

Minutes  
WEST LIBERTY STATE COLLEGE  
BOARD OF GOVERNORS  
Wednesday, February 1, 2006

**ATTENDANCE:**

**Board Members:** Clyde Campbell, Al de Jaager, Lynne Exley, Dan Greathouse, Dan Joseph, Roseanna Keller, Mary Kosar, Larry Miller, Will Turani, Aaron Wilkinson

**Unable to Attend:** John Moore, Bernie Twigg

**Administration/Faculty/Staff:** J. D. Carpenter, Scott Cook, John Davis, Patrick Henry, Brenda King, Andrew Lewis, Donna Lukich, John McCullough, Jeff Turner, Larry Williams, Ron Witt

1. **Call to Order:**

In the absence of Mr. Twigg and Mr. Moore, Mr. Turani called the meeting to order at 5:30 p.m.

2. **Approval of Minutes:**

Full Board  
11/16/05

Executive Committee  
12/19/05

Questions arose with regard to item No. 6 of the Executive Committee minutes of December 19, 2005. This matter had been brought to the attention of the Board, and to the attention of the President's office. A brief discussion followed on what constitutes an eight-hour work day and action taken by the administration for compliance.

**ACTION ITEM I:**

**Mr. Turani asked if there were any changes to the minutes. A motion to approve the minutes of the full Board of November 16, 2005, and the Executive Committee of December 19, 2005 was then made by Al de Jaager and seconded by Roseanna Keller; motion passed unanimously.**

3. **President's Report:**

Dr. McCullough reported the semester is off to a smooth start. This reference is made at the beginning of most semesters, but it's a good reference. The faculty work hard to make sure students have the classes they need, especially junior and senior level students. Faculty do an excellent job at making sure students are not closed out of required courses.

Enrollment figures for the second semester are not where we want them to be. We will hear from Scott Cook and Brenda King on what is being done to address the enrollment situation later in the meeting. Scott and Brenda will provide a summary of the Enrollment Planning Retreat. The retreat was well attended with a great exchange of ideas. Affirmation of these ideas will be forthcoming. The purpose of this retreat was to address some serious issues. The coordinating committee of Scott, Brenda, J. D. Carpenter, Donna Lukich, and Tammi Secrist did an outstanding job.

A search is underway for Genny McIntyre's position of Vice President for Institutional Advancement. We would like to have this position functioning by March 16, but that probably will not be possible. Dr. Campbell is chairing the seven person search committee. This position is 80% funded by the Foundation and 20% by the College. In the interim, Tim Williams is the contact person in the office of Development.

We have been receiving very positive feedback on the December commencement ceremony. This is a family oriented event, with much of this feedback coming from the students and their families.

We received extremely positive feedback for the memorial service held on campus for the Sago miners. Former students and children of Terry Helms, Amber and Nick Helms, attended the service. Amber is a May 2005 Graphic Design graduate and Nick a former Golf Management major. Amber spoke, with the rescue team from the McElroy mine in Marshall County in attendance, and family and team were able to make a connection. Amber was able to recognize them and speak with them for the first time. WLSC had numerous connections to this tragedy. The father of Mike Blackwell, an instructor in the School of Business Administration, led the rescue team. He is also a graduate of West Liberty. Another member of the rescue team is a graduate and his daughter is currently a student. The memorial received attention from CNN Headline News, not that this was the intent, but we were able to comfort and extend solace, which was well received.

WLSC has signed with its 8<sup>th</sup> Professional Development School, that being with Warwood School in Ohio County. This is a positive move for the public school students and teachers, for WLSC, and for our teacher education majors and faculty. Larry Miller has been a driving force behind these partnerships, along with Beth Musser, Dean of the School of Education, who has been very instrumental. One of WLSC's premiere

success stories are the eight PDS partnerships with Ohio County schools. This is a very positive experience with assistance from the Benedum Foundation. WLSC is one of the leaders in PDS partnerships in the state college system, along with WVU and Marshall.

The Northern Panhandle Superintendent's Consortium is being reconstituted and will be meeting in the next three weeks to discuss issues, challenges, and opportunities. This meeting will assist WLSC in making students aware of the wonderful opportunities that are right here at West Liberty. We are planning to meet on approximately a semi-annual basis.

We are also planning our first ever meeting with superintendents and possibly high school principals from eastern Ohio in late spring or early summer. We will be focusing on Belmont and Jefferson Counties. We want to make them aware of the same opportunities that we discussed with the Northern Panhandle school superintendents. We want to make sure they are aware of WLSC's full range of services and programs. This meeting will be set up on an annual basis. We will start off with our primary feeder counties of Belmont and Jefferson, with the intent to possibly expand to other counties.

In an effort to strengthen our scholarship packaging for purposes of recruitment, marketing, and promotion, we will be requesting a substantially larger amount of Foundation discretionary dollars. WLSC needs to be able to put something on the table as an incentive and reward to attract quality students. This will not be something for everybody, but for the stronger academic and mid-range student. We will be working on a broader array of scholarship programs and work to market and promote these programs.

A meeting was held recently with Randy Woris and his team at Oglebay for an "Earn to Learn" Program. This will be formalized for WLSC students to be able to work at Oglebay on a full or part-time basis, and also for paid internships at Oglebay. This program will provide additional exposure and form an important collaboration and good partnership with Oglebay and the Wheeling Park Commission. By spreading the word effectively, this will provide another marketing/promotional tool for WLSC.

4. **HEPC and Legislative Update ([www.hepc.wvnet.edu](http://www.hepc.wvnet.edu)):**

To date, this is a relatively quiet year for higher education in Charleston. The PROMISE scholarship is probably the centerpiece. WLSC has strong reservations regarding parts of HB 4049, which takes a multi-level approach to tuition. While WLSC supports PROMISE, we do not support what has been communicated to the Northern Panhandle Legislative Delegation. The latest news seems to be going in a different direction. We will be watching HB 4049 carefully, and will continue to make our voice known. It is currently in subcommittee. Our concern is that the state would be building a multi-tier approach to PROMISE. PROMISE recipients' tuition would be capped at 2%, while those not qualifying for PROMISE would be raised by a greater amount. Dr. McCullough did not believe any of the public college presidents are in favor of exactly what is being written at this time.

The annual experience increment for faculty is one of the issues Governor Manchin was to have given an iron clad guarantee to pass. Faculty has been excluded on this for many years. The Governor has also assured higher education there will be no budget cuts for FY '07, but a return to an FY '02 funding will not take place. A search for a new Chancellor is underway, with Dr. Bruce Flack serving effectively as the interim.

Dr. McCullough has been in contact with the Northern Panhandle Legislative Delegation. This has been done in a professional manner. Currently, he has not copied in the Board on these communications, but will be happy to do so if that is what the Board would prefer.

5. **Academic Affairs:**

Mr. Turani welcomed Dr. Donna Lukich, Acting Provost/VP of Academic Affairs. Dr. Lukich began with an update on the development of a new program in Forensic Science, a Biology area track, which would be an additional pre-professional track. The program will be reviewed next week with the Curriculum Committee. It is anticipated that this could be very popular with potential students.

The Biology program received the Board's endorsement as an Academic Program of Excellence. This has been confirmed by the Higher Education Policy Commission, and we are attempting to use this honor as another recruiting tool in the area of Biology. You may have seen several articles in the valley newspapers.

To date we have seven vacant faculty positions for the fall. Two in Psychology, two in Political Science, one in Biology, one in Nursing, and one in Music. We have begun efforts to recruit for some of these positions, while others are still in the review process. We will be attempting to hire all doctoral prepared faculty, if possible.

HEPC has sent two different requests for studies. The first study deals with faculty issues such as providing policies dealing with tenure, promotion, workload, part-time/full-time faculty ratios, and the percentage of courses taught by adjunct. The second study involves international studies on campus. HEPC would like to see how this is being implemented on each campus. This is a multi-page instrument to see what WLSC is

providing for faculty and student learning, foreign languages, and recommendations for future education in this area.

Dr. Lukich requested that a representative be appointed by the Board to the Academic Affairs Committee. Jim Frum has done an outstanding job representing the Board for the past several years. If Jim does not continue to represent this committee, a new representative will need to be selected by the Board.

Roseanna Keller asked what the projections were with regard to the Forensic Science track; what kind of numbers do we think it will attract. Dr. Lukich stated approximately 10 to 20 students regularly. Ms. Keller also asked with regard to the seven vacancies; are we going to fill all seven. Dr. Lukich stated that each position is reviewed carefully, and approval has been given to fill some of these positions. To date, not all of the positions have been approved to be filled, but it is anticipated that they will be.

Mary Kosar asked in regard to the seven faculty vacancies, whether there was a possibility any of these positions could be filled later for the new Forensic Science track. Dr. Lukich stated we are not anticipating new faculty for this track. Currently existing courses, using a different combination and blending of these courses, will make up the track. The majority of these courses will be in the areas of Biology, Chemistry, Criminal Justice and Clinical Laboratory Science.

Aaron Wilkinson asked what faculty positions have not been approved for replacement. They are in Business and Music. All others have been approved, and these two positions are expected to be filled.

With regard to the Forensic Science track, Dr. Joseph stated at the open houses he has recently attended, the students are lined up two and three fold, compared to other fields, for this area.

#### 6. **Enrollment Update:**

Dr. Carpenter began by going back to the Forensic Science discussion, stating he is asked about this field of study frequently in recruiting. At the previous Board meeting, Dr. Carpenter said he would have markers at this point in the semester to share with the Board. Those markers are now in hand, and we are 96% sure of where we stand. It is still early enough in the semester that we may have students not returning, etc. The spring numbers as of yesterday were 1,977, and today at 1,975. This number could still fluctuate by a dozen or two when final class lists come in. When all is said and done, we are looking at 1,950 to 1,960, which was the spring expectation by comparison to the fall numbers.

The first page of the hand out is from the reporting center in Goalquest. There are currently 850 users who have registered for this program and are interacting with information from WLSC. Goalquest reporting was then discussed as to how the system operates. 740 names were purchased, with a decent response coming from this list. If we draw 30, 40, 50, 60 students from activity like this, it will be well worth what we have invested. When asked what the criteria is of the purchased names, it is based upon a minimum ACT score of 17. A discussion followed on tracking transfers into and out of West Liberty, and whether this can be done. Dr. Carpenter will check on this and have for the next Board meeting.

Larry Miller noted the fall/spring student numbers, and what plan we have in place to work with the undergraduate students on a regular basis to keep them at WLSC. Dr. Carpenter stated we are pushing students to our tutoring services. Tutoring services hours went from 400 hours last fall, to almost 1,000 this fall. Mr. Miller asked if the 17 ACT score is too low. A student with a 17 is an academically borderline student, and needs to be prepared to understand college will be more of a challenge for them. As a state institution, all students should be given an opportunity, to which Mr. Miller disagreed; these students will cost us in the long run.

Dr. Carpenter stated the better news is what numbers look like for next fall. Applications received for fall '06 have increased 20%, and applications accepted at this point are 16%, comparing February 1 this year with February 1 last year. This is an indication we are heading in the right direction.

Dr. McCullough stated the 17 ACT composite is an HEPC policy, which is being raised in 2008 to an 18 ACT as an entrance requirement. There is no question; the marginal student needs to work harder. It is incumbent upon us to have services and a support system to do as much as possible to see that these students succeed. We are currently working to strengthen that student support base for the students so they don't stay a semester or two and leave. The question was raised whether WLSC is overstaffed; one thing West Liberty is not, is overstaffed. Lynne Exley asked what the required GPA is for a transfer student, which is a 2.0.

Aaron Wilkinson stated, from a student's point of view, West Liberty is not overstaffed. Aaron continued, asking about numbers, not percentages, on the report from Dr. Carpenter. A brief discussion followed on the percentages and numbers contained in the report.

Mary Kosar asked, with regard to the two studies HEPC is conducting which Dr. Lukich mentioned in her academic affairs update, is there any reason they are checking on adjunct professors? Dr. McCullough stated these studies are state-wide, not just involving WLSC. These studies are something they do on a

somewhat regular basis and nothing to be alarmed by. It is believed these studies are the product of requests from LOCEA. If anything, this type of data could build a case for us for more staffing. Dr. Joseph asked if we are short on tutors in any other areas than the science area. This is the only area in need of more tutors.

Roseanna Keller asked if athletics has study tables for the athletes. The question was directed to Scott Cook, since Jim Watson was not in attendance due to illness. He was not sure if they had formal study tables and would check with Heather Gallagher, NCAA Compliance Coordinator. Dr. Lukich noted in her experience with athletes in class, they are not usually the marginal student. They normally have good work/class ethics and are monitored by their coaches. The coaches are good about talking to their student athletes to stay motivated and stay on track.

Returning to Dr. Carpenter's report, it does not track withdrawals over the semester. There is still some work to be done on the set-up; numbers do not add up exactly to headcount, and there needs to be an additional category. Overall, this is a positive report, showing we have notched up our retention by a couple percentage points, and also show we are seeing a response to applications for the fall semester.

Dr. McCullough reiterated to the Board these numbers are not acceptable. The purpose of the Enrollment Management Retreat is to work on a plan to turn these numbers around. The campus also needs to have a mind set on enrollment. People on WLSC's campus should not feel everything is okay, but yet the sky is also not falling. We hope to make this turn around a reality. We would like to assure the Board as best we can that this effort has to be built on good planning and a solid strategy; those things are in the works and will take hard work. No one under estimates the seriousness of this situation with regard to student enrollment numbers.

Dr. Joseph asked how we have the troops close the sale. Dr. Carpenter stated through student phone-a-thons, presentations through all faculty, coaches, and students, and sharing as much contact information with as many people as we can on campus. Students are contacting others students locating in their same geographical area. Faculty are also on board. Al de Jaeger noted that he sent out packets to students this afternoon and had a conversation with a young lady regarding her audition. Some faculty are on top of assisting with recruiting, but not all faculty. Some faculty may not understand the importance of recruitment the way people in this room understand. The question was asked if it is easy to pull out ACT scores and how many students with an ACT of 17 we are losing.

#### 7. **Budget and Finance:**

Mr. Henry discussed the second quarter interim financial statements, stating that assets are up, the majority of which are accounts receivable. Net assets and unrestricted funds are in the black, where three years ago they were in the red. Operating revenues are up and expenses are down. We are going in the right direction and being very conservative in what we are doing. The internet wiring invoice is now being paid with restricted cash, which accounts for the difference in the cash flow statement. Income statements are still solid, but keep in mind this is an interim report with two more quarters still to report.

The budget for FY '06 is down a half-million dollars in tuition and fees. We will receive some money from summer school, but our tuition and fees won't change much. We are scheduled to receive state appropriation, with no notification of any cut backs, of \$2.9 million. The bottom line on total revenue is up \$425,000. Expenditures through the first half of the year are where we should be financially, with fringe benefits right in line at 49%. Numbers are solid and at break even on benefits. We are in the process of automating the purchasing cards to have better control on spending. We also locked into a lower price for natural gas last week, saving \$10,000 by doing so.

For the FY '07 budget we are projecting a 5.9% increase in tuition. This will be officially brought to the Board at a later date. To date, HEPC has not said what the tuition cap will be. This will be submitted by the next board meeting with an official budget and tuition and fee numbers. Will Turani stated this is a draft budget with draft numbers, and a conservative draft budget.

Roseanna Keller asked if we know what others institutions are doing with regard to a tuition increase. Dr. McCullough stated we are typically lower. With utility costs there will be increases, but we will be below most and above a couple.

Aaron Wilkinson stated he understands the reasoning, but as the board representative for the students, students only hear tuition increase, no matter what the percentage. He then asked how many students we would need to avoid an increase. We would need a substantial increase in enrollment, especially with the previous years of declining enrollment. Mr. Henry stated our goal is to only increase tuition/fees in conjunction with our ability to cover increases in expenses.

West Liberty's share of the Brickstreet workers compensation would be \$30,000. It will cost approximately \$1.9 million for all state college and universities to switch to Brickstreet. WVU alone is \$1.3 million. HEPC is collecting information to see how this is affecting the state as a whole.

For the proposed fee changes, an increase of 5.9% would take in-state from \$1,803 to \$1,909, an increase of \$106, and out-of-state from \$4,487 to \$4,751, an increase of \$264. Fees stayed the same with the exception of transcripts, returned check, and the equity fee. Four new fees were listed for consideration, which were removed after a discussion of the various fees.

8. **Enrollment Management Strategic Planning Update:**

After the introduction of Scott Cook and Brenda King, Mr. Cook thanked the Board for the opportunity to meet with them. West Liberty's student numbers need some direct attention. The idea was recommended for a Strategic Enrollment Management Retreat for two reasons; (1) we cannot have sustained or enhanced enrollment without the entire campus being involved; and (2) we need to have some type of documented plan in place to follow. With no direction we are doomed to fail.

The Enrollment Planning Retreat was held in the Boyle Conference Center on December 20<sup>th</sup> with representation from faculty, staff, administration, and students. This group was brought together to give feedback on how WLSC can enhance enrollment efforts. The retreat started with a SWOT analysis, followed by an open discussion on improving the enrollment efforts. This information was compiled and distributed to breakout groups, with all of the input brought back together to begin forming an enrollment management plan. We need to do this at least once a year in order to stay on the right track. The Enrollment Management Plan is almost complete and will be distributed to the Board for discussion at the next meeting.

We do have ownership with this Plan. Every step has ownership so that we have accountability. Mrs. King distributed a handout listing highlights of the Enrollment Management Plan. Previously we did not have a plan or direction; now we do. As a Board, this information will be presented to you on a regular basis.

A key component Mr. Cook emphasized is accountability. He insisted on ownership being identified. Each item is something that can be measured, establish a benchmark, and a person to go to with problems. With the formation of a Retention Committee last spring, one of the many things to come out of this Committee was to require our freshmen seminar class for all freshmen. Statistics show a 7% to 9% increase in retention among students taking this course.

Mary Kosar stated that the retreat was well attended, well thought out, and went very well. Dr. Joseph asked if we have done anything to exempt the better students and testing out of courses. Mr. Cook stated this is something we currently do only for the Elbin Scholars, but with the soon to be established Presidential Scholar, students with an exceptional ACT score would be exempt from specified courses.

Mr. Turani thanked Mr. Cook and Mrs. King for a great report and the great start to the Enrollment Management Plan.

9. **I-70 Project Presentation:**

Dr. Lukich stated that she and Larry Williams will not be speaking for 20 minutes, but plan to have a much more elaborate presentation in February or early March. A handout of the purposes and advantages of the I-70 project was distributed to the group. Dr. Lukich continued with the presentation, recognizing the fact that having such a facility as part of WLSC is something we cannot do without the Board's approval.

Mr. Williams continued with the fact that the land has been donated by the Ohio County Commissioners, who have been on our side from the beginning on this project. West Liberty would be building a "green" building, the information for which would be presented on this type of building by Robert Strong at the formal presentation. This would house a state-of-the-art regional education and science center, with an indoor shooting range in the basement of the building for the Criminal Justice program and use by neighboring Cabela's. This would be a very visible, three or four-story building, comparable on a small scale to the Carnegie Science Center or COSI (Center of Science and Industry).

Congressman Mollohan has provided us with a \$97,000 planning grant to do the pre-architectural study. We have received information from and will be interviewing architects on February 6<sup>th</sup>. If the Board gives approval on this project, we will go out and work to get the funds necessary to proceed. We feel we can get the money, whether private, state or federal. There is economic development money still available through Charleston.

This building would be self-sustaining and we are not asking for something that would require money out of West Liberty's budget. In President Bush's address last night, he pushed for science and math education. This is what we are going to do and this is the right time.

Dr. Campbell stated he has 20 minutes or more of reasons why we do not need this project. West Liberty worked for years to be allowed to offer courses off campus. His main concern is the abandonment of the Warwood Center. Who would drive for an evening course from Weirton and other areas, to take a course offered out on I-70? This does not make sense. How would we pay for the upkeep and maintenance once constructed? Mr. Henry stated we are working on a business plan for the I-70 Center, and we have never talked about closing the Warwood Center.

A discussion followed with regard to the accessibility, upgrades, and visibility of the Warwood Center, as compared to the Highland's area off I-70. Mr. Williams stated there are classes we cannot offer at Warwood, that we could offer at a modern facility. Discussion continued on the condition of the Warwood Center, the lack of ADA compliance, the large amount of deferred maintenance, and the entire concept of the I-70 project, including possible metro fees for surrounding areas. The Board will be contacted with regard to a formal presentation on the I-70 project to be held within the next several weeks.

10. **Media Arts Center update:**

Mr. Henry gave an update on the \$3.5 million Media Arts Center project. The Center should be complete and ready for occupancy at the end of August. Sources of funding for this project are \$2 million from state lottery money and \$2 million from the Series "C" bond. The difference between the funding and project cost will be used for architect fees. ADA money was provided to redo the front of the Fine Arts building, and Jeff Turner will work with Al de Jaager to update the restrooms in the existing building.

Mr. Turner reported the project is performing well and as scheduled. We are doing well financially with change orders and very pleased at this point to be six to seven months away from completion. Weather permitting, the roof slabs and walls should be poured in three weeks. We will be starting on the procurement of fixtures and furniture in the near future. Al de Jaager and key members of his staff have been directly involved with all aspects of the project. A meeting will be held tomorrow morning with technology consultants with regard to the new equipment.

Two rooms will be used as classrooms in the fall. Full activity for the center will not be until January 2007. The Center will have a state-of-the-art TV production room that students in this major will be very impressed with. This area will be a show piece comparable to the ASRC. Photos of the new media arts center are currently being loaded onto the WLSC homepage. Rooms included in the Center are a TV studio, newsroom, news gathering room, editing suites for production, audio recording room and control room, basic dressing room for people going on camera, and three faculty offices and surrounding support spaces.

11. **Alltel Property Update:**

Mr. Turani stated he would like to request the Board give due diligence on this issue, and requested a motion to table the resolution regarding the Alltel property. A motion was made by Roseanna Keller and seconded by Al de Jaager; motion passed unanimously.

12. **Adjournment:**

The meeting adjourned at 7:45 p.m.

Bernie Twigg \_\_\_\_\_  
Chair

Will Turani \_\_\_\_\_  
Secretary

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