

BOARD OF GOVERNORS MEETING MATERIALS
December 16, 2021

Table of Contents	Page Number
Full Board Agenda	
Verification of Appropriate Notice of Public Meeting	3
November 11, 2021 Meeting Minutes	4
Report from the Interim President	6
Reorganization of BOG Standing Committee	41
Naming Opportunity Discussion (ACEOP Building)	42
Presidential Search Process and Timeline	51



**Board of Governors
FULL BOARD
134/135 James C Wilson University Union
Thursday, December 16, 2021
9 a.m.**

AGENDA

- | | |
|---|-----------------------|
| I. Call to Order | Charles E. Jones, Jr. |
| II. Roll Call | Crystal Walker |
| III. Verification of Appropriate Notice of Public Meeting | Charles E. Jones, Jr. |
| IV. Approval of November 11, 2021 Minutes (<i>Action Required</i>) | Charles E. Jones, Jr. |
| V. Report from the Interim President | Ericke Cage |
| VI. Reorganization of BOG Standing Committees (<i>Action Required</i>) | Charles E. Jones, Jr. |
| VII. Naming Opportunity Discussion (ACEOP Building) | Charles E. Jones, Jr. |
| VIII. Possible Executive Session under the Authority of West Virginia Code §6-9A-4 to Discuss Legal, Personnel and Property Matters (<i>Action Required</i>) | Charles E. Jones, Jr. |
| IX. Presidential Search Process and Timeline (<i>Action Required</i>) | Charles E. Jones, Jr. |
| X. Adjournment | |

**Board of Governors
West Virginia State University
FULL BOARD**

Date/Time: 12/16/2021 -- 9:00 AM

Location:

134/135 James C. Wilson University Union
or
Join Zoom Meeting
<https://us06web.zoom.us/j/82891996612>
Meeting ID: 828 9199 6612
Find your local number: <https://us06web.zoom.us/u/kds1k7j91Q>

Purpose: To conduct regular business of the full board

Notes:

Meeting was approved : 12/9/2021 10:10:48 AM

Meeting Minutes
West Virginia State University Board of Governors
Full Board
134/135 James C. Wilson University Union
November 11, 2021
1:00 p.m.

- I. Call to Order and Oath of Office**
Mr. Jones called the meeting to order at 1:01 p.m. He administered the oath of office to Tracy McKibben, who was appointed as a new lay member on the Board of Governors.
- II. Roll Call**
The clerk called the roll. Members present were Mr. Davis, Mr. Gray, Mr. Jackson, Mr. Jones, Ms. Lansdowne, Mrs. McKibben, Mr. Payne, Dr. Pietruszynski, and Ms. Pitchford.. Mr. Flores, Mr. Kelley, and Mr. Raines were absent.
- III. Verification of Appropriate Notice of Public Meeting**
Mr. Jones verified the Appropriate Notice of Public Meeting.
- IV. Approval of Meeting Minutes**
Mr. Jones asked for a motion to approve the minutes from the meeting held on September 23, 2021, Ms. Pitchford so moved, and Mr. Davis seconded the motion. The motion carried.
- V. Recognition of Former BOG Member**
Mr. Jones recognized Dr. Ann Brothers Smith for her service on the Board. He read aloud a resolution that was prepared in advance of the meeting. Ms. Pitchford accepted the resolution on behalf of Dr. Smith.
- VI. Report from the Interim President**
Mr. Cage showed a video message that included University updates. He also presented information related to the main focus areas and legislative meetings. In addition, Mr. Cage recommended that the Board's Bylaws and Constitution be amended to combine the Endowment Committee and the Advancement and External Affairs Committee, as there will be a lot of synergy merging the two committees. The elimination of a committee would also allow more flexibility with scheduling. The consolidation also falls in line with best practices. Mr. Cage stated that there is a required 10-day notice about changing the Bylaws, which would begin that day if there are no objections. There being no objections, the 10-day notice began immediately. The plan is to bring the proposed revisions before the Board for consideration at the December meeting. Mr. Davis asked if the members of the existing committees would serve on the consolidated committee. Mr. Jones said that would be his recommendation.
- VII. Reports from Board Committees**
Endowment Committee
Ms. Pitchford provided an executive summary on the agenda items that were discussed.

University Affairs Committee
Dr. Pietruszynski reported that he was elected as committee chair. He provided an executive summary on the agenda items that were discussed.

Advancement and External Affairs Committee

In the absence of the committee chair, Ms. Pitchford provided an executive summary on the agenda items that were discussed.

Governance Committee

In the absence of the committee chair, Mr. Jackson provided an executive summary on the agenda items that were discussed.

Business Affairs Committee

In the absence of the committee chair, Mrs. McKibben provided an executive summary on the agenda items that were discussed.

Risk Management, Audit and Compliance Committee

Mr. Payne provided an executive summary on the items that were discussed.

VIII. Possible Executive Session under the Authority of West Virginia Code §6-9A-4 to Discuss Legal, Personnel, and Property Matters

Mrs. Pitchford motioned for approval to go into Executive Session under the authority of West Virginia Code §6-9A-4 to discuss legal, personnel, and property matters. Mr. Payne seconded the motion, and the motion carried.

Mr. Davis motioned to arise from the executive session and reconvene into the regular session, and Ms. Pitchford seconded the motion. The motion carried. Mr. Jones asked for the record to reflect that the board only discussed items related to the topics listed, that no decisions or motions were made in executive session, and no votes were taken.

IX. Adjournment

With there being no further business, the meeting adjourned at 3:37 p.m.

Respectfully submitted,

E. Gail Pitchford, Secretary

Approved:

Charles E. Jones, Chair



**GROWTH AND
SUSTAINABILITY STRATEGY**

Ericke S. Cage, J.D., LL.M.
Interim President

Transforming Lives and Building Bridges



Fall 2021 Commencement



Fall 2021 Commencement



Holiday Reception



Senator Blair



Fall 2021 Volleyball Team



Fall 2021 Football Team



Delegate Staff at the Holiday Reception

PRIORITY AREAS AND INITIATIVES



OPERATIONS

Optimizing growth by enhancing infrastructure and service delivery



PEOPLE

Rekindling the State spirit by investing in people and living our core values



BIG IDEAS

Placing WVSU on a growth trajectory by embracing big ideas that drive innovation and impact



ENGAGEMENT

Building bridges that grow WVSU's resources and brand recognition



POINTS OF DEPARTURE

- Level Setting
- Financial Indicators and Trends
- Growth and Sustainability Strategy

LEVEL SETTING

- COVID-19 has disrupted the higher education landscape and forced institutions to quickly evolve to address the new and emerging demands of students and policymakers. The *status quo* will not return.
- The global pandemic has brought both challenge and opportunity. WVSU has received more than \$30 million in federal Higher Education Emergency Relief Funds (HEERF), which have played an outsized role in helping to put the university on stable financial footing.
- HEERF represents a one time investment. Ensuring WVSU's medium and long-term financial sustainability requires intentional action.

LEVEL SETTING

“Overall, the outlook of West Virginia State University, through new and invigorated leadership, fiscal management, and an enrollment and retention driven growth strategy creates a bright and positive future for FY 2022 and beyond”

- Economic Outlook, FY21 Audited Financial Statements

FINANCIAL INDICATORS & TRENDS

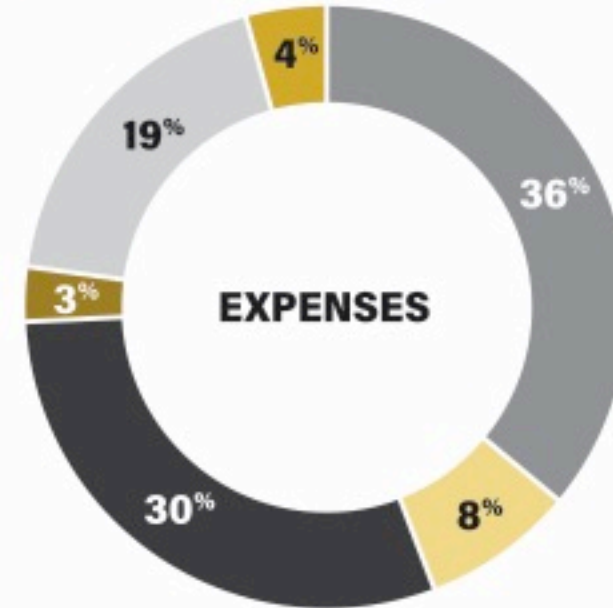
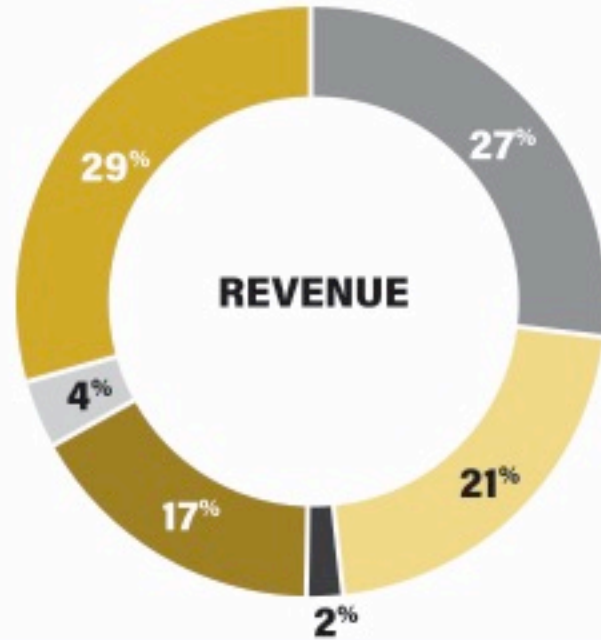




Unaudited Statement of Revenue and Expenditures (Cash Basis)
Fiscal Year 2022
As of September 30, 2021

	FY 2022 1st Quarter	FY 2022 Budget	FY 2022 Budget Utilized
Total Operating Revenues	\$9,120,412.89	\$43,468,012.15	21%
Total Operating Expenditures	\$12,113,509.65	\$44,459,480.39	27%
Total Operating Margin	\$(2,993,096.76)	\$(991,468.24)	302%
Total Non Operating Revenues(HEERF)	\$3,795,690.81	\$8,869,664.00	43%
Total Non Operating Expenditures(HEERF)	\$18,228.61	\$6,535,083.00	0.28%
Total Non Operating Margin	\$3,777,462.20	\$2,334,581.00	162%
Total Margin	\$784,365.44	\$1,343,112.76	58%

FY2022 1ST QUARTER REVENUES AND EXPENSES



TUITION AND FEES

\$3,476,675
27%

AUXILIARIES

\$2,151,157
17%

STATE APPROPRIATIONS

\$2,755,047
21%

OTHER REVENUE

\$481,099
4%

GRANTS

\$256,435
2%

HEERF

\$3,795,691
29%

SALARIES AND WAGES

\$4,373,607
36%

SCHOLARSHIPS AND WAIVERS

\$2,247,842
19%

UTILITIES

\$353,609
3%

BENEFITS

\$987,124
8%

DEBT SERVICE

\$506,100
4%

SUPPLIES AND OTHER

\$3,645,227
30%

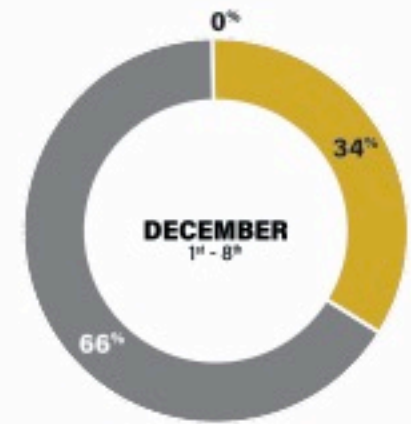
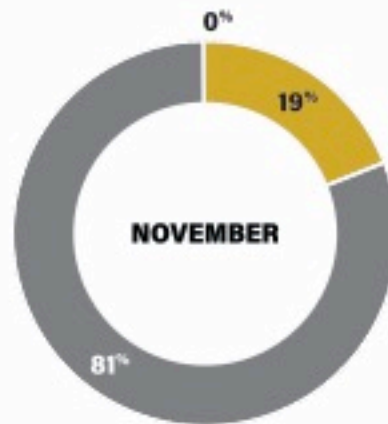
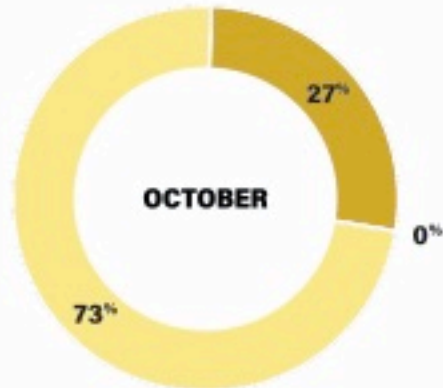
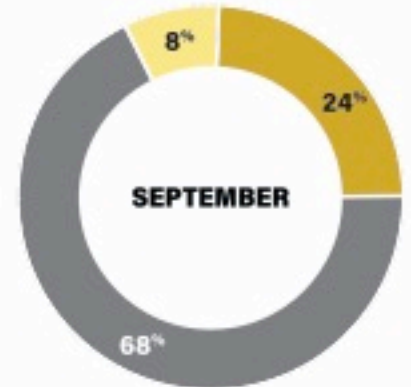
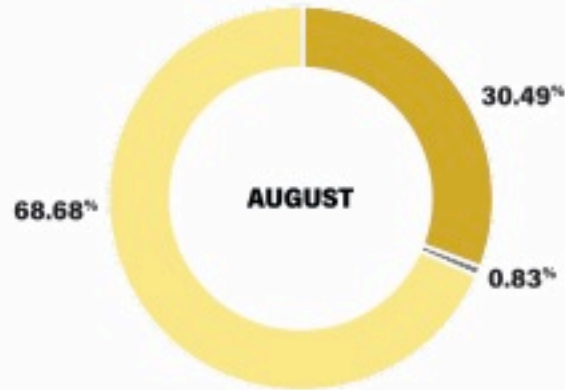
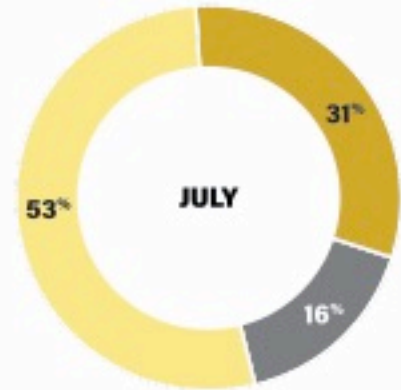
HEERF RELATED EXPENSE

\$18,229
0%



WEST VIRGINIA STATE
UNIVERSITY

MONTHLY EXPENDITURE FUND SOURCE



■ EXPENSE ATTRIBUTED TO
STATE APPROPRIATION

■ EXPENSE ATTRIBUTED TO
OPERATING REVENUE

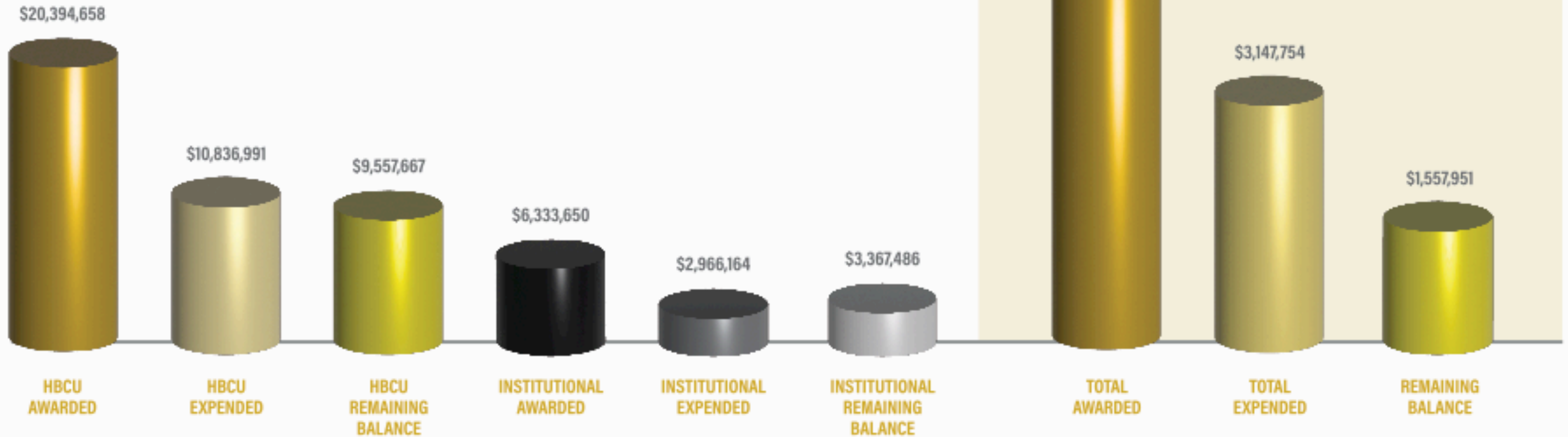
■ EXPENSE ATTRIBUTED TO
HEERF



HEERF FUNDS

HEERF - HBCU & INSTITUTIONAL AID

HEERF - STUDENT AID





WEST VIRGINIA STATE
UNIVERSITY

DAYS OF OPERATING CASH ON HAND

Fiscal Year 2022
As of December 9th, 2021

Fund	Cash Balances
Total Cash on Hand	\$5,074,248.39
Invoices on Hand for Payment	\$1,054,422.82
Uncommitted Cash on Hand	\$4,019,825.57
Total Operating Budget	\$41,509,288.38
Daily Operating Expense	\$113,724.08
Days of Operating Cash on Hand	35

THE BOTTOM LINE

- HEERF funding has been a stabilizing force, but it does not represent a long-term funding solution:
 - \$12.9M HEERF funds remaining
 - \$4.68M HEERF funds budgeted to expend in FY22
 - \$8.22M HEERF funds budgeted to expend in FY23

GROWTH & SUSTAINABILITY STRATEGY



GROWTH AND SUSTAINABILITY STRATEGY

Our plan for revenue growth and long-term fiscal sustainability employs a four-pronged approach:

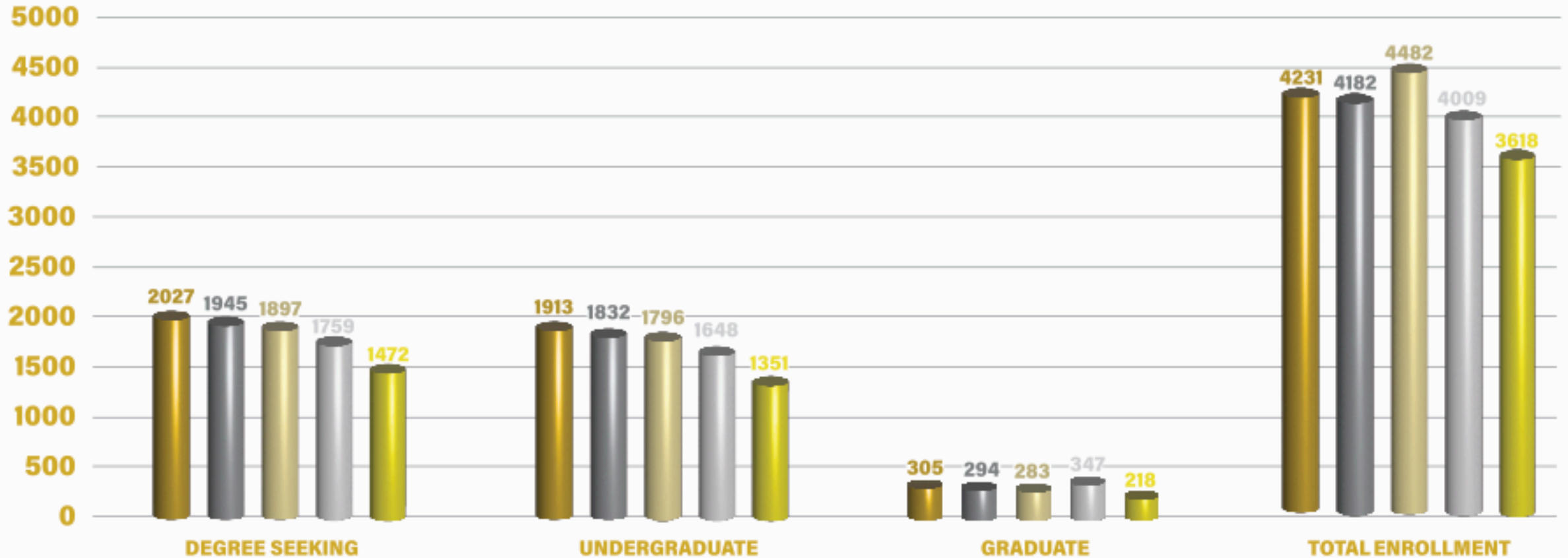
- Enrollment and Retention Growth
- Human Capital Strategy
- Operational Optimization
- Revenue Stream Diversification

ENROLLMENT AND RETENTION GROWTH

Enrollment and retention growth are mission critical priorities, which serve as the cornerstone of our growth and sustainability strategy. Over the next two years and beyond, WVSU must embrace an “all of the above,” yet focused approach to recruitment and retention. We must fully integrate technology, adopt best practices, and stay on the leading edge of emerging trends in the higher education sector.



ENROLLMENT TRENDS



FALL 2017

FALL 2018

FALL 2019

FALL 2020

FALL 2021

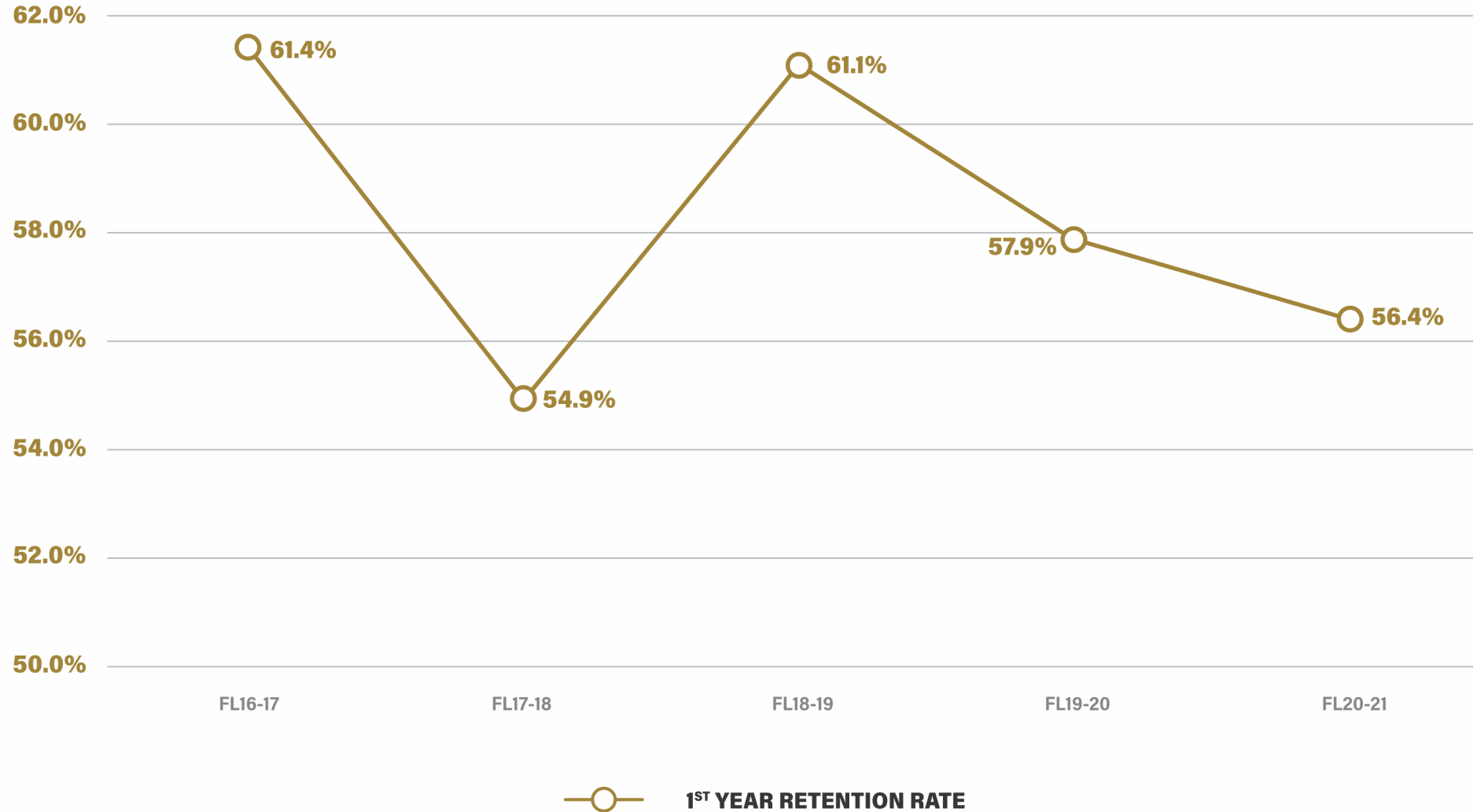
*Total Enrollment Counts include all special student types (i.e. Early Enrollment, Collaborative, Prison Outreach)

*Graduate counts include Teacher Prof. Devl. Program



WEST VIRGINIA STATE
UNIVERSITY

FIRST YEAR RETENTION (FALL-TO-FALL)



ENROLLMENT GROWTH INITIATIVE:

Increase Early Enrollment/Dual Credit Program Conversion Rates

- **Current Status:** Approximately 120 participants in the Early Enrollment/Dual Credit Program become full-time WVSU students, resulting in the generation of \$1,590,960 in tuition and fees revenue.
- **Initiative:** Increase the number of participants becoming full-time WVSU students by an additional 150 full-time WVSU students over 3 years, representing an increase from 6% to 14%.
- **Outcome:** The addition of 150 students will generate \$1,304,950 in tuition and fee revenue over a period of 3 years (approximately \$434,983 on an annual basis).

ENROLLMENT GROWTH INITIATIVE:

Implement High Demand Academic Programs (Cybersecurity)

- **Current Status:** The university does not offer an undergraduate or graduate degree program in cybersecurity. The demand for cybersecurity employees continues to outpace the number of people qualified to work in the profession. It is anticipated that employment of Information Security Analysts will grow at least 33% through 2030.
- **Initiative:** Develop and launch a cybersecurity degree program.
- **Outcome:** Grow student enrollment by 60 students over the next 3 years, generating approximately \$464,900 in net tuition and fee revenue (\$154,993 annually).

ENROLLMENT GROWTH INITIATIVE:

Establish a Doctoral Degree Program in Education

- **Current Status:** The university does not offer a doctoral program or terminal degree in any field of study.
- **Initiative:** Leveraging our success in the Department of Education within the College of Professional Studies, WVSU will create and launch a Doctoral Program in Education (Ed.D.).
- **Outcome:** Grow student enrollment to 60 part-time students over the next 3 years, generating approximately \$264,990 in net tuition and fee revenue (\$88,330 annually).

ENROLLMENT GROWTH INITIATIVE:

e-Sports @ WVSU

- **Current Status:** It is estimated that approximately 97% of students play video games. Increasingly, eSports programs are being created at institutions of higher education as both recruitment and engagement initiatives.
- **Initiative:** Develop and launch an eSports program at West Virginia State University.
- **Outcome:** Grow student enrollment by 55 students over the next 3 years, generating approximately \$485,815 in gross tuition and fee revenue (\$161,938 annually).

ENROLLMENT GROWTH INITIATIVE:

Increase NCAA Sports Sponsorship

- **Current Status:** The University sponsors 5 men's and 5 women's NCAA sports programs, representing approximately 300 student-athletes with a grade point average of 3.1. Student-athletes have achieved a 3.1 Grade Point Average for the past 6 consecutive semesters.
- **Initiative:** Work with the Mountain East Conference and NCAA to launch an Acrobatics and Tumbling Program at West Virginia State University effective the Fall 2021-2022 academic year.
- **Outcome:** Grow student enrollment by 25 students over 3 years and generate an additional \$675,667 of net tuition and fee revenue.

ENROLLMENT GROWTH INITIATIVE:

Grow the WVSU Marching Band

- **Current Status:** Plans are currently underway to strengthen the WVSU Marching Band, including a fundraising campaign to provide additional resources for uniforms, instruments and equipment, operations, and scholarships.
- **Initiative:** Increase new student enrollment by 60 students over 3 years by expanding the size of the marching band.
- **Outcome:** Generate approximately \$529,980 of gross tuition and fee revenue (\$176,660 annually).

RETENTION GROWTH INITIATIVE:

Launch a Student Satisfaction Survey

- **Current Status:** The university's retention rate from freshman to sophomore year is currently approximately 60 percent.
- **Initiative:** Engage with a third party vendor to conduct a comprehensive survey all students to identify areas in which the university may improve upon the delivery of services and enhance the overall student experience.
- **Outcome:** Improve overall university student retention, including retaining 70 percent of students moving from their freshman to sophomore years.

RETENTION GROWTH INITIATIVE:

Establish an Office of Student Advocate

- **Current Status:** Efforts are underway to enhance overall student success and retention rates. The university continues to be committed to improving student retention rates, especially from the freshman to sophomore year.
- **Initiative:** Hire a Student Advocate to help provide students with the tools and resources they need to achieve academic and personal success, including helping to resolve complex challenges and navigating the institutional transitional experience. This is especially critical for first-generation students.
- **Outcome:** Increase freshman to sophomore student retention rates from 60% to 70% within 3 years. Based on a 4 year average freshman class size of 435 students, this would result in retaining 65 additional students and yielding an additional \$398,645 in net tuition and fee revenue (\$132,881 annually).

RETENTION GROWTH INITIATIVE:

Build Course Scheduling to Better Meet Student Needs

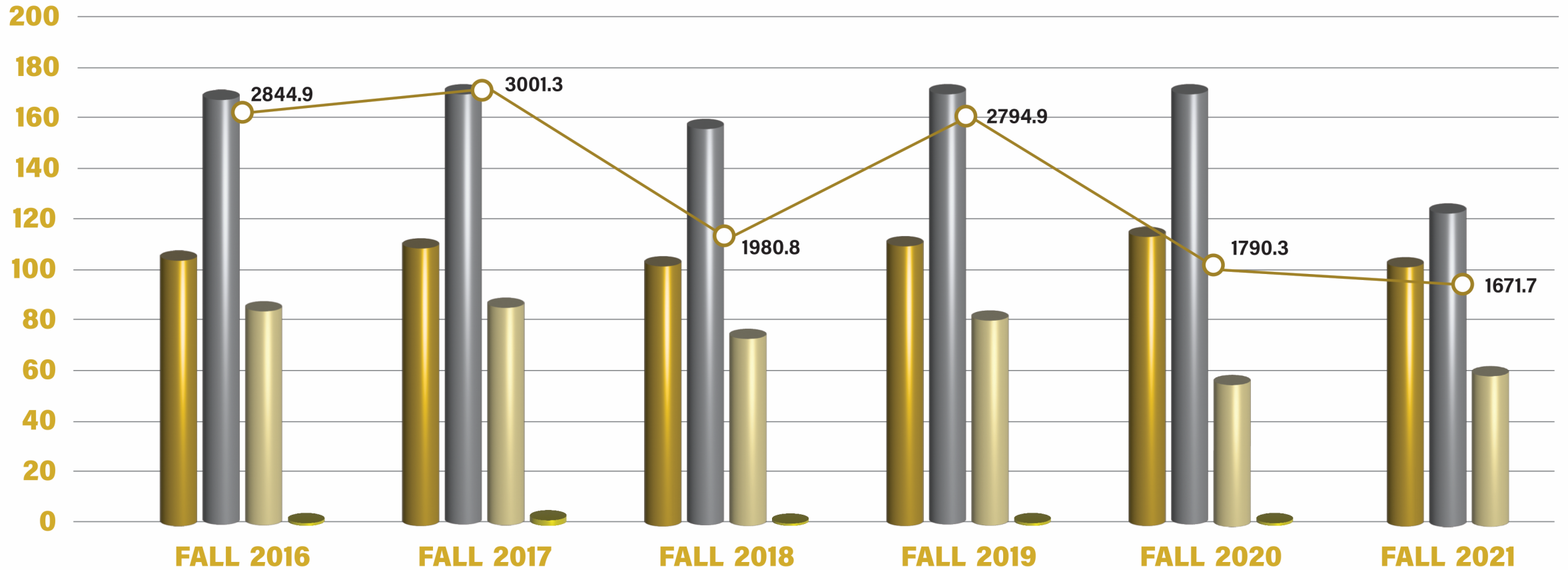
- **Current Status:** The university maintains a very traditional academic calendar that does not foster intersessions, short courses, self-paced experiences, and study abroad opportunities.
- **Initiative:** Identify ways in which to create and deliver online intersession courses during the months of May and December. Additionally, pilot 2 sections of self-paced delivery courses.
- **Outcome:** Launch 10 sections of courses during the May and December intersessions with 120 students registered, yielding net tuition and fee revenue of \$226,480 annually.

HUMAN CAPITAL STRATEGY

At WVSU our people are our greatest asset. We must invest in our employees while also embracing a human capital strategy that aligns with the current and future needs of the university.



EMPLOYEE VS. ENROLLMENT TRENDS



■ FULL-TIME FACULTY ■ FULL-TIME STAFF ■ PART-TIME FACULTY ■ PART-TIME STAFF ○— STUDENT FTE

HUMAN CAPITAL STRATEGY – R3

Effective January 1, 2022, WVSU will adopt a focused approach to human capital decision making called R3. Under R3, the creation of new positions and the filling of vacant positions will be linked to three institutional priorities:

- Recruitment
- Retention
- Revenue Generation

R3 will provide the university with a mechanism to reduce overall human capital expenditures while also providing flexibility to make critical hires.

HUMAN CAPITAL STRATEGY - SPECIAL PAY POLICY REVIEW

In FY21, special pay accounted for \$1.4M in expenditures. In January 2022, the university will conduct a comprehensive review of all special pay codes to identify opportunities for human capital expenditure reductions. Special pay codes under review will include:

- Adjunct
- Overload
- Supplemental
- Overtime
- Temporary Workers
- Federal Work Study Employment*
- State Funded Student Employment*

**** Identify opportunities for increased utilization***

OPERATIONAL OPTIMIZATION

The university is conducting a comprehensive review of how it does business to both reduce operational expenditures and to better serve internal and external stakeholders.

- Increase in shared services and consolidation of related work streams
- Review of the university's procurement processes and all existing contracts for goods and services
- Integration of technology to reduce costs and increase operational efficiency

REVENUE STREAM DIVERSIFICATION

WVSU's long term financial sustainability will require an aggressive pursuit of traditional revenue sources and a greater focus on the identification of new revenue streams. Key areas of focus for FY 2021-2022 include:

- State Higher Education Funding Model
- Federal Grants, Contracts, and Appropriations (Build Back Better Act)
- Auxiliary Enterprises - External Services Growth (i.e. Print Shop and Facilities Rentals)
- Increased Private and Corporate Giving (Endowment Growth)
- Establishment of a "Future Fund" to better address institutional immediate needs
- Public-Private Entrepreneurial Ventures

WVSU FORWARD *Together*



QUESTIONS





WEST VIRGINIA STATE
UNIVERSITY

Proposed Reorganization of Board of Governors Committees

Recommend Action: Amendment to the Board of Governors bylaws and incorporated charters to reflect the consolidation of the Board of Governors Endowment Committee into the Board of Governors Advancement and External Affairs Committee.

Rationale: Given the close working relationship of the Endowment Committee and the Advancement and External Affairs Committee, a consolidation of the two committees would serve the following three purposes: Greater efficiency; there is historical precedent within the Board of Governors for a single committee; and a consolidation would align with best practices in higher education governance.





December 2, 2021

Dr. Lateef Saffore
President
WVSU National Alumni Association
P.O. Box 1000
200 Erickson
Institute, WV 25112

Dear President Saffore:

We are writing to formally inform you that the University will soon begin consideration of the WVSU National Alumni Association's honorary naming proposal for Dr. R. Charles Byers.

In accordance with Board of Governor's (BOG) Policy # 13 (2021), *Naming or Renaming of Facilities, Programs and Funds*, the University's Campus Facilities Committee will convene in January 2022 to consider renaming the Agricultural, Consumer, Environmental, and Outreach Programs (ACEOP) building in honor of WVSU Provost Emeritus Dr. R. Charles Byers. Following the Committee's work, a formal recommendation regarding the honorary naming proposal will be made to the Board of Governors by the University's Interim President. We anticipate that the BOG will be in a position to consider and take final action on this proposal at its February 10, 2022 meeting.

During the BOG's upcoming December 16, 2021 meeting, the University administration will outline the process and timeline that will be used for consideration of this honorary naming proposal. As President of the WVSU National Alumni Association, you are invited to voice the Association's support for the Byers' honorary naming proposal during this portion of the meeting. Should you be interested in participating in the meeting for this purpose, please contact the BOG's Liaison, Mr. Eric Jackson at jacksone@wvstateu.edu or (304) 741-3507.

Thank you for your leadership and strong support of West Virginia State University.

Sincerely,

Charles E. Jones, Jr.
Chairman
WVSU Board of Governors

Ericke S. Cage, J.D., LL.M.
Interim President
West Virginia State University

WEST VIRGINIA STATE UNIVERSITY BOARD OF GOVERNORS
West Virginia State University

BOG Policy #13

WVSU Naming or Renaming of Facilities, Programs and Funds

Section 1. General.

- 1.1. Scope: This policy establishes the criteria and procedures for the naming of West Virginia State University Facilities, Programs and Funds in recognition of an individual or organization.
- 1.2. Authority : W. Va. Code § 18B-1-6.
- 1.3. Application : This policy shall apply to all actions regarding the naming of facilities by the West Virginia State University Board of Governors, its Committees and any other entity to which such authority may be delegated by the Board of Governors.
- 1.4. Effective Date: February 4, 2021.
- 1.5. This policy replaces current BOG Policy No. 13 which was Effective on October 5, 2005.

Section 2. Definitions.

- 2.1. Facilities - Buildings, rooms, interior spaces, exterior spaces (gardens, courts, plazas, memorials, roads, markers, streets, athletic fields, open spaces, land, etc.), and all other tangible and relatively permanent features owned, operated or controlled by West Virginia State University.
- 2.2. Funds - Endowed and restricted funds established to support students, faculty/staff, programs, and facilities associated with West Virginia State University.
- 2.3. Program - Colleges, departments, institutes, centers, and other units associated with West Virginia State University's functions.

Section 3. Review.

- 3.1. This policy shall be reviewed periodically by the Office of University Advancement or designee. All recommended changes to this policy require approval by the President and Board of Governors.

Section 4. Responsibilities for Naming Facilities and Programs.

- 4.1 Board of Governors. – The act of naming Facilities and Programs shall be that of the Board of Governors, acting after receiving the recommendation of the President. Donors,

honorees or benefactors shall be informed at the outset of the naming process and throughout the naming discussions that final naming approval for all University Facilities and Programs rests with the Board of Governors.

4.2. President. – Subject to the responsibilities of the Board of Governors, the President shall have responsibility and authority with respect to, and is an essential participant in, all Facility and Program naming actions.

4.2.a. No Facility or Program may be named without the early knowledge and prior approval of the President. The President shall endeavor to determine that the proposed action is consistent with the interests of the University, to assure that the amount of any gift warrants the action proposed, and to maintain equity in the relationship of gifts for similar naming actions.

4.2.b. The President may recommend exceptions to this policy, subject to the approval of the Board of Governors, and after consultation with University leadership when appropriate.

4.3. Campus Facilities Committee. – The Campus Facilities Committee shall review donor-funded naming proposals requesting the naming of Facilities and/or Programs in honor of donors or benefactors who have made substantial contributions to the University in accordance with pre-approved and recommended gift minimums and within the University's guidelines for naming Facilities and Programs and make recommendations to the President.

4.3.a. In the rare event of an honorary naming of a Facility or Program, the Campus Facilities Committee shall review proposals in recognition of individuals or organizations who have had a lasting impact on West Virginia State University or attained achievement of extraordinary and lasting distinction, and shall make recommendations to the President.

4.3.b. The Campus Facilities Committee shall manage the approval of all signage associated with the naming of Facilities and/or programs.

4.3.c. The Campus Facilities Committee shall meet as required to efficiently perform its duties either in person or remotely. The chair shall call meetings. A simple majority of the membership of the committee shall constitute a quorum. No proxy shall be recognized in any meeting of the committee.

4.4. University Advancement. – The Office of University Advancement shall coordinate all namings of Facilities and Programs.

Section 5. Criteria for Naming Facilities and Programs.

5.1. For all namings, the donor, honoree, or benefactor must exhibit an image and demonstrate integrity consistent with the values and mission of the University. In recommending the conferral of a naming honor on individuals or organizations, the

Campus Facilities Committee shall evaluate the whole legacy of those individuals or organizations. In the case of historical persons or entities, it is constructive to view the proposed naming by contemporary standards to ensure that the naming is appropriate.

5.2. Honorary Namings. – Honorary namings are to recognize individuals who have had a lasting impact on West Virginia State University or attained achievements of extraordinary and lasting distinction.

5.2.a. The namings of Facilities and Programs are normally reserved for philanthropic gifts to the University. The naming of a Facility or a Program that honors a person in the absence of a gift shall remain a rare method of recognizing individuals.

5.2.b. Honorary namings of Facilities will not be bestowed on members of the University faculty or staff, members of the Board of Governors, the Governor, elected officials, or state employees concerned with the functions, oversight or control of the University, so long as the relationship exists.

5.3 Donor-Funded Naming Opportunities. – Donor-funded naming opportunities are to recognize donors who have made substantial financial contributions to the University. The term “donors” includes individuals, corporations, and other organizations.

5.4. Corporate or Organization Naming. – A University Program shall not be named after a corporation or other organization unless approved as an exception by the President or the President’s designee.

5.4.a. Only in rare, exceptional situations should an entire Facility be named for a corporation or organization. Such gifts shall represent a “transformative contribution,” and an exception shall be made by the President or designee.

5.4.b. Naming a Facility after a corporation or other organization shall be term-limited up to twenty years unless approved as an exception by the President or designee.

5.4.c. In the instance where a Facility, is named after a corporation or other organization, the University shall exercise due diligence to avoid any appearance of undue influence or conflict of interest.

Section 6. Agreement for Naming Facilities and Programs.

6.1. A Facility or Program naming agreement is required for all donor-funded naming opportunities. The agreement shall be approved by the Board of Governors and contain the terms and conditions agreed to by the University and the donor. Electronic signatures are acceptable.

Section 7. Naming Facilities.

- 7.1. Naming opportunities may include (1) new Facilities that are to be constructed or acquired, (2) existing Facilities that are undergoing major or minor renovations, or (3) existing Facilities that are not undergoing renovations.
- 7.2. Selection of Facility names should take into account the University's Physical Master Plan and all new major capital projects that are dependent upon private funding.
- 7.3. Colleges or departments pursuing donor-funded naming opportunities for capital projects with required fundraising goals must submit fundraising plans to the Office of University Advancement or designee for approval by the Vice President for University Advancement and Vice President for Finance and Administration.
- 7.4. For a donor or benefactor to name a building, the recommended gift minimum shall be a substantial and significant amount that will enhance the University's mission and shall be determined accordance with the naming rights assessment assigned to the building by the Campus Facilities Committee.
- 7.5. All recommended gift minimums shall be predetermined by the University prior to the donor's commitment to name the Facility.
- 7.6. The allocation of funds for donor-funded Facility naming opportunities shall be predetermined before the donor makes a commitment and shall be pre-approved by the University. The funds shall be established in a pooled, endowed or restricted fund unless the donor's contribution meets both the endowment minimum and the recommended gift minimum to name the Facility. In addition, the donor's intent must align with the pre-approved allocation of funds purpose. The donor cannot have a named fund if the fund purpose is directed to a capital project.
- 7.7. Facilities shall not be named through a grant, sponsored research, or sponsorship without prior approval from University Advancement and is subject to approval by the President and Board of Governors.

Section 8. Naming Programs.

- 8.1. For Programs, the recommended gift minimum shall be a substantial and significant amount that will enhance the University's mission.
- 8.2. A gift for naming a Program ordinarily should be determined by the size, operating budget, national ranking, and visibility of the Program, as well as naming amounts of peer programs in the discipline or on the University campus when available.
- 8.3. Programs shall not be named through a grant, sponsored research, or sponsorship without prior approval from University Advancement and are subject to approval by the President and Board of Governors.

Section 9. Status of Contribution at the Time of Naming Facilities and Programs.

- 9.1. When a Facility or Program is to be named in consideration of a financial contribution, the gift shall have been received by the University or affiliated foundation, or its future receipt shall be assured through the appropriate signed agreement before a naming action shall be taken, as follows:
 - 9.1.a. Pledges to be paid over a period of time, typically up to five years, are acceptable for current naming of Facilities and Programs when a signed pledge payment agreement for the total is in hand. Pledges for beyond five years must be approved by the Vice President for University Advancement or designee.
 - 9.1.b. If the pledged gift is to name new construction, renovation, or other projects with cash-flow considerations, the timing of the pledge payments should be such that sufficient current dollars are available to cover project costs.
- 9.2. Irrevocable planned gifts may generate current naming of Facilities and Programs if current cash flow considerations are not an issue for the requesting Facility or Program. Irrevocable planned gifts will be credited at their face value, with particular emphasis being given to the predictability of the long-term value of the irrevocable deferred gift.
- 9.3. Combinations of revocable planned gifts and cash may occasionally generate current naming opportunities under certain circumstances and must be approved by the Vice President for University Advancement or designee. Each combination request must be explained fully to the Campus Facilities Committee and a case made for the appropriateness of the naming given the specifics of a particular gift. Particular emphasis will be given to the cash flow requirements of the requesting Facility or Program, the predictability of the long-term value of the revocable deferred gift component, and the predictability of its receipt.

Section 10. Duration and Modification of Namings for Facilities and Programs.

- 10.1. The duration of a donor's, honoree's, or benefactor's name on any Facility or Program ordinarily continues for as long as the Facility or Program is used for the same purpose for which the naming occurred. Upon demolition, replacement, substantial renovation, redesignation of purpose, or similar modification of a named Facility or Program, the University may deem that the naming period has concluded.
 - 10.1.a. At the discretion of University Advancement, the appropriate University representative may be directed to make all reasonable efforts to inform in advance the original donors, honorees, benefactors, or their surviving family members when the naming period is deemed to have concluded.

10.1.b. The duration of a donor wall is contingent upon the life cycle of the Facility or Program, and once the life cycle has ended, the donor wall can be removed with approval from University Advancement.

10.2. Renaming. – When the donor’s, honoree’s or benefactor’s naming period has concluded, the Facility or Program may be renamed, with the original name removed, in recognition of new gifts, subject to any specific terms and conditions set forth in the naming agreement.

10.3. Term Naming. – In appropriate instances, most often involving a corporate donor, naming may be granted for a predetermined, fixed term. At the end of the term, the name of the Facility or Program shall expire, but may be renewed with the same or a new name. The Facility naming agreement shall specify the period of time for which the Facility or Program will be named.

10.4. Donor, Honoree, or Benefactor Name Changes. – If a donor, honoree or benefactor requests a change to the name of a Facility or Program (e.g., due to divorce or corporate merger), the University will consider the request.

10.5. Removal of Naming Approval or Conferral. – The University reserves the right, on reasonable grounds, to remove and terminate its obligations regarding a naming, with no financial responsibility for returning any received contributions to the donor or benefactor. The Board of Governors must approve all removals prior to their occurrence. Reasonable grounds to remove and terminate a naming include, but are not limited to, the following:

(a) If the donor’s, honoree’s, or benefactor’s reputation, actions, or behavior do not align with the University mission and values. Removal of the naming shall only occur after review in accordance with regulations promulgated by the President.

(b) If the donor or benefactor fails to maintain payments on a pledge upon which the naming was bestowed. In such an instance, the naming may be removed after a pro rata period of time that reflects the number of pledge payments made, given the estimated useful life of the building or the term of years covered by the Facility Naming Agreement, as applicable.

(c) If a planned gift upon which the naming was bestowed does not result in the value agreed upon.

(d) If a Facility has been named without proper approval, after due diligence has occurred to ensure the naming was not properly approved.

(e) This policy supersedes any previous gift agreement in the event that the donor’s financial obligation has not been fulfilled or the naming was not properly approved.

(f) A name may be removed from a facility or unit if the commitment is unfulfilled by the donor at the completion of the agreed payment period. The removal of a name requires the approval of the WVSU BOG. This provision must be included in all naming agreements. The donor or his/her designee shall be informed of the change in writing, notice of which shall be mailed by certified mail to the person or designee identified in the naming agreement 60 days prior to the removal of the name from the facility or unit.

Section 11. Named Funds.

- 11.1. Endowments and named Funds shall be established by University Advancement and do not require review or approval by the Board of Governors.
- 11.2. The minimum gift amount to establish a named endowed Fund is \$25,000. The Vice President for University Advancement may grant exceptions to this minimum gift amount on occasion upon their discretion.
- 11.3. The minimum gift amount to establish a named current-use Fund is \$10,000. The Vice President for University Advancement may grant exceptions to this minimum gift amount on occasion upon their discretion.
- 11.4. Endowment levels above the minimum for named endowed Funds shall be established by the Vice President for University Advancement in consultation with the President and the leader of the Program that would benefit from the endowment. Levels should align with the costs associated with supporting that Program.
- 11.5. A fund naming agreement is required for all named Funds. The agreement shall contain the terms and conditions agreed to by the University and the donor. Electronic signatures are acceptable.

Section 12. Financial Contributions.

- 12.1. Financial contributions resulting in the naming of a Facility, Program, or Fund may be made to an affiliated foundation but, if the University is constructing or renovating a Facility, then funds will be transferred to the University.

Section 13. Responsibilities for Costs.

- 13.1. In the event that outside legal counsel is necessary, all legal costs related to donor-funded naming opportunities and endowed Funds are the responsibility of the college/program supported by the gift.
- 13.2. All costs of donor, honoree, or benefactor signage or recognition are the responsibility of the college/program supported by the gift.

13.3. If the donor, honoree, or benefactor requests a sign or recognition to be changed, all replacement signage and other related costs shall be at the donor's expense.

Section 14. Naming Recognition.

14.1. Naming signage shall not be purchased or placed until approved by the Board of Governors.

14.1.a. Naming signage shall conform to all University signage guidelines and shall not be installed until approved by the Campus Facilities Committee and University Advancement.

14.1.b. Naming signage standards shall conform to all University branding standards. Signage reflecting a corporate or organizational naming of a Facility may not include the donor's logo or other components of branding. This policy applies only to donor-funded namings and does not apply to leased spaces, or other contractual business relationships.

14.2. No publicity of the naming shall be released to the public until it has been approved by the Board of Governors.

14.3. All gift minimums for donor recognition, which includes public displays, signs, donor walls and mounted objects that recognize a donor, shall be predetermined by University Advancement.

14.4. All mounted naming signage that has not been properly approved is subject to removal.

POSITION DESCRIPTION

WEST VIRGINIA STATE UNIVERSITY

1891

Experience the Power of Education

THE POSITION: PRESIDENT

The Board of Governors of West Virginia State University invites nominations and applications for the position of President of West Virginia State University.

THE ORGANIZATION:

West Virginia State University is a public, land-grant, historically black University, which has evolved into a fully accessible, racially integrated and multi-generational institution. The University, “a living laboratory of human relations,” is a community of students, staff and faculty committed to academic growth, service and preservation of the racial and cultural diversity of the institution. Its mission is to meet higher education and economic development needs of the state and region through innovative teaching and applied research.

Since its founding in 1891, as the West Virginia Colored Institute, West Virginia State University (WVSU) has been a forward-moving institution, anticipating advances in society and technology that would allow State to continually make progress as it prepared thousands of students for their future. The first half-century of the history of WVSU epitomizes the long struggle of African-Americans for educational opportunity and political, social, and economic equality. While desegregation changed the racial proportions of the student body, faculty, and staff, WVSU still emphasizes the diversity of its people and derives important values and elements of its mission from its tradition as a historically black college. WVSU stands at an important crossroads. In order to continue to serve West Virginia, the students and the community, WVSU is committed to transform itself into a nationally recognized land-grant institution. The next University President should bring leadership experience that will help the institution by meeting five key areas:

- Growing existing and creating innovative academic programs
- Creating and conveying a compelling brand identity
- Growing student enrollment and retention
- Strengthening the University’s philanthropic operation
- Building a strong marketing function and management system

West Virginia State University offers encouragement and education through flexible course offerings in traditional classrooms, in non-traditional educational settings and through distance learning technologies. With the goal of improving the quality of students’ lives, as well as the quality of life for West Virginia’s citizens, the University forges mutually beneficial relationships with other educational institutions, businesses, cultural organizations, governmental agencies, and agricultural and extension partners.

The following values guide WVSU decisions and behavior:

- academic excellence;
- academic freedom;
- advancement of knowledge through teaching, research, scholarship, creative endeavor and community service;
- a core of student learning that includes effective communication, understanding and analysis of the interconnections of knowledge and responsibility for one's own learning;
- lifelong growth, development and achievement of our students;
- development of human capacities for integrity, compassion and citizenship;
- WVSU's rich and diverse heritage;
- personal and professional development of faculty and staff; and
- accountability through shared responsibility and continuous improvement.

West Virginia State University is a vibrant community in which those who work, teach, live and learn, do so in an environment that reflects the diversity of America. The rich foundation for the "living laboratory of human relations that is WVSU today, began with the union of Samuel Cabell and Mary Barnes on a plantation that eventually became "Institute". In a brief history of the University, Arline R. Thorn notes:

WVSU continues to honor its black heritage while making higher educational accessible to a diverse student body, composed of people of many cultural backgrounds, different generations, and varied educational and career goals. Originally established in a small black community, West Virginia State University today serves a wide community of black and white, male and female, urban and rural, commuting and resident, full-time and part-time, traditional and non-traditional college students. Many thousands of lives have been influenced by the ideals of equality and excellence in teaching represented by West Virginia State University.

The comprehensive campus provides vast opportunities for students. The undergraduate education at the University offers comprehensive and distinguished baccalaureate programs in business, liberal arts, professional studies, sciences and social sciences. In addition, the University provides Masters degrees and other opportunities for graduate education.

The University has undergraduate academic programs in four colleges: College of Arts and Humanities, College of Business and Social Sciences, College of Natural Sciences and Mathematics, and College of Professional Studies.

West Virginia State University is accredited by the North Central Association of Colleges and Schools.

WVSU participates at the NCAA Division II level and is a member of the Mountain East Conference. The University sponsors eleven intercollegiate sports, including men's baseball, basketball, football, golf, and tennis; and women's basketball, cross country, soccer, softball, tennis, and volleyball.

CAMPUS SETTING:

Located in Kanawha County in Institute, WV and a suburb of Charleston, the State Capitol of West Virginia, the riverside campus is the largest institution of higher education in the Charleston metropolitan area. Just off Interstate 64, Institute is eight miles from Charleston

and the campus is served at frequent intervals throughout the day and evening hours by commuter buses serving Charleston and other suburban communities. With a one-hundred-acre campus, twenty-four major buildings, and sixteen faculty/staff homes, the University is located in the beautiful Appalachian foothills.

THE POSITION AND RESPONSIBILITIES:

The President is the chief executive officer of the University and reports to the Board of Governors. The President is responsible for the leadership and day-to-day administration of the institution in compliance with University policies and consistent with all applicable state and federal laws. Among a wide range of delegated responsibilities from the Board of Governors, the President's duties encompass the following:

- Exercising effective leadership, in a joint effort with the Board of Governors, to implement the mission of the University, as delineated in a strategic vision and plan approved by the Board.
- Communicating and interacting effectively with all constituencies of the campus community, including the local community, the alumni, and the public-at-large, to carry out the University's mission and goals.
- Reporting data, information, audits and the financial position of the University in a timely and accurate manner to the Board of Governors, to ensure the utmost understanding by members of the Board of Governors of the financial state of the University.
- Developing a cohesive leadership team, including hiring a permanent Provost and integrating him/her into a high-functioning leadership group that is consistent with the University mission, the needs of those being served, sound standards of quality, and available resources.
- Ensuring that financial controls are in place for proper fiscal management.
- Maintaining lawful, equitable, and efficient personnel programs, including: the appointment of qualified persons to the faculty and staff, and a method of evaluation, promotion, retention or dismissal for cause.
- Ensuring that forward-looking, appropriate, cost effective, quality, academic programs are developed and offered by the University, and that cutting-edge research programs are supported and enhanced.
- Providing effective leadership and support for a program of student life that complements the academic program and recognizes the diverse interests and needs of the student body, though the development of a culture of inclusiveness.
- Interacting with appropriate external bodies, including state and national accrediting groups, and professional and athletic associations, to achieve the mission of the University, in a manner consistent with Board policy, statutory and regulatory provisions, and sound academic principles.
- Developing and maintaining positive relationships with the legislature and corporations, while building strong ties to the University.
- Expanding the University's resources, in particular through institutional advancement, by serving in a prominent role to cultivate and solicit donors, and, when necessary, providing leadership in comprehensive fundraising campaigns.

QUALIFICATIONS:

West Virginia State University's next President will be a charismatic, visionary, resourceful, innovative, and energetic leader, with the vision, skills, and integrity required to guide this quality University to higher levels of achievement. The successful candidate must demonstrate a deep commitment to excellence and possess the leadership abilities required to continue WVSU's goal of becoming a nationally recognized land-grant University.

Candidates with a terminal degree, accomplishments and a record of success in administration, that will engender the respect of the academy, are preferred. The strongest candidates will have the following characteristics:

- Demonstrated experience as a dynamic leader that indicates she/he is energetic, accessible, and will support and encourage academic excellence and improve the profile of the University;
- An understanding of best practices in higher education today and verified commitment to shared governance;
- Knowledge of the history and heritage of WVSU and its mission as an HBCU and land grant university as a guiding force for its future success;
- A demonstrated commitment to improving student service areas and student life;
- A demonstrated commitment to diversity and inclusion as core values that enhance the educational process;
- Willingness to act as a role model for university engagement while serving as a "cheerleader" for all members of the University community;
- Demonstrated strength in human relations, communications, planning, financial management, budgeting, and organizational skills, required to lead and inspire internal and external constituencies of the University;
- Fundraising ability and a commitment to marketing the University and cultivating alumni;
- Experience with state and federal legislative processes;
- Strong desire to work as a partner with schools, other institutions of higher education, and local businesses;
- A commitment to implementing the policies and directives of a governing board, such as the West Virginia State University Board of Governors.

NOMINATIONS AND APPLICATIONS:

AGB Search is assisting the Board of Governors in the search. For full consideration, applications should be received by **February 11, 2022**. For further information and instructions to applicants, please review the prospectus available above.

Application materials should be submitted electronically (in Adobe PDF or MS Word) to WVSUPresident@agbsearch.com and include:

- Cover letter responding to the “Leadership Agenda for the Vice President of Student Affairs” in this profile.
- Complete resume or curriculum vitae.
- Contact information (email and phone) for five professional references, none of whom will be contacted without prior knowledge and permission of the candidate.

All inquiries, nominations, and applications will be held in strictest confidence; references will not be contacted without the applicant’s expressed permission. Inquiries, applications, and nominations should be sent to:

WVSUPresident2022@agbsearch.com or directed to:

Gwendolyn E. Boyd, D.Min
Executive Search Consultant
gwendolyn.boyd@agbsearch.com
(301) 538-1019

Wayne M. Wormley, Ph.D.
Executive Search Consultant
wayne.wormley@agbsearch.com
(215) 432-7913

West Virginia State University is an Equal Opportunity/Affirmative Action Employer. Women, minorities and individuals with disabilities are encouraged to apply. For a detailed statement of its practices see:

<https://www.wvstateu.edu/about/administration/human-resources.aspx>

**West Virginia State University
Presidential Search
Proposed Search Timeline**

November 2021 – April 2022

November 9, 2021	<p>Search Committee Meeting # 1 (Virtual)</p> <ul style="list-style-type: none"> • Introductions – Search Committee Members • Review of the search process and the role of AGB Search • Review and Finalize Search Timetable • Charge to Search Committee • Distribute Confidentiality Agreement for signature • Search Committee input to profile development • Discuss Ad and Sourcing Plans <p>Discuss the Predictive Index Options (Behavioral & Cognitive)</p>
November 15- December 13	<ul style="list-style-type: none"> • Conduct Pre-search Survey • Revise and approve Job Profile • Approve Ad and Sourcing Plans
December 14, 2021	<p>Search Committee Meeting #2</p> <ul style="list-style-type: none"> • Provide update on Leadership Profile • Review Search Timeline • Review use of Assessment Tool • Train in gaining access to AGB Search Portal
December 17, 2021	<p>OFFICIAL LAUNCH DATE FOR THE SEARCH PROCESS</p> <ul style="list-style-type: none"> • Ads placed and email blast sent according to the approved ad and marketing plans
<u>February 11, 2022</u>	<u>Deadline date for full consideration for applications.</u>
February 15, 2022	<p>Search Committee Meeting # 3 (Virtual)</p> <ul style="list-style-type: none"> • Search Committee completes reading applications • Select Semi Finalists (4 to 6) to be virtually interviewed
February 18 – 28, 2022	<p>AGB Search (and Committee) Conducts Reference Calls</p> <ul style="list-style-type: none"> • Social Media checks

March 1,2,3 2022	<p>Search Committee Meeting #4 (Virtual)</p> <ul style="list-style-type: none"> • Search Committee Interviews the Semifinalists (Virtual) • Search Committee selection of THREE Finalists
March 3-10	<ul style="list-style-type: none"> • AGB Search contracts with 3rd party to conduct additional reference and background checks and reports to the co-chairs for communication to the Board of Governors • Responsibility for the search transfers to the Board.
March 14-18 2022	<p>CAMPUS INTERVIEWS FOR THE THREE FINALISTS (3 FULL DAYS)</p> <ul style="list-style-type: none"> • Each candidate meets with different constituent groups a makes a formal presentation (15 minutes) and has a Q &A (30-45 minutes), moderated by a search committee member or other assigned campus official • Each candidate interviews with the Board of Trustees
Week of March 21, 2022	<p>Search Committee Meeting #4 (Virtual) FINAL MEETING TO PREPARE RECOMMENDATION TO BOARD</p>
March - April 2022	<p>Board Deliberations and Selection of next President of WVSU</p> <ul style="list-style-type: none"> • Board selects President • Board announces selection

Search Committee Login Instructions

1. Go to agbsearch.com
2. Click on the “Committee Login” button at the top of the webpage.
3. Enter the following email address and password combination; please note that they are case sensitive:

Email address: `WVSUPresident2022@agbsearch.com`

Password: `WVSUPresident2022!` (case sensitive)

NOTE: PLEASE DO NOT RESET THE PASSWORD TO THIS ACCOUNT – It will lock out the entire committee from viewing the candidate materials

4. Click on (name of institution/position as listed in Sharefile). You will find two folders: Candidate Materials and Committee Materials.
5. Click on Candidate Materials.
 - a) You are now viewing individual folders for each candidate, numbered sequentially and featuring the individual’s last name.
 - b) In each folder you will find the candidate’s letter of interest, curriculum vitae, professional references, and any supplemental materials submitted by the candidate.
 - c) To view, double click on the linked document. Should you be presented with a screen to download the document, click the Download button.
6. Click on Committee Materials.
 - a) In this folder you will find resources that will be useful to the committee.
 - b) Materials will be added to this folder throughout the search.

NOTE: To keep candidate materials confidential, please delete any and all documents from your computer and/or shred any hard copies when you have completed your review.

Proposed Sourcing Plan

All Public and Private HBCU's

- 01 Chief Executive Office (President/Chancellor)
- 02 Chief Executive Office Within a System (President/Chancellor)
- 03 Executive Vice President
- 05 CAO
- 22 Director of Affirmative Action/Equal Opportunity
- 28 Director of Diversity

Public Colleges and Universities (enrollments greater than 3,000) (excluding HBCU's) located in West Virginia, Virginia, Kentucky, Tennessee, North Carolina, South Carolina, Ohio, Pennsylvania, Alabama, Mississippi, Louisiana, Georgia, Maryland, Florida

- 01 Chief Executive Office (President/Chancellor)
- 02 Chief Executive Office Within a System (President/Chancellor)
- 03 Executive Vice President
- 05 CAO
- 22 Director of Affirmative Action/Equal Opportunity
- 28 Director of Diversity

West Virginia State University
Presidential Search
Advertising Plan

Publication	Description	Advertising Rates
Chronicle of Higher Education	www.chronicle.com	Premium Exposure, 60 days. Promoted higher in search results as a sponsored job and top job; includes a one-time listing in Academe Today e-newsletter; submitted to Diversity Network (Diversity.com, Diversity on Demand, and DiversityJobs.com), \$935
Inside Higher Education	www.insidehighered.com	Executive Search Listing: \$749 for 90 days
Diverse Jobs – Diverse Issues in Higher Education	http://www.diversejobs.net/	Featured Ad for 30 days with cross posting to Community College Jobs Now \$480
American Association of Blacks in Higher Education		Premium Job Flash Package (Promoted), 30 days. Emailed to 5,800+ African Americans in higher education; remains high in search results; highlighted to stand out, \$499
Women in Higher Education	www.wihe.com	Promoted Job, 30 days, \$435
National Association of Diversity Officers in Higher Education	www.nadohe.com	Premium Job Flash Package 30 days: \$550
HBCU Career Center	https://jobs.thehbcucareercenter.com/	Featured Job for 30 days: \$199
Higher Ed Jobs	Higheredjobs.com	<ul style="list-style-type: none"> • Featured Executive Position: Emailed to 50,000 college and university executives • Includes brief job description and institution logo

		<ul style="list-style-type: none">• Links to the full job description on HigherEdJobs• Opt-in proprietary email list <p>\$845</p>
Academic Keys		Promoted , up to 4 months with e-flier and featured, \$410

Explanation of A, B, and C ratings of candidates

A means the candidate is one we think you should look at. There are no deficiencies in the application package. There are some notable positive attributes. This is someone you should rate, confident he/she could do the job.

B means the candidate is worth a look and a rating, but we have some questions we'd like answered before declaring this person an A candidate. Examples include short time periods at different institutions, a significant time away from a leadership role, primary academic experience in concentrations not currently offered at your university, etc. No fatal flaws, but questions which when answered, could move the candidate up or down — or just leave them stuck at the B level.

C means we found problems with the candidate. This is often a lack of relevant experience — the candidate is shooting for the stars and missed. These are folks who are, at best, long-shots. Feel free to read through their application packages, but if time is short, these are folks we think you can safely skip.