would be made at the full BOG meeting tomorrow, January 26, 2012.

Discussion on the figures provided included The Gifting Report from July 1, 2010 to January 20, 2012 listing a total of \$1,908,525.45 and The Gifting Report from July 1, 2011 to January 20, 2012 listing a total of \$575,249.16. Concerns raised by Mr. Swingle centered around the fact that much of these reported monies are restricted, endowments, already "spoken for", needed for Foundation operating expenses, etc. Chairman Rowe and Mr. Swingle would like to see a more specific breakdown of the numbers for the Campaign. Mr. Swingle stated that the BOG would like to know the data for the new or increased money which has been raised toward the Campaign. Understanding that under CASE study rules, that we can count everything that comes in as part of the Campaign, they would like a breakdown of all new monies. Mr. Swingle stated that Foundation staff, Cynthia Rakes and Robin Baldwin, would be able to separate this data and asked Dr. Berry to work with them with this effort.

Dr. Berry and Institutional Advancement staff are working very closely with the Foundation for all Advancement efforts. Given Mr. Swingle's experience with the Foundation and being a current Board of Director, Chairman Rowe requested that Mr.

Swingle coordinate and enhance communication with the Foundation in obtaining the data that the BOG wishes to see on a routine basis regarding new data.

Dr. Berry explained that the Campaign had moved forward before some of the infrastructure was in place, but now the Steering Committee will be in a position to take the helm. The Institutional Advancement team is now working with Dr. Carter on a number of proposals that can potentially bring in \$1.5 million to the Campaign. These are the figures that Chairman Rowe and Mr. Swingle are very interested in tracking. Dr. Guetzloff inquired about the status of RuffaloCody and if they were still involved in the fundraising efforts. Dr. Berry explained that they were no longer on contract and that they had been put in a position of moving from fundraising to record recovery. Chairman Rowe expressed his deep interest in this area pertaining to older WVSU Alumni and the importance of contact with them. He feels that the Deans can be very helpful in this area, as they know the students well. Dr. Byers stated that this record recovery for fundraising purposes can be accomplished in a month. It is not as daunting a task as was once thought. He is working with Donna Hunter, Registrar with this effort. Chairman Rowe expressed concern for digitalization of transcripts. Dr. Byers stated that this was another issue and would take more time to address. His hope is to dedicate someone specifically to this task. Dr. Guetzloff expressed concern in this area, also, stating that he thought North Central had mandated this for security of records. Dr. Byers will continue with these efforts.

Dr. Ruhnke thought it would be very helpful to have some projections on the goal of \$12.5; numbers that give details; new persons by category; corporations; etc. He also stated the importance of phoning alums, developing over a few year period.

Dr. Pelphrey will assist Dr. Berry with projections, graphs, etc. for our Campaign, clearly defining the data.

Due to restraints on time, Dr. Berry was not able to address his summary of Institutional Advancement initiatives. The summary included data on: Fundraising activities (Steering Committee; Marketing/Motion Masters; Development Team; President's Moves Management; Alumni outreach & development; Annual Fund mailing; Planned Giving; President's Circle; Donations & property from wills & estates); Strategic Planning; Special Event Coordination; Technology updates; Stewardship & Cultivation Programs; Power Lunch Series).

III. Review of Fleming Hall Construction: Mr. Melvin Jones, Interim Vice President, Business and Finance.

Mr. Jones reported that the bids came in on the Phase I package. There were only two bidders and they both exceeded our estimates by \$1 million. It has been suggested that the contract not be awarded at this time.

It was recommended that we include Phase I with the much larger Phase II in an attempt to attract more bidders that may have additional reductions and changes that would bring the cost in line. Construction will still begin on August 1, 2012 with occupancy in November or December in 2014 and completion in February 2015.

We will continue to work toward the "Preferred Design Concept" which included 2,200 seat space for Commencement ceremonies and 1300 seats for sporting events. This design will exceed the \$15 million from the State by approximately \$2.9 million. If we cannot obtain those funds, the WV Higher Education Policy Commission has suggested we build the larger facility, but not complete the inside at this time.

Mr. Jones stated that we have "asks" for the \$2.9 million. These "asks", as all "asks", are being coordinated with the Institutional Advancement Office and the WVSU Foundation.

IV. Review of the Campus Plan: Commitment for Media Center in Charleston; Status of Rehabilitation Property Gift; and Purchase of Property near Land Grant Campus Office: Dr. John M. Berry, Vice President, Institutional Advancement; Mr. Jonathan Adler, Asst. Vice President, Institutional Advancement; Dr. Orlando McMeans.

Dr. Berry addressed the Media Center with the following information: Our attempts to raise the \$12 million for construction of the Media Center on property donated by the Charleston Urban Renewal Authority (CURA) have been unsuccessful. It was also determined that we are not bond ready. Funding is not available. CURA has been most cooperative with us and we will explain our situation to them quickly. Chairman Rowe stated that other investors were interested in the property and that we should move on this as soon as possible. He inquired as to whether BOG approval was required on this. With assistance from the President's Office, Dr. Berry has done extensive research to determine if the BOG was involved years ago with the decision to accept the CURA donation of the property to WVSU. No records have been located. Dr. Berry and Mr. Adler will proceed with notification to CURA. Dr. Runkhe stressed the importance of continuing the goal of WVSU having a "downtown presence". We will continue with these efforts, including promotion of the Capitol Theater.

Chairman Rowe stated that the status of the Division of Rehabilitation Services property remains uncertain. He has heard "gossip" regarding the possibility for the new cracker

plant having presence on the property, but everything is still in play. The State is proceeding slowly. WVSU and the BOG will continue to monitor the status of the property.

Dr. McMeans reported that, after five to six years of efforts, the property near the Land Grant Campus office, is being torn down. The property was an “eyesore” to the community and will now have a more positive presence.

V. Update of the University Strategic Plan: Dr. Barry Pelphrey, Coordinator, Institutional Effectiveness.

Dr. Pelphrey shared narrative as well as graphical data pertaining to the University Strategic Plan. The Strategic Goals: (1) Develop at least ten focused programs that will ensure student academic success & thereby increase retention & graduation rates; (2) Invest in strategic marketing to create & convey a compelling brand identify; (3) Engage in long-term, sustained philanthropic success; (4) Grow enrollment by at least 3% per year & increase graduation rate by at least 2% per year through planning & execution of a focused enrollment management campaign; (5) Develop a university-wide research agenda that furthers WVSU’s reputation for scholarship & academic excellence; (6) Develop at least four Academic Centers for Excellence that are widely recognized & held in high esteem by external stakeholders & the public at large; and (7) Implement a program of enhanced engagement with constituents in the Greater Kanawha Valley. Goals were explained in the categories of completion and effectiveness. Dr. Pelphrey and Dr. Carter will be meeting with individuals responsible for any areas below 25% per activity to determine why there is no movement. Dr. Guetzloff raised questions regarding accreditation and assessments & the importance of accreditation. Dr. Pelphrey stated that he and Dr. Byers would be meeting in one week with Department Chairs to discuss plans in these areas. Chairman Rowe also stated the importance of accreditation to all areas of the University and the detailed three year planning process.

VI. Legislative Plan for New Base Revenues: Mr. Jonathan Adler, Asst. Vice President, Institutional Advancement.

Mr. Adler shared copies of the 2012 WVSU Legislative Agenda with Board members stating Goal: Obtain the first (of a multi-year) injection of an additional \$1.6 million to the baseline budget of the University. Strategies include: Continue relationship building with key Legislative Committees (Education and Finance), sub-committees, and their members; Build relationships with Kanawha County & surrounding service area

delegation, urging their active support & educating them on the issue (s) important to WVSU; Invite participation of legislative members to WVSU Day & evening reception (All WVSU family members should be promoting our goal that day, everyone is an ambassador for the school); Maintain contact & urge support from Office of Governor Tomblin; Seek other means of University promotion – existing programs we offer, events we sponsor- that garners attention & possible participation of legislative members throughout the calendar year; Invite members to WVSU sporting events, social occasions; Urge interaction/communication by President, Board (s) members, Administrative & Classified staff, Faculty and Students.

Chairman Rowe & Mr. Adler verified that the \$1.6 million requested was not included in the Governor's Executive Budget at this time. Mr. Adler stated that we would work through the Legislative process, utilizing all of the strategies listed above, promoting WVSU. Legislative outreach & expanding to other counties is very important in the process. Dr. McMeans expressed his successful past in working with former President of WVU, David Hardesty, in effectively utilizing Extension agents in all of the counties with a WVSU presence. Chairman Rowe emphasized the importance of our goal of "one voice" for the \$1.6 million. Participation by all Board members in speaking with Legislators was also encouraged, communicating and coordinating efforts with Mr. Adler and Dr. McMeans. Chairman Rowe is compiling some speaking points for all Board members with this effort. Mr. Williams stated that we want to make sure we do not generate negative messages and that we maintain consistency in relaying our needs. Mr. Adler and Mr. Williams visited with some Legislators today. They were encouraged to devise strategies & approaches to meet with the Governor regarding the \$1.6 million. Mr. Williams stated that some Legislators asked what the money would be used for. Responses from Chairman Rowe and Mr. Swingle that this amount would replace (partially replace) the funds that were lost with the reorganization from the HEPC, separating WVSU and the KVTCTC. An additional loss is the \$1-2 million from the budget with the ACT "handcuff", excluding students who want to attend WVSU.

Mr. Adler announced and invited everyone to WVSU Day at the Legislature on February 7, 2012. He also invited & encouraged support for the WVSU Legislative Reception on February 7 at the Marriott, 5:30 p.m.

VII. Media Consulting and Communications Contract: Mr. Robert Loughry, Director of Communications, WVSU/Land-Grant.

Chairman Rowe expressed continued interest in promoting WVSU and addressing the branding issue. Mr. Loughry stated that the original RFP was rescinded due to the cost proposal being so high. There has been some discussion about scaling back, but no action to date, again because of the lack of funding. Chairman Rowe inquired if perhaps an individual consultant, rather than a consulting firm, could be explored. Again, Mr. Loughry shared the lack of funding. He recommended funding the plan we have in place. He will be presenting the plan to the Finance Committee tomorrow, which has previously been presented to the BOG. Mr. Loughry strongly recommends that we fund the marketing plan we have in place, feeling that we have competent staff who can address these needs given the funding.

VIII. New Use of Cole Complex: Dr. Charles Byers, Provost & Vice President, Academic Affairs.

Dr. Byers presented information on possibilities for the new use of Cole Complex, presently housing some staff of KVCTC. At this time, Cole Complex houses the WV SU Communications Department because of the technological equipment. A committee is reviewing other possible uses for Cole Complex, when it is vacated. One of those possibilities is the Business Administration Department. Dr. Byers stated that when construction of Fleming Hall begins that those classes will be relocated to Cole Complex, also. Chairman Rowe stated that we are not sure of the vacating date for KVCTC. Melvin Jones stated that KVCTC will have three months to notify WVSU of that date. He also stated that their new office location is not ready. They pay \$400,000.00 per quarter. If their stay on campus was extended for six months, that would be an additional \$800,000.00 for WVSU. Mr. Jones has heard that they are looking for office space off campus. Bob Huston pointed out that there would be some lag time after they leave, as needed renovations must be performed.

IX. Review of Technology on Campus: Mr. Robert Huston, Director, Computer Services.

Mr. Huston handed out a very detailed report on the Status of Information Technology at WVSU. Dr. Byers also shared information with the Board regarding technology on campus. Due to the lack of time, he gave a brief summary of key areas of interest: Banner enterprise system; Collaboration & Learning Environment (CLE); Classroom Technology; Educational Technology Center (ETC); Instructional & Research Platforms; Telecommunications Network; Telecommunications Network; Funding. He pointed out that WVSU requested \$3,210.00 million from the WV Legislature last year. That was not funded, but all of the projects envisioned under that request remain. In addition to

items already discussed, that request included: Connect the campus network to Bioplex, ball fields & stadium (allowing games to be televised on cable television); new ID system; Vending & pay to print equipment using new ID's; Expand HEOA compliance efforts to protect Financial Aid status; Enhanced Video Security System; Update Public Safety ARMS system.

Also addressed by Mr. Huston is the Vision for Technology at WVSU, encompassing: Access to Educational Opportunity; Educational Quality; Individual Attention; Enhanced classroom experience; Enhanced outreach; Currency; Advanced Placement Classes; and Remediation Classes.

X. Safety on Campus with Chemical Leaks and Other Dangers: Chief Joe Saunders and Mr. Melvin Jones, Interim Vice President, Business and Finance.

Dr. Guetzloff inquired about the January 19, 2012 incident in Institute, off of Barron Drive, with the tragic homicide and suicide of two individuals. His concerns evolved around notification of staff, students, warning system, emergency siren, and the head of campus police. Chief Joe Saunders explained the details of the incident, involving the Sheriff's Department, Chief John Rutherford (who is a WVSU graduate), and the role of WVSU. There was a problem with notification, but this has since been corrected. He explained the differences between notifications for day vs. evening. Melvin Jones and Major Porterfield (campus police) also provided information on the system for notification, the time line of 45 minutes, jurisdiction, limitations on what we can divulge, text, calls, facebook, etc. Chairman Rowe would like to explore protocols and designing a system that reduces the decision making "on the spot" for our staff. Mr. Williams recalled the incidents on the campus of Virginia Tech and stated that we could perhaps benefit from recent publications dealing with these types of tragedies. Mr. Jones recommended to Chairman Rowe that further time with him, Chief Saunders & Major Porterfield from the BOG be dedicated to share what protocols and decision making processes are already in place.

Adjournment. Meeting was adjourned at 5:15 p.m.

Respectfully submitted,

Jane H. Hill