

**West Liberty University  
Board of Governors**

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**Minutes**

**April 17, 2013**

**Attendance:**

Beverly Burke, Richard Carter, George Couch, Brian Joseph, Ann Thomas, Carrie White,  
LeeAnne Yeater

**Unable to Attend:**

Patrick Kelly

**Administration/Faculty/Staff:**

Robin Capehart, Linda Cowan, Brian Crawford, John Davis, Mary Ann Edwards, John Gompers,  
John McCullough, Tom Michaud, Jim Stultz, Jack Wright

**1. Call to Order:**

Chair Carter called the meeting to order at 5:15 p.m.

**2. Chair Person Comments:**

Chair Carter stated that this will be the last Board meeting before the end of the 2012-13 semester. This has been a successful year in many regards; academically and what may be what was the greatest athletic success in the past year, the men's basketball team going 34 and 2. They came so close in the final-four to going to the finals, and they made this University proud of how they handled themselves both on and off the court. They certainly represent the University well.

One item that's not on the agenda is that this Board now consists of eight people. It had been a 12 person Board and needing seven for a quorum; if we don't have seven we don't have a meeting. We were counting very carefully and we were able to get seven members today, the eighth not being available. We lost four people because the Governor and the HEPC advised us some six to nine months ago that we had Board members who did not have sufficient board continuing education credits that were required. Some attempted to get those credits, one in particular did some online research, but in the end did not fill out a form that gave this person sufficient credit. Although we tried to advise people that this work was done, it fell on deaf ears because these offices are holding very strictly to this and said we were warned, so we lost those members. We now have four members on the bubble with regard to obtaining board training credits by June 30<sup>th</sup>. Chair Carter has advised these members what needs to be done; information and instructions were provided by Mary Ann as to how to get the credits. This needs to be done and the proper forms are to be filled out as proof that the training was completed. Mary Ann will check with the HEPC and confirm they have record of the credits. Chair Carter received a letter and chart of where members stood with regard to their training hours and wasn't sure where they get all of their information to do the chart.

The Stonewall Jackson conference that is held annually in the summer is a way of getting credits that will satisfy member's requirements. New Board members need three hours within the first six months and six hours in the first two years; six credits every two years after that. We will be diligent in watching in the future; we cannot afford to be losing BOG members of this stature, reappointing more, and fighting to get a quorum. If people are interested and want to be on this Board, those are the rules and they're not WLU rules; they are the Governor's and HEPC rules.

President Capehart talked with the Chancellor and he's willing to come to the next meeting in June and present to the Board. Chair Carter asked how much credit they are willing to award for this type of presentation and a discussion followed with regard to training credit.

Chair Carter also stated that spring commencement is coming up on May 11<sup>th</sup>.

### 3. Consent Agenda\*:

Chair Carter asked if there were any additions or corrections to the full Board or Executive Committee minutes; there were none. Although we do not have confirmation from the commencement speaker, it was agreed that an honorary degree will be conferred upon whoever the speaker may be. Chair Carter also asked if there were any questions with regard to the program reviews; there were none. President Capehart stated that we are not going to have an annual report today of the Research Corporation because we are not close enough to the end of the 2013 FY. We will wait until we get closer, get all of the final transfer and information in that regard, and it will be reported at the next meeting on June 5<sup>th</sup>. Charter Carter asked if there was any more discussion on the consent agenda.

**A motion that the West Liberty University Board of Governors approve the Consent Agenda items, including the conferral of an honorary degree to the individual identified as the May commencement speaker, was then made by Brian Joseph and seconded by George Couch; motion passed unanimously.**

### 4. Informational Items

President Capehart gave an update on the April Admissions report; applications are up 9.7% over last year; applications accepted are up 13.3%; and Freshman are up 17.3%. We have had some of the highest increases in Colleges, with Arts and Communication up 67% with about 50 new students, and the Sciences continue to skyrocket up almost 20% or 89 students.

Institutional Advancement has raised \$3.8 million as of April 16, 2013 with 233 first-time donors. This is up 26% for more than 5,000 donors and a total of 1,922 gifts; up 23.4% overall from 2012. There are now three times more President Circle donors than in 2012, which are those who give \$1,000 or more.

Focus 2020 is WLU's initiative to find out where we are in preparation for going through the strategic positioning process next year. We spent this year working to see where we are as a basis for going into next year. A full report will be given at the June BOG meeting. The Focus 2020 web site information, although not fully populated, shows our return on investments; a place to see where we are. One of the task forces was the SmartCampus Initiative, consisting of information gathered from 23 focus groups with over 1,000 responses. These responses were gathered for the efficiency initiative to try to find things we can do on this campus better; to create efficiencies. If it was determined that to create these efficiencies that State statute, HEPC regulations, BOG/administrative policies, or other areas needed changed, it would be accomplished. A full report will be given in June.

The Academic Program Status Review was distributed to the Board members. This report was created by Dr. Melinda Kreisberg to track programs and areas of concern. There are areas highlighted in green, yellow, and red; Green/program stable, Yellow/program needs attention, and Red/program in peril. The program shown in all red is a new program. This review will eventually be posted on the web site; most likely after school is out. This is a good budgetary and academic document for decision making purposes.

The Student Success Taskforce, consists of focus groups, surveys, speaking at clubs, along with a survey to be distributed through the State Chamber of Commerce, is looking for basic information. They are asking employers what they want in an employee and how good a job are colleges and universities doing in providing the training. It sounds simplistic, but it's really quite complicated. Employers want more than good accounting skills; they want problem solving, etc. The Taskforce is finding out what employers want, what should a college graduate look like, characteristics; how well a job are we doing in assessing and making changes that when a student walks across the stage at commencement they fit these expectations.

The Hilltopper Heritage Project – With the Shaw Hall rehabilitation and the new health sciences building coming up, it's important to celebrate the heritage of West Liberty University. A group of alumni, retired faculty, and others on campus are in the process of gathering pictures, artifacts, and old programs to be displayed to be able to celebrate our heritage. Shane Stack, Director of Alumni Relations, is heading up this initiative. We will identify areas where we can do these types of things; in Shaw Hall, hallways, etc. In terms of Athletics and the ASRC, we would like to create these presentations through different pictures and items so people can make an attachment to our past. In the Gary E. West Event Center the former bar area will be designated as the Faculty Club with a

plaque and decorated with photos of past faculty members and people who have contributed immensely to the University.

As Chair of the Council of Presidents, three or four weeks ago President Capehart conducted the Higher Education Round Table, sponsored by the Institute for Innovation in Education. This was the first time this has been done and included the HEPC, Chancellor, college presidents, and about 20 legislators. This was a chance for regional college presidents to talk about different issues from their perspective and headway was made on a lot of issues, such as the Outcome Based Funding Model. It turns out the bill containing the model died. Part of the bill was looking for access to raw data on each campus, which is a great concern because of the different formats on each campus. To try to compare Glenville, Concord, or others will not give a true picture of what they are trying to find out. The bill did not make it past the House Finance Committee.

The 8.9% budget cuts for the next fiscal year are still intact. WVU and Marshall were included in a bill to lift statutory limits on approvals from the HEPC for capital projects. The limits were raised for them but not for West Liberty.

The Mountain East Conference has been approved by the NCAA. A full-scale search for the Commissioner, headed by Dr. Pete Barr and representatives from Notre Dame and Urbana, today recommended that Reid Amos be hired. The decision was unanimous and he was offered the job today as Commissioner of the Mountain East Conference. Chair Carter asked if he will remain at WLU, to which President Capehart stated that he will have no affiliation and no cost to WLU. As the former voice of the Hilltop, it was a tough choice for him to make.

Some upcoming events, one being Friday as President Capehart is recognized by The State Journal in Who's Who in West Virginia Business. He is the first college president to receive this award and is excited on behalf of the University. The Great Gala is that same evening with a sold out crowd and many people flying in for this event. April 23<sup>rd</sup> will be the LEAP breakfast – Liberal Arts and American Promise, which is to emphasize the need for people to have a solid basis of liberal arts and a lot of those skills mentioned earlier in the meeting. There is a great interest among faculty members to become an action network campus. Two faculty members will meet with the group and talk about how to move the program forward. April 24<sup>th</sup> is the campus report with an update on Focus 2020. There is an HEPC meeting on April 26<sup>th</sup>. Although West Liberty is not on the agenda we will have a presence at the meeting. The Florida Alumni Chapter will meet April 26-28, and there will be a Faculty Round Table on April 29<sup>th</sup> to discuss competency based education. May 1-3, 2013 is the NCAA President's Council meeting in Indianapolis. There will be a faculty breakfast May 11<sup>th</sup> from 8:00 to 10:30 a.m. before commencement at the Gary E. West Event Center. Events like the faculty breakfast, club dedication, and roundtable are opportunities to build community among faculty. One of the concerns heard among faculty is that everybody knows faculty in their area, but they don't get to know faculty in other areas. We are working to develop a series of initiatives to get interdisciplinary cooperation.

The President's Trust is a group of college presidents who belong to the Association of American Colleges & Universities (AACU), promoting the LEAP project and aligns with what we have done in the Student Success survey. President Capehart went down through the survey and what was gleaned from the information. Chair Carter stated that in the last few years this type of information has changed; so many employers, when they interview kids coming out of college, ask what kind of experience they have. Ten years ago kids could only give their summer job experience. Kids now are going out and making certain they do internships and those types of things. They may not be making any money, but it's giving them experience in field in which they are trying to be employed later. Some of these kids need to make money in the summer, but we need to emphasize to them to get as much experience related to their field in the summer as they can. Mrs. Burke stated that our students in the Washington Program are looking for that experience in their internships. President Capehart stated that there is a big supply of internships out there. As he continued through the survey he noted that this is the same type of survey we will be sending out through the WV Chamber of Commerce.

## **5. Action Items:**

### **a. Approval of Bachelor of Science in Creative Arts Therapy**

Dr. Crawford stated that this is a 120 credit hour interdisciplinary program that combines course work in Art, Art Therapy, and Psychology. The purpose of the program is to prepare students for graduate school or other potential areas not requiring licensure. The Bachelor of Science in

Creative Arts Therapy allows us down the road to add other majors to that such as Drama Therapy or Music Therapy. The initial program will have one major within it and that will be Art.

**A motion that the West Liberty University Board of Governors approve the creation of a new undergraduate degree program, the Bachelor of Science in Creative Arts Therapy, within the College of Arts and Communication, was then made by LeeAnne Yeater and seconded by Bev Burke; motion passed unanimously.**

**b. Approval of Master of Professional Studies**

Dr. Michaud stated that the Master of Professional Studies initial area of emphasis is Organizational Leadership. It is a 30 credit hour master's program, accelerated, making it possible for students to begin and finish the program within 18 to 20 months. The program is designed to be very flexible. Some of the institutions that have an MPS degree, and nationally it is wide spread, are the University of Connecticut, Georgetown University, and practically all of the SUNY University System. We are proposing Organizational Leadership as the initial area of emphasis but other areas of emphasis can be added, depending on student need and interest. Criminal Justice Administration and Health Care Administration are existing areas that we can insert classes specific to these areas. There is no major start-up cost or administrative cost through the School of Professional Studies and at this point no new full-time faculty will be required.

A survey was done with regard to this program and currently there are at least 54 students interested in obtaining an MPS Degree in the area of Organizational Leadership. The projection is that as soon as we are able to get the program going we are going to have students ready to enter the program. Chair Carter asked if the Master of Professional Studies is a nuance difference from the Organizational Leadership Masters or is it structured much differently. Dr. Michaud stated that this one is structured different; this is the initial program as the umbrella and an area such as criminal justice could be incorporated under this umbrella. There are 12 structured hours with four courses called core courses. Those core courses aim to cultivate professional competency that are translatable across other areas. The structure for the other 18 hours are where you design the program specifically for the student. Dr. Crawford stated that it's not for the student, but for the area of emphasis. President Capehart stated that an area such as criminal justice won't be the same every time. Students all take the same core courses and branch off into an area of emphasis. Chair Carter asked if, when a student is getting ready to apply to this program, are you telling them what the major emphasis is. Dr. Michaud stated that currently the only area is Organizational Leadership. Future areas of emphasis will be determined by surveys and student interest. What we are approving now is the overall program of Organizational Leadership as the area of emphasis; down the road other areas of emphasis will emerge.

**A motion that the West Liberty University Board of Governors approve the creation of a new graduate degree program, the Master of Professional Studies, within the School of Professional Studies, was then made by Brian Joseph and seconded by Ann Thomas; motion passed unanimously.**

**c. Approval of FY 2014 Budget/Tuition & Fees:**

Mr. Wright noted the budget information contained in the Board packet. Mr. Wright opened his presentation with Cash Reserves on page three (3) of the budget information. Chair Carter asked if the figures were cumulative, to which Mr. Wright noted that yes, they are cumulative. Mr. Wright continued through the budget information, noting no increase in the metro or out-of-state tuition. In-State students and graduate programs will be increased, along with the incoming class of the PA Program, by 5%. The current PA Program class will have the same tuition as the previous year. The Hilltopper for Life fee will only be assessed to incoming freshman and transfers. One-Time income was noted from the Mongahalia Forest Grant, DuPont tree settlement, and the Chesapeake Right-of-Way; although Chesapeake may come back to negotiate another right-of-way.

At this time there is no pool for faculty or non-classified salary increases included in the budget, but it could be brought back to the Board in October or December if the outlook changes. Faculty promotions will take place and the Mercer scale will be funded for classified staff. These items are required by policy and code, with funding by August 15<sup>th</sup>. Mr. Davis asked if the budget is predicated on the current numbers, to which Mr. Wright responded "yes."

Chair Carter stated that we need to think about what has been shown here this evening. Fortunately we are in decent shape where we are now and what we are proposing through FY 14, which is July 2013 through June 2014. We are looking at an operations plus of \$400,000, which is good if all that is targeted comes to fruition. The potential upside, and there's always the potential downside, is hoping enrollment goes up better than the current mix. The point to be made is that WLU needs to be cautious going into 2014-15; all things being equal and hitting this on target there is another projected \$754,000 hit next year. One year from now we will be talking about the same thing, all things being equal; we are talking about a negative of \$350,000. It's important to look at expenses and efficiencies. The Provost is looking at adjuncts, faculty teaching full loads, and negotiations with Sodexo for a 2.5% increase instead of the desired 5.0%. We have to hit this expense side of the budget and be very respectful of it because the revenue side is a question. We are at a high point right now; we have good enrollment. If we hold enrollment this is where we are; where do we go if it drops or hit a sign curve downward when we've done nothing wrong, but fewer kids are coming out of the high schools and the population cycle turns down. We can only control expenses and we are in good shape, but this is a tight budget. We have petitioned the state and tried for a different outcome. As a Board we need to be aware and make everyone here mindful that this is what we need to watch. We offer a good quality education at a price students can afford and an expense revenue ratio that we can stay in business.

Mr. Wright continued with capital projects and costs. We are looking at the Main Hall chiller, Arnett Hall renovations and roof, and the Campbell Hall parking lot. The parking lot bid came in too high and gravel was discussed temporarily. The College Union roof will need attention in the future, along with campus elevators, which are in the range of 55 years old, and Blatnik windows. The items listed are of the highest importance. The remaining sheets correspond with increases shown in tuition and fees and room and board. No special fees will be changed this year with the exception of Dental Hygiene and Nursing. DH and Nursing students get equipment at the first of the year and whatever the company charges to us is what we pass along to the students. Both departments let us know each year if the charges change.

Mr. Wright asked if there were any questions with regard to the budget. Mrs. Burke noted on page eight, Personnel Salary Changes; at the very bottom Personnel Reductions effective June 2013 raise a concern. What are we talking about and what are we doing? Mr. Wright stated that we have people who are leaving that we are not replacing. Mrs. Burke asked if it was in the faculty ranks; faculty generally have to be replaced.

Chair Carter stated that the people leaving have chosen to leave and will not be replaced. From his understanding, this is a combination of people from across faculty, classified, and non-classified. What has been analyzed so far is that to not replace them would be in accordance with the law and based on need. If somebody was going to leave and needed to be replaced they wouldn't show up on the list. No names will be named in this room. Mrs. Burke said she understands, but when you see personnel reductions after the cut backs some years ago you get nervous. President Capehart stated that the VP for Broadcasting position, Mr. Amos' job, would not be filled after he was gone.

Chair Carter stated that in 2011-12 faculty increased by 46%, enrollment by 19.9%, non-classified by 42%, and classified staff by 20%; those are the numbers. Within these individual numbers faculty increases in salary were 14% and non-classified 12%. In addition to those numbers being increased we have some people here that we see, some of them through attrition reductions, rather than constantly increasing. When you think about the increases that have occurred, based on the stats just given to look at, it's possible on June 30 we could find \$426,000 worth of reductions. Mrs. Burke stated that she understands people leaving and not being replaced. If people are not doing anything and we fire them that's okay, too. She stated she would feel more comfortable knowing the combination. Chair Carter stated that he endorses the Board's effort and based on what's coming in 2014-15 endorses the administration in looking at items like this and looking at the cost. He hoped the rest of the Board is asking to do the same thing.

Mrs. White stated that she agrees that reductions have to be done; that's understandable. She is concerned if WLU is losing faculty and asked to cut back on adjuncts; many rely 100% on adjuncts. Chair Carter stated that adjunct costs are up 146%. Mrs. White stated she understands, but is concerned. Moving forward we want to make sure we have the needed faculty. Chair Carter stated that WLU has a Provost who is brand new and looking at this and he is behind him in endorsing changes. Dr. Crawford stated that there will be no program cuts. President Capehart

stated that we have had non-classified staff who are in positions that we spend \$100,000/per position. Some have been reprioritized to the faculty and saved \$50,000. There has been a great deal of reprioritization. As we move toward those programs that we are showing are productive, there is a combination of things that resulted in the savings of \$489,000. Vice Chair Couch stated that the Board's intent is not to cut or layoff people, but to do this through attrition through the natural turnover in staff. The alternative, that the Board and the President does not want to pursue, but when they have 8% plus in budget cut with the increases WLU has, there has to be some trade-off. This has been agonized over and the minimal amount has been done to keep the University viable. Chair Carter asked if there were any more questions. There being none, he asked for a motion for the budget as proposed. The Finance Committee saw this budget last week and recommends the acceptance of this budget.

**A motion that the West Liberty University Board of Governors approve the FY 2014 Budget/Tuition and Fees was then made by George Couch and seconded by LeeAnne Yeater; motion passed unanimously.**

**6. Adjournment:**

The meeting adjourned at 7:00 p.m.

Richard Carter

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Chair

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Secretary