



Minutes
Concord University Board of Governors
December 12, 1006 – 10:00 a.m.
Teleconference – The Concord Room – 201A Marsh Hall

Members Present: Mr. Jesse Call; Mr. James Brown; Mr. Joe Long, Vice Chairman; Dr. Darrin Martin; Mr. Wayne Meisel; Ms. Amy Pitzer, Mr. R. T. “Ted” Rogers, Chairman; Mrs. Margaret Sayre, Secretary

Members Absent: Dr. Debbie Akers, and Mr. Eugene Fife

Others Present: Dr. Jerry L. Beasley, President; Ms. Sharon Manzo, recorder; Members of the President’s cabinet, faculty, and staff

Auditor’s Report – Mr. Chris Deweese

Mr. Chris Deweese, representative from Suttle & Stalnaker, Certified Public Accountants, referred Board members to the audit booklet previously mailed. He stated Concord received a clean opinion, the best opinion an institution can receive. He referred Board members to pages 5-13 as a good overview for what has happened at the University. Highlights of the report include:

- Cash for the institution increased slightly, as well as for the Research Corporation. “Due from the Commission” went up primarily related to bond funding at the end of the year.
- The biggest financial impact this year was the result of construction activities.
- Total operating revenues increased, primarily in tuition and a slight change in contracts and grants. Total operating expenses increased modestly, due to an increase in salaries and benefits and in student financial aid.
- In non-operating revenues, state appropriations increased, capital projects from commission and capital grants and gifts increased, which reflects revenue received to offset construction.
- Overall net assets increased from \$1.8 million to \$7.8 million, principally as a result of construction.
- Important note – GASB has issued Statement No. 45, which may require an increase in cash outlay to pay for retiree health insurance. The liability for PEIA is estimated to be between \$5 and \$8 billion dollars. July 2007 will be the first billing from PEIA.

Dr. Beasley asked how much the payment per employee, per month would likely be. Mr. Deweese said it would depend on the number of retirees. Mr. Deweese said PEIA is estimating \$515 per employee, per month. Mr. Long asked if this is an additional expense the University is not now paying. Mr. Cannon explained this was an unfunded liability in the past but it will be a funded liability going forward. This basically will double what we currently pay for PEIA health insurance. Dr. Beasley said this is about \$1.5 million per year for Concord. Mr. Deweese stated that Concord’s business office is one of the best with which Suttle and Stalnaker works.

Administrative Reports

Academic Affairs – Dr. Turner – ([attachment 01](#))

- Commencement – December 16, 2006, 5:00, Carter Center – 150 graduates
- Annual report of outside commitments of faculty was included in the written report.

Admissions and Financial Aid – Mr. Curry – ([attachment 02](#))

- Updated total applications - 829 to date, highest number for this time of year in many years.
- Scholars of Distinction process is gearing up and new approaches are being formulated
- Concord Day has been scheduled in conjunction with the Tug River Clinic. Our hope is to attract interest by non-traditional students.
- CU has been discussing an articulation agreement with WVUTECH to create a two plus two engineering program; it appears there is a significant number of international students who need the English as a Second Language Program to be successful in later engineering pursuits at Tech. The hope is to complete this agreement by January 15, 2007.
- Spring acceptance numbers are almost exactly the same as last year.

Beckley Center – Dr. O'Brien ([attachment 03](#))

- Dr. O'Brien referred members of the Board to his written report and expanded on each topic.

Mrs. Sayre asked if the current Beckley office would close when the new facility is completed. Dr. O'Brien said yes, we plan to move to the new facility.

Development Office – Ms. Young ([attachment 04](#))

- In addition to items in her written report, Ms. Young said the press release on Hassel Ward was well received. Mr. Ward served as an officer of the Alumni Association in the 1960s. She believes we need to publicize more about the sacrificial giving of people, especially those who have taught, or families of former employees, who have established scholarships. She plans to work with Anita Moody, public information.
- A \$10,000 gift was received from the Skewes family, who owned a coal company in southern West Virginia, for the museum in "University Point."
- Ms. Young will prepare a \$50,000 request to The Hamilton Foundation for University Point.
- A \$1,000,000 request has been created in support of naming the University Point complex in honor of two of our graduates, Dan and Betty Jo Moore

Finance and Facilities – Mr. Cannon ([attachment 05](#))

- • Mr. Cannon referred Board members to the Campus Development Plan attached to his written report and told them they can expect the final copy for approval in February.

Student Affairs – Dr. John David Smith ([attachments 06](#))

- • Teacher recruitment day yielded the highest number from Mercer County schools ever.

- • We are increasing efforts to follow students throughout their entire college career, beginning semester to final semester.
- • Attempts are always made to provide for the needs of students with any type disability.
- • Student Affairs has many activities, which are included on the University's web site.
- • Student Government is very active and engaged.
- • Members of the Parents Club were sent copies of the policy proposal on parental notification and six responses have been received.
- • The Mock Trial Team won the national championship, beating the University of Arizona.

Approval of Minutes of the October 24, 2006 meeting –

A quorum being present, Mr. Rogers asked for the approval of the minutes of the October 24, 2006, meeting. Mrs. Sayre moved, Mr. Brown seconded, motion carried.

Action Items

a. Policy on Hiring Classified Employees ([attachments 07a](#), [attachment 07b](#)) – Dr. Turner

Dr. Turner reminded the Board a first draft of the policy was circulated for a 30-day review period, and a revised draft circulated for a ten-day period. All comments were incorporated into the final draft. He made the following correction in 3.3.1, removal of the word “a” in line four. With this correction, Mr. Brown moved the following:

RESOLVED, that the Concord University Board of Governors adopt the proposed policy: Procedures for Hiring Classified Employees. Mr. Long seconded, motion carried.

b. Approval to designate a plant position as non-classified ([attachment 08](#))–
 Mr. Cannon Mr. Cannon explained the three categories of employees - faculty, classified, and non-classified. There are opportunities to designate a position that might be categorized classified as non-classified. Interpretive Memorandum #4 sets forth the conditions under which a non-classified position may be established when considered critical to the institution. Basically, if a position exists that cannot be filled because of either salary offered or applicant qualifications under the classified system and it needs to be categorized as non-classified to attract a suitable candidate, this memorandum authorizes the Board of Governors to approve it. There are two categories of non-classified, normal (reports to the President or has policy-making responsibilities) or “critical retention.” Concord currently has the maximum number of non-classified positions, but no critical retention positions. If this position remains a classified one, we would be limited to a pay grade 18 at a salary of \$32,000. It is unlikely we can recruit an individual with the necessary credentials at this salary. An internet survey tool to determine an appropriate salary yielded a figure of \$61,000. Margaret Buttrick, HEPC, indicates we may change the position but it may be appropriate to attempt to hire as a classified position. If unsuccessful, we may request a non-classified status. The current maintenance supervisor is facing several months’ medical leave and there is no assistant plant director position. This puts a burden on the plant director and creates shortcomings on the part of the maintenance staff. Therefore, Mr. Cannon said he has asked the President for permission to ask the Board to consider a non-classified position to hire a Staff Facilities Manager.

Ms. Pitzer voiced the following concerns:

- The Legislature created the possibility of critical retention positions at a time when there was a high demand for information technology positions in the State. Higher education was losing a great number of people to entities that paid higher salaries. To retain experienced employees, critical retention allowed institutions to increase salaries.
- In this instance, we have a vacancy and no effort has been made to fill it. Therefore, we don't know whether we will be able to hire someone at the current salary. She advised against approval of the proposal.

Mr. Cannon stated we have not attempted to fill the position because procedures to do so would be too time consuming, given our circumstances. Ms. Pitzer stated that the institution is realizing that the 2001 salary schedule is hindering us from hiring qualified employees. Attempting to change this position to non-classified in order to circumvent the salary schedule and hire someone at a higher salary is creating a morale issue for classified employees. Dr. Martin suggested the Board approve the resolution but first attempt to hire someone in the classified category. It was suggested we advertise the position as both classified and non-classified. Dr. Turner indicated there are different procedures for hiring classified and non-classified employees, and this might create a problem.

Ms. Pitzer moved to advertise the position as a classified position and if a qualified candidate is not found, provide the Board with written documentation as to why the position was not filled. At that time, the Board would reconsider making the position a non-classified one. Mr. Call seconded. Four votes in favor, 0 opposed, two abstentions. Motion carried.

Presidents Report – Dr. Jerry Beasley

- • Under Chancellor Noland's leadership, the State is starting a new master planning process. Concord will be reactivating our Strategic Planning Committee in 2007.
- • Institutions are increasingly being evaluated based on what our students know when they leave us. Dr. Turner has the book, Our Underachieving Colleges, available for any Board member who may be interested.
- • Fifteen to twenty faculty are working on distance delivered courses
- • At a meeting of individuals associated with the new Beckley facility Father Acker issued proposed charges for the use of the facility and, contrary to earlier agreements in which all institutions had agreed to divert whatever funds they were spending in Beckley to the new facility, Marshall and Concord have been assessed that charge. Concord's portion is about \$40,000. New River Community and Technical College and Bluefield State have not been assessed these charges. If these charges stand, Concord will assume about 40 percent of the cost. Participants in the project are going to approach the Legislature for funding, requesting about \$250,000 yearly for three years. If successful, the rent would be minimal. If not, and Concord is asked to assume 40 percent of the cost, it could create a financial burden. He asked Board assistance, especially in dealing with the Raleigh County Commission, the current owner of the facility, and in asking the Legislature for funding. Mr. Brown asked if the Legislature does not help and CU is assessed the 40 percent figure, do we have the option to say we're not coming into the facility. Dr. Beasley said we could, but he believes we have a moral commitment to participate. The estimated cost of the annual operating cost is \$250,000 to \$300,000. There will be differential use by institutions, and actually only four institutions will be interested in sharing. CU will

- have close to 40 percent of the space in the facility. The others are Marshall, New River Community and Technical College, and Bluefield State.
- • Members of the American Federation of Teachers (AFT) have presented Dr. Beasley a formal request to recommend to the Board that AFT be recognized as the sole representative of Concord's faculty for negotiating terms of employment. He talked with Bruce Walker, lead attorney at HEPC, and he advises that this should not be recommended inasmuch as state law provides for representation of faculty.
 - • IKM, architects for University Point, should have rough sketches for us within the next two weeks. An additional \$500,000 is needed to break ground in the spring. Dr. Beasley asked for assistance from the Board in identifying possible donors.
 - • Social work faculty have developed a proposal for a Master's Degree in Social Work. There may be a specially called meeting to consider the proposal. He said he is ascertaining whether or not this program is financially feasible. Accreditation standards require six full-time faculty members, and the cost of annual operation would be approximately \$365,000. Can we generate sufficient enrollment and grant funding to make this better than a break-even operation? The only accredited MSW in West Virginia is at WVU, and it provides a satellite program to the citizens of southern West Virginia. A key point is whether professors in this program would be able to offer course work in additional masters programs as well. He asked for Board input in considering this proposal. We need to continue to increase our master's level offerings, and in five years our master's level share of our FTE should be around 15 percent.
 - • We are continuing the consideration of an additional one percent salary increase this academic year, and we are still trying to determine whether the \$557,000 (ARAMARK claim) is in our base budget.
 - • Charter Day Convocation is scheduled for February 28, 2007, and we intend to ask Governor Gaston Caperton to be our speaker. If an honorary degree will be conferred, the suggestion will be brought to the Board.
 - • Mrs. Sayre will be honored by the Alumni Association as one the of the alumni of the year recipients.

Mr. Rogers stated we need to fill three Board positions. Mr. John Mendez's name has been sent to the Governor for his consideration. He and Dr. Beasley have a meeting with Bray Cary the week of December 18. He asked for suggestions from the Board for others.

There being no further business, meeting adjourned.

Respectfully submitted,

R. T. Ted Rogers, Chairman
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Margaret Sayre, Secretary

Attachment 01

ACTIVITIES IN ACADEMIC AFFAIRS

November 29, 2006

A Brief Report to the Concord University Board of Governors

- • I hope you are reading your e-mails about the many and various accomplishments of our students. Too numerous to include here, these are regularly distributed by Ms. Moody.
- • The following faculty have been promoted in academic rank for the '06-'07 academic year: Dr. Delilah O'Haynes to Professor of English, Dr. Kathy Hawks to Associate Professor of Education, and BOG Faculty Representative Dr. Darrin Martin to Associate Professor of Education.
- • Dr. Carol Manzione's faculty status has been changed from non-tenure track to tenure track.
- • Academic Affairs is continuing to consider a Master of Social Work (MSW) program, expanding the number of distance delivered classes, courses and programs at the Beckley Higher Education Center for F'07 and beyond, and program collaborations with Bluefield State, WVU Institute of Technology and New River C&TC.
- • The biennial revision of the academic catalog has been a major task during the F'06 semester. It has included a redesign/reorganization, many courses additions, deletions and changes, and general updating. Costs are being reduced by limiting the number of printed copies, having more copies on CDs, and encouraging catalog review on-line. Special thanks to PR/Mkt Director Ms. Anita Moody, BOG Classified Representative Ms. Amy Pitzer, and Associate Dean Jane Smith for their essential coordination and important "reminders."
- • In accordance with a Faculty Senate resolution, Concord had its first "Fall Break" October 16th-17th. Faculty and students seemed to enjoy this break in the middle of the semester.
- • The project to replace the lighting system in the Main and Paul Theatres has been completed. Although Theatre Director Gambill and associates are still learning how to operate the system, they report it is a wonderful improvement and hope all will see it in action at an upcoming play, concert or Artist-Lecture event. Thanks to all.
- • Please join us for F'06 Commencement: Saturday, December 16th, 5 P.M., Carter Hall. It appears we will be celebrating the graduation of about 150 students.

Attachment 02

Admissions and Financial Aid

We seem to be off to a very good start in the early recruitment cycle. The data for the entering freshman class for next fall are encouraging.*

Total recruits this year to date:	15,222
Total recruits last year to date:	10,668
Difference:	4,654

Total applications this year:	703
Total applications last year:	679
Difference:	24

Total acceptances this year:	308
Total acceptances last year:	240
Difference:	68

Numbers for our targeted recruiter territories are also positive.

Recruiter totals this year:	13,040
Recruiter totals last year:	7,876
Difference:	5,164

Recruiter applications this year:	656
Recruiter applications last year:	597
Difference:	59

Recruiter acceptances this year:	298
Recruiter acceptances last year:	220
Difference:	78

We have successfully completed two of four scheduled mini-camps involving 56 students to date. Wayne High School and Point Pleasant High School camps are completed, and Wahama High School is scheduled for the 13th of December. These are a direct out-growth of the Summer Academy experience and they help to fund the Summer Academy each year. Additionally, we have developed a new follow-up system for these students to encourage their enrollment when they graduate from high school.

SAT Preps continue to provide us with critical contacts that other institutions do not enjoy. To date, we have reached 885 students with more planned for the weeks following the Holiday break.

*Spring semester data are not available at this time due to programmer's paternity leave.

Attachment 03

CONCORD UNIVERSITY BECKLEY CENTER Board of Governors Report –December 12, 2006

Spring Semester 2007 Off-Campus Enrollment Initiative

In an effort to slow, with full intention to stem, the precipitous decline in Concord's Beckley enrollments, we present the following action agenda for the Board's information:

1. 1. Distance Delivery Options

- a) a) Some History. The availability over several semesters of WSWP studios in Beckley for electronic delivery of Concord classes has not produced the response we had hoped. Part of the problem has been WSWP's availability during the daytime hours only. While we were teaching Beckley classes at Woodrow Wilson High School, we were able to deliver a few [3-4 classes per semester] evening classes electronically to one classroom there that our Academic Technology folks equipped for distance delivery. But with the loss of the WWHS option this year, our distance delivery program has all but disappeared.
- b) b) The Plan. We are meeting [will have met by the December 12th Board meeting] with Pat Brady, Superintendent of the Mining Academy, about the prospects for moving a portable electronic unit into the Academy for our distance delivery purposes. That will permit class delivery to and from both Beckley and the Athens campus in the short term, as well as delivery to multiple regional sites [Bluefield, Lewisburg] in coming semesters. In conjunction with the continued WSWP site option, we anticipate expanded class options for our Beckley students during both evening and daytime hours.

2. 2. Advertising

- a) a) Signage. Effective signage for Concord's program in Beckley has been secured both on the turnpike and in uptown Beckley. The "Concord University Beckley Center" signs, each with an appropriate directional arrow, are located strategically to guide visitors through the maze of one-way streets that is Beckley. Radio advertising will alert the community to these new signposts.
- b) b) Radio. With Anita's help, we are producing extended [1-minute] radio ads that will address Concord's pre-eminent role in the region's changing higher education climate.
- c) c) Long Term Strategy. Besides the immediate [short-term] concern with enrollment decline, Concord advertising will address as well the long-term prospects for Concord's off-campus impact in the region – with a focus on the new shared facility in Beckley.

3. 3. The Beckley Public Higher Education Center

- a) a) Progress on the new center proceeds daily – clearly, it will be under roof by winter, open by late spring/early summer 2007. This new opportunity for Concord invites the kind of creative thinking about program and support service delivery, as well as the kind of innovative, market-sensitive modular and class development and packaging that will complement higher education change in the region.

- b) b) Public Higher Education Center Flyer. Forward Southern West Virginia [Fr. Acker] has begun to promote the new center with a slick bi-fold brochure [enclosed]. Some of the programs listed for delivery to Beckley have raised an eyebrow or two at some institutions, including Concord, but the piece does suggest the scope of the enterprise. It signals for all the advent of a new day in regional higher education.

Respectfully submitted,

William A. O'Brien

Attachment 04



Concord University Office of Development

To the Concord University Board of Governors
November 27, 2006

The Staff of the Development Office was trained by a BlackBaud certified trainer in the use of Financial Edge, the new accounting software for the development and foundation offices. This software replaces the One Write Plus accounting software which was deemed non-functional and inadequate for the operations of the development and foundation offices. The BlackBaud Financial Edge software has the capacity for growth and the specificity needs for the various fund accounting needs within the development, and trust portfolios of the Foundation.

The Hotel Roanoke Planning Committee held their third planning meeting on November 17, 2006 with the confirmation of March 17, 2007 as the date of the Roanoke fundraiser with Coach Frank Beamer as guest speaker. The fund planning committee has concerns relative to the lack of the volunteer and paid staff to adequately prepare and execute an event of this magnitude. Next planning meeting set for December 8, 2006.

Fall direct mail pieces that have been mailed or will be mailed include the following:

1. 1. Thanksgiving Card
2. 2. End of the Year Letter due to be mailed December 1, 2006

We put considerable effort into seeking donors for the \$500,000 yet needed to complete Phase I of University Point. Without specific sketches from the architects and given the areas already committed, Mr. Barnette and Ms. Young are working to build a coalition of supporters to contribute slightly over \$1 million to name the complex after two of our alumni Dan and Betty Jo Moore.

Dr. Beasley and Mr. Ron Satterfield have actively worked with Ms. Lia Pais to formalize agreements from the Foundation and the University in acknowledging our acceptance of the conditions of Ms. Pais's gift of \$400,000 to name the John and Lucia Pais Family Fellowship Hall in Phase II of the University Point Project.

The University and the Foundation have lost a very dear friend, Mrs. Ruby Webb Anderson Carter. We are extremely grateful for the opportunity to have known this kind and precious lady. We believe that the honorary doctorate degree which the University presented her was one of her proudest moments. Mrs. Carter also enjoyed meeting the students who were recipients of the Carter scholarships.

The Audit Committee of the Foundation is scheduled for Thursday, December 7, 2006 at 10:00 in the Concord Room of the Administration Building.

Attachment 05



Concord University

Finance and Facilities Administrative Report

28 November 2006

Business & Finance The annual University financial audit for FY 06 was completed on time with no reportable conditions. This meets two of the University's compact goals. A five year facilities Campus Development Plan is being revised and updated. The plan is due for revision by Feb 2007. A copy of the **partly revised** plan is attached to familiarize board members with the document. It is for information only. The final plan will require Board approval before it is sent to the HEPC.

Physical Plant The Rahall Technology Center continues to make progress and is on schedule for completion in the spring semester. Additional funding is still needed to fully furnish and equip the facility once the building is completed. The road behind Wilson Hall is being moved to provide an ADA walkway from Towers dorms to mid campus. Grading and site preparation work continue on the College Courts parking lot. Part of the lot will be graveled for use this year; we hope to have funds to pave the lot next summer. The Fine Arts Theater Lighting Project is complete. Engineered specifications for Sprinkler Systems for North/South Towers are being finalized. IKM has requested additional site survey data before moving forward with drawings for the Chapel/Alumni Center.

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Concord University
Campus Development Plan
(Under Revision)

Concord University
Campus Development Plan
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I. Introduction

The FY 2006 Campus Development Plan provides a current five-year plan for planning, financing, acquisition, construction and renovation of capital facilities and equipment. The plan also addresses demolition of existing facilities and acquisition or disposal of real property.

The Concord University Campus Development Plan supports the University mission, the Institutional Compact and the Facility Master Plan as approved by the West Virginia Higher Education Policy Commission. The Concord University Campus Development Plan also supports the statewide higher education mission and complies with associated policies.

II. Planning Assumptions

The Concord University Campus Development Plan is based upon the following major planning assumptions over the plan period:

1. 1. Average campus enrollment of 2,800 to 3,000 FTE.
2. 2. Students living on campus of 850 to 1,100 headcount.
3. 3. The proportion of students driving automobiles to continue increasing.
4. 4. Conversion to an equitable policy of WV Higher Education system debt payment by FY 2003.
5. 5. Increasing use of distance education options.
6. 6. Graduate coursework offerings in up to 3 fields of study.
7. 7. Academic program offerings similar to existing fields of study.
8. 8. Continuation of existing housing and required dining plan policies.
9. 9. Fee increases adequate to support operations and facilities.
10. 10. Annual Inflation and Construction Cost Index increases averaging 5%.
11. 11. State appropriation increases adequate to offset inflation.
12. 12. Construction of a multi-institutional instructional facility in Beckley WV.
13. 13. Continuation of the policy to maximize use and efficiency of existing facilities in lieu of additional construction or acquisition.
14. 14. No significant change in compliance requirements (ADA, OSHA, etc) that would create significant additional unfunded mandates.

III. Property Acquisition

The following property acquisition requirements have been identified, although specific sites are not currently available.

1. 1. Soccer Field Complex. Concord University has successfully developed a women's NCAA soccer team as part of the athletic program. Soccer games and practice are taking place on the baseball field. A regulation soccer field will require acquisition and development of potentially level property in proximity to the Athens campus. Property donation and external funding will be sought for this project.

2. Plans for development of a limited number of upgraded campus housing units will be considered. The University may purchase lots nearby or contiguous to the campus if they become available at reasonable prices.

IV. New Facilities

1. It is anticipated that a multi-institutional instructional facility will be built in the Beckley area of West Virginia. The project is in the construction phase and is expected to be open for classes by the fall of 2007.
2. An inter-faith chapel, museum and alumni center known as University Point is in the design and fund raising stage. The facility will be located on the extreme right corner of the front campus property where the campus road formerly made a sharp right turn. The project is being funded in large part with donations although the University has budgeted a \$500k contribution.

V. Renovations, Additions or Demolition

1. The Rahall Technology Center – A new ten million dollar, multi-purpose, E&G technology facility is under construction on the site of the former White Hall. It is expected to open in the spring of 2007.
2. Wilson Hall and Twin Towers Sprinkler System – The Twin Towers and Wilson dormitory facilities will require fire suppression sprinkler systems by 2010. Sprinkler Project Engineering is complete and installation should be completed in the 2007/2009 time frame.
3. Twin Towers Interior Renovation - The 36 year old Towers contain 300 two bedroom suites capable of housing up to 600 students. The layout of the Tower's suites is generally preferred by students over the other older style residence halls. The rooms and common areas need aesthetic and energy saving interior renovation. The project is likely to require bond financing. The HEPC is currently considering a joint bond issue that would permit fixed costs to be shared among participating schools. This would be the preferred method of financing this top priority project.
4. Sarvay Hall- A dormitory built in 1940, Sarvay Hall has a Deferred Maintenance & Compliance Index of 61% (see page 6). It is energy inefficient and in need of heating and plumbing systems upgrades. The Building is structurally sound but suffering from deterioration of interior walls, floors, bathrooms and ceilings. The outdated interior design is inefficient in terms of capacity and desirability. Interior renovation of Sarvay Hall will be a second housing priority when sufficient funding is available. Projected cost, ranging from limited to complete renovation, is \$1-4M.
5. College Courts Apartments – The College Courts apartment complex consists of twelve, 4-unit, single story, masonry buildings built in the late 50's and early 60's. These

units are energy inefficient and have a deferred maintenance and compliance index of 25%. During this plan period, the College Courts complex will be under consideration for future replacement, renovation or demolition depending on availability of funds. Projected cost of renovation totals \$1M; with replacement cost for garden apartments at \$5.5M and demolition costs projected at \$65K.

6. 6. Vermillion House – The Vermillion House, over 100 years old, is a wood frame residential rental structure presently divided into two apartments. The house is outdated and renovation is cost prohibitive. It is anticipated that this structure will be considered for demolition during the plan period.

VI. Site Improvements

1. Landscaping, parking, paving and road re-routing in the Twin Towers area are anticipated over the next 5 years. Groundwater seepage is damaging brick retaining walls and soil erosion results from gravel parking lots in need of pavement and proper drainage.
2. Roadwork and sidewalk modifications from the Twin Towers behind Wilson Hall to the main campus will be required for ADA compliance. Projected cost is estimated at \$75k.
3. 3. Sidewalk replacement / pedestrian circulation projects will be required as the University progresses to full compliance with ADA. High and middle priority sidewalk projects total an estimated \$440,000.

VII. Telecommunications, Utilities and Infrastructure

1. 1. Telecommunications - A megabit fiber and Ethernet campus network with an ATM switch and a new telephone EAPBX was installed at Concord University in FY 00. Most campus locations were wired or served by wireless facilities by the end of FY 01. Additional telephone distribution cable will be required to meet growing demand in the Towers dormitories. Direct inter-net is provided over the fiber network, with DS3 service feeding the campus. It is expected that the existing telecommunications network will continue to meet campus needs if maintained and upgraded as technology evolves over the plan period. The Campus television cable network is aged and outdated in many buildings including the dormitories. Replacement costs during the plan period may exceed \$150,000.
2. 2. Utilities:
 - A. Water: Water is supplied to Concord University from the town of Athens municipal water system. The supply is currently adequate for existing and projected needs. If the municipal water supply becomes inadequate there are contingency plans and existing lines to convert the town and University to the much larger West Virginia Water Company system. The water distribution lines on the campus are owned and maintained by the University. They are generally considered adequate to meet campus needs over the next 10 years with the exception of the lines serving the College Courts Apartments.

If the College Courts apartments are renovated or replaced the water lines should be considered for replacement as well.

B. Sewage: The town of Athens municipal sewage system provides Concord University's sewage disposal. The existing sewage treatment plant is inadequate and fails to meet environmental standards. Athens has initiated a replacement process to build a new sewage plant in the FY 2001-2003 time frame. The new plant is expected to meet current and projected needs of the Concord campus over the next ten years. The sewage lines on campus, owned and maintained by the University, are of terra cotta clay composition. These lines are believed to be in fair condition with the exception of those serving the College Courts apartments. If the College Courts apartments are renovated or replaced instead of retired, the sewage lines will need to be considered for replacement. Also a sewer main should be re-routed from beneath White Hall when that building is renovated. The sanitary sewer system should be evaluated by maintenance personnel from Athens and the University for ground water and storm water infiltration to evaluate possible inflow into the Athens sewer system.

C. Natural Gas: Natural Gas service is delivered through Allegheny Power Company. The gas lines on campus were upgraded to meet current standards in 1998 and should be adequate for the next 10 years.

D. Electrical Service: American Electric Power Company provides electrical service to the Campus with mainline voltage of 12,470. The supply of electricity is considered reliable and adequate for anticipated demand. The campus distribution system, lines, switch-gear and transformers, except at the Towers dormitory, are owned and maintained by the University. The distribution system feeding Sarvay Hall, Wilson Hall, White Hall, College Courts and the Maintenance Building should be upgraded and re-routed during the plan period. This project should be initiated in concert with the White Hall renovation.

VIII. General Deferred Maintenance and Compliance

Deferred Maintenance and Compliance (Life Safety) can be quantified using a Deferred Maintenance and Compliance Index. It is calculated by dividing deferred maintenance, improvement and compliance cost estimates by plant replacement cost. The Deferred Maintenance and Compliance Indexes calculated for Concord University Facilities by building are presented in the Facilities Database Summary of the Campus Masterplan. At the beginning of FY 2002 the total campus Deferred Maintenance Index was 10%, adding compliance and improvement costs increased the index to 30%.

Spending on physical plant renewal for Education and General (E&G) facilities has been limited by a lack of funds resulting from a State Higher Education System policy that redistributed over \$4M in Concord building renewal funds to other schools over the past ten years. Deferred maintenance on the E&G facilities presently totals just over four million dollars. Compliance and improvement cost estimates increase the total to \$10M. The current E&G plant replacement value is calculated at \$41.5 million. At the beginning of FY02, the E&G total index for Deferred Maintenance, Compliance and

Improvement was 24%. In order to avoid the accumulation of deferred maintenance, annual building renewal spending should average 1.5 to 3% of plant replacement value. Under the current fund redistribution policy the University receives only enough money to fund capital repair and renewal at a level of 1% of replacement value.

Proper funding of the University's facilities to address the deferred maintenance and compliance issues can begin when the policy of redistributing the University's building renewal and repair funds is changed to permit Concord to use all of the facilities maintenance fees paid by its own students.

The Auxiliary facilities index for Deferred Maintenance, Compliance and Improvement is 36%. The Auxiliary facilities capital budget prioritizes project funding with available resources.

A major campus challenge continues to be the low level of renewal funding, high-deferred maintenance and increasing demands by regulators. Available capital resources are allocated in the Capital budgets to address the highest priority deferred maintenance and compliance issues over the next five years.

ADA accommodations for disabilities have been made as buildings have been renovated and as individual situations have required. In FY02 Students with more serious disabilities began living in dormitories, and a greater share of capital spending for facilities accommodations has been required bringing the campus into much higher levels of compliance. The University ADA section of the facilities master plan identifies options for additional ADA improvements, and continued progress is envisioned over the development plan period.

IX. Hazardous Materials Identification and Management

Hazardous materials are managed on a departmental basis through periodic inventory and analysis with assistance from the West Virginia Division of Environmental Protection. The WV Fire Marshall's office and hazardous materials specialty firms are contacted for disposal.

X. Occupational Health Improvements

Known occupational health hazards are believed to be abated or in a dormant state or location which, if undisturbed, pose no threat to inhabitants. Asbestos will require abatement whenever construction or other activity will disturb dormant material such as the roofing shingles on White Hall, insulation in the Alexander Fine Arts building, or boiler room pipe insulation, etc in other locations.

XI. Facility Priorities

Facilities projects are prioritized below by category as E&G, Auxiliary or Other. The campus governing board has approved the following facilities priorities.

A. E&G Facilities:

1. White Hall – With a Deferred Maintenance & Compliance Index of 67%, White Hall remains the 1st priority for building renovation. The building, built in 1940, is energy inefficient and non-compliant with current building codes. Moisture penetration of the building envelope continues to erode the integrity of the structure. White Hall has historical significance to the campus community and presently houses a number of important campus offices. Plans are being developed to renovate and expand the facility into a consolidated campus technology center. Cost estimated at \$4-6M. A Metal storage building will be required to store existing material from White Hall during renovation.
2. The Roof Replacement Plan to replace aged and leaking roofs should be continued with the Science Building and sections of Carter Center as the next candidates. Cost estimated at a \$100k per roof average.
3. Progress has been made on the ADA compliance plan and this continues to be a priority, as accommodations require, and facilities are renewed. The ADA Site, Entrance and Vertical Transportation section of the Master Plan lists many compliance options with related costs.
4. The swimming pool in Carter Center requires installation of a pool liner due to extensive rust and wear of the existing pool bed. Also the pool shower rooms are leaking into the locker rooms on the floor below. This is a near term priority due to the present condition of the pool, which is used for physical education classes. Cost estimated at \$137k.
7. Handball Courts in the Carter Center require repair due to extensive water damage. Cost estimated at \$100k.
8. Parking and paving remains an issue due to enrollment growth and the propensity for a higher percentage of students to own vehicles. Expansion of existing lots and property acquisition for additional parking lots should be considered whenever possible. Costs depend on specifics.

9. The President's residence, 600 Vermillion street, requires renovation to maintain and protect the structure. Cost estimated at \$40k –60k.
10. A phase II electrical power distribution project to replace high voltage feeder lines coming from the Towers / Wilson side of campus is needed to upgrade the circuit cables and provide power feed redundancy to the main campus. Cost estimated at \$250k.
11. Marsh and Science Hall Floor Replacement. Floor and sub-floor may require replacement by FY 06 to prevent ground moisture from continuously buckling floor tile. Cost estimated at \$150k.

B. Auxiliary Facilities:

Housing

1. Sarvay Hall – Sarvay Hall, a dormitory built in 1940, has a Deferred Maintenance & Compliance Index of 61%. It is energy inefficient and in need of heating and plumbing systems upgrades. The Building is structurally sound but suffering from extensive deterioration of interior walls, floors, bathrooms and ceilings. The outdated interior design is inefficient in terms of capacity and utilization. Interior renovation of Sarvay Hall should be a high housing priority when sufficient funding is available. Cost estimated from \$826k - \$4M
2. Landscaping, parking and paving in the Twin Towers area is an additional student housing priority. Groundwater seepage is damaging brick retaining walls and soil erosion results from gravel parking lots in need of pavement and proper drainage. Cost undetermined.
3. College Courts Apartments – The College Courts should be considered for renovation, replacement or retirement if funding becomes available. \$65k demolition to \$5.5M replacement.
4. Towers Sprinkler System – Dormitory sprinkler systems will become a mandate by 2009. Costs and financing are presently under study.

University Center

1. Elevator upgrade for ADA compliance. Cost \$30k
2. Ballroom HVAC & floor repair. Cost estimate \$150k
3. Steam pipe repair. Cost \$75K

C. Other:

1. Tree and shrubbery replacement is a near term priority for grounds maintenance. Older unhealthy trees along the campus drive require replacement on an annual basis. Blighted

or damaged shrubby in some campus locations should be replaced as funding is available. Cost estimated at \$15-20k initially, \$4-5k per year.

2. An inter-faith chapel has been identified as an intermediate term priority for the campus community. Private funding will be required. Cost \$3M.
3. A NCAA soccer field is an intermediate term priority. Land acquisition or significant modification of existing terrain will be required. Cost undetermined.
4. It is anticipated that a multi-institutional instructional facility will be built in the Beckley area of West Virginia. The project is still in the conceptual stage and will require coordination, planning and funding.

Attachment 06

Board of Governors – December 12, 2006 Student Affairs

Housing and Residence Life

- Official fall 2006 residential housing numbers total: 1010 – withdrawals 12 (Sarvay -1, South Towers - 5, North Towers - 2, Wilson - 2, Wooddell -2) current total: 998.
- Safety/Security: Installation of security cameras continues.
- Fire Marshall List: Kitchen hoods with fire suppression installed, emergency evacuation signs for the back of all residence hall rooms created and permanently affixed.
- Shirmir Report: Repaired tripping hazard in Sarvay Hall.
- Off-campus report attached.
- Spring Numbers: 33 incoming spring to-date (baseline data); fifty-one (51) new student (spring 2006) check-ins.

Career Services

- Fall Teacher Recruitment Day, November 17th, had 17 school systems represented and 49 student teachers participating. West Virginia schools were better represented than in the past ten years with 7 attending. Highest demand areas: science, math, special education, and foreign language.
- December graduates are being contacted a final time before graduation.
- Efforts to work with students earlier in their academic careers have advanced. We created a database to match eligible work study students with available positions to further their career goals, coordinated with the students' skills and university need. Database forms, queries and reports are now being created; will test in December and roll out in January.

Athletics

- Cross Country – Men finished in 2nd place and the women finished in 5th place. Chris Herron and Randy Horner were both named runners of the week by the WVIAC during the season.
- Football – Finished in 5th place with an overall record of 3-8 and conference record of 3-4. First team All-Conference: Ola Adams, Terrance Lee, and Joey Spano. Second team All-Conference: Dustin Greenwood. All Conference Honorable Mention: Aaron Hewlett, Rodney Hughey, Maurice Sims, Kelly Stoots, and James Watts.
- Soccer – Finished in 1st place in the regular season with an overall record of 11-10 and a conference record of 7-0. Finished in 2nd place in the WVIAC Tournament. Co-Players of the Year: Leanna Neuner and Megan Davies. First team All-Conference: Laura Ciccone, Sarah Coelho, Leanna Neuner, and Megan Davies. Second team All-Conference: Jenny Cleland and Erin DeHenzel. Honorable Mention All-Conference: Katie Cuvillo and Sarah Husbands. Coach of the Year: Steve Barrett.
- Volleyball – Finished in 12th place with an overall record of 3-27 and a conference record of 3-13.
- Women's Tennis – Finished in 7th place with an overall record of 1-8 and a conference record of 1-6.

Multicultural Affairs

- Awarded \$10,600 by Higher Education Policy Commission Social Justice Initiative.
- Black History Month events planned, including a luncheon celebrating the 10th anniversary of Concord's Black Student Union. Professor emerita Harriette Wright will be honored.
- Host family program was successful with 8 families participating, providing a home for international students during the Thanksgiving break.

Disability Services

- University purchased a computer designed to assist students with disabilities, \$23,000.
- Students directly served remains 59.
- Disability website: www.disabilityresourcesinhighereducation.org.

Student Center/Student Programming

- Jean Mann, 32 year Concord employee (Switchboard) retired.
- Spring programming being finalized and includes: African-American Blues musician, two comedians, and a black entertainment quiz program.

Health/Counseling Services

- Five hundred ninety-three (593) students seen this semester (08/01-11/27/06) per agreement with Athens Medical Center.
- Student prescriptions for November \$363.83 (total \$1,191.83 year-to-date).

Intramurals

- Intramurals web site has been redesigned and is now linked directly from both the Concord Athletics and the Concord/Students web pages.
- Currently playing 3-on-3 basketball with 17 men's teams and 4 women's teams. Championship game tentatively scheduled on Dec. 11 preceding Concord men's basketball home game.
- Billiards, table tennis, and volleyball scheduled for January and basketball (5-on-5) scheduled for February.

OCR Report

- Progress continues with accessibility plan: Elevator operating mechanism in the Student Center has been better placed inside the elevator to comply with OCR/ADA regulations; handicap lift has been ordered for Student Center.

Student Retention

- Central data system is in place for students who withdraw (88 withdrawals as of 11/28/06) (attached).

Recreation/Wellness

- Awaiting results from walking audit conducted by Dr. Eck, WVU. (Fostering partnership with Town of Athens: walking path, safe schools initiative grant).

Student Government Association

- Report items prepared by Sean Noland, SGA President (attached).

Other Areas/Initiatives

- • Two hundred twenty-five (225) 3 hour community training sessions planned; thirty (30) 5 hour community training sessions planned.
- • Externally funded initiatives grew to \$622,700 (2006-07), with the addition of payment for disability website development.
- • ALEF Fellows Program is planning to expand to include an honors program.

Community Based Research

- Projects continuing: West Virginia Supreme Court – data collection and evaluation of West Virginia Drug Courts, Foster/adoptive survey and analysis.
- Projects completed: Regional funding priorities (member House of Delegates), E-prescription project.

Attachment 07a
Concord University Board of Governors
Meeting of December 12, 2006

ITEM: Approval of Policy – Procedures for Hiring Classified Employees

FROM: Office of the Vice President and Academic Dean

RECOMMENDED

RESOLUTION: *RESOLVED*, that the Concord University Board of Governors adopt the proposed policy: Procedures for Hiring Classified Employees

STAFF MEMBER: Dean W. Turner

BACKGROUND: The policy was written earlier this year and has been circulated for both an initial thirty (30) day and a later ten (10) day public comment period. Comments received have been reviewed and incorporated into the policy as possible.

Attachment 07b

**CONCORD UNIVERSITY BOARD OF GOVERNORS
POLICY NO. _____
PROCEDURES FOR HIRING CLASSIFIED EMPLOYEES**

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- SECTION 1. GENERAL
- 1.1. Scope: This policy establishes a procedure for hiring classified employees at Concord University.
 - 1.2. Authority: WV Code 18B-1-6 and
HEPC Procedural Rule Series 39
 - 1.3. Effective Date: _____ 2006
 - 1.4. Approved by: _____

- SECTION 2. PURPOSE
- 2.1 To establish a Concord University procedure to fill all full-time, part-time and temporary classified positions.
 - 2.2 Hourly positions do not require the procedures below, but must be coordinated through the Office of Human Resources to ensure compliance with Higher Education Policy Commission personnel policies for hourly/casual employment.
 - 2.3 Contract employment should be handled through the Purchasing Office and Accounts Payable. Contract employment must be approved by the Purchasing Office manager prior to the creation of a contract.

- SECTION 3. PROCEDURES FOR HIRING CLASSIFIED EMPLOYEES
- 3.1. 3.1. Supervisor review or creation of PIQ (Position Information Questionnaire)
 - 3.1.1 3.1.1 If the current PIQ is an accurate description of the position, the procedure moves to 3.2.
 - 3.1.2. 3.1.2. If no PIQ exists (new position) or the current PIQ is not an adequate description of the position, a new PIQ must be created by the immediate supervisor. Following completion of the PIQ for the position, it is sent to the Office of Human Resources for classification review. All classification reviews are subject to a post-audit review and may require pay grade adjustment.
 - 3.1.3. 3.1.3. Following completion of the reclassification process, the supervisor will be notified as to the title, pay grade and entry salary, and granted permission to move to next step.
 - 3.2. Supervisor completes a “Justification to Hire” form and secures appropriate approvals to continue the process. Following approval by the Cabinet Officer, budget review by the Business Office and Presidential approval, the form is returned to the Office of Human Resources.
 - 3.3 Supervisor notified of approval and collaborates with the Office of Human Resources to post and advertise position.

- 3.3.1 3.3.1 By state law, all non-exempt classified positions must be posted and filled by the best qualified, non-exempt classified internal candidate who meets the minimum qualifications for the position. If all candidates are equally qualified, the one with most seniority is given the position regardless of performance. Non-exempt positions cannot be posted for external applicants until the Office of Human Resources has determined that no internal candidates qualify.
- 3.3.2 3.3.2 If there is an employee recall list, they must be notified by certified mail and given an opportunity to apply before any posting of the position occurs.
- 3.3.3 3.3.3 Position advertisements are prepared by the supervisor and/or Office of Human Resources. All requirements must match those established for the HEPC classification system and the PIQ. Preferences can be stated but not required.
- 3.3.4 3.3.4 Position advertisements for internal postings are posted on the HR bulletin board, at other appropriate locations on campus and the university list serve.
- 3.3.5 3.3.5 External job postings may be advertised in local, regional, national and professional newspapers and journals. Advertising will be charged to the supervisor's budget. Advertising in newspapers is not required for all positions, but it is strongly suggested for affirmative action purposes.
- 3.3.6 3.3.6 All advertisements will include affirmative action/equal employment language.
- 3.3.7 3.3.7 All in-house positions will be posted for a minimum of five working days at the internal and external level. Application dates should be required to ensure compliance with the five working day provision.
- 3.3.8 3.3.8 Application materials for all posted positions require initial submission to the Office of Human Resources. This is necessary for AA/EEOC recordkeeping.
- 3.4. All applications determined by the Office of Human Resources as meeting the minimum qualification(s) for a posted/advertised position will be dated, logged and sent to the supervisor or hiring manager. Supervisors may wish to interview all internal candidates regardless of qualifications, but, only qualified internal and external candidates should be interviewed. General/non-position specific applications will not be accepted.
- 3.5 To maximize objectivity, a three-member (or larger), diverse search committee should be formed to review all applications, check references, conduct interviews and make a recommendation(s) to the hiring supervisor. Final selection of a candidate outside those selected by the search committee requires justification, in writing, to be placed on file in the Human Resources Office. The following procedure should be observed by the supervisor as well as the search committee.

- 3.5.1. Each interviewed candidate should be asked the same carefully selected, appropriate questions and/or asked to submit identical information.
- 3.5.2. All candidates must be considered within the provisions of equal employment guidelines. Hiring recommendations must be reviewed by the Office of Human Resources to ensure compliance with affirmative action and equal employment regulations. All hiring decisions must be approved by the President before employment is offered.
- 3.5.3. Criminal and employment background checks will be conducted as appropriate to the position.
- 3.5.4. Documented reference checks for all external candidates are required and become part of the applicant's personnel file along with the resume or application.
- 3.5.5. All documents related to the hiring process will be retained by the Office of Human Resources.
- 3.6 Following acceptance of the position by the selected candidate, the hiring manager or the Office of Human Resources will notify all other applicants that the position has been filled. Affirmative action and/or other information will be anonymously collected from position applicants.
- 3.7 New classified personnel will receive benefits, payroll, pay rate, Classified Handbook and other relevant information from the Office of Human Resources. It is the responsibility of the supervisor to inform the new employee that he/she is on a six-month probationary period, about the required 3-month and 6-month written performance evaluation, and explain the necessity of a positive evaluation for continued employment. The manager of the new hire is responsible to provide other information including the location of policy bulletins, department policies and practices, etc.

Attachment 08

Concord University Board of Governors Meeting of December 12, 2006

ITEM: Approval to designate a plant position as non-classified.

COMMITTEE: Finance and Facilities

RECOMMENDATION: Resolved, That the Concord University Board of Governors designates the assistant plant director's position as non-classified.

STAFF MEMBER: Jim Cannon

BACKGROUND:

Interpretive Memorandum 4, as attached, provides governing boards the opportunity to designate critical positions within the University as non-classified. This allows more timely hiring and flexibility in terms of salary and the minimum level of qualifications required.

It is essential to provide more depth to the Physical Plant Department, in the area of project management and technical expertise in the short and long term. Planning ahead, the University needs an assistant plant director who is qualified to step up to the director's position when the current director retires. Such a candidate should have a degree in engineering and or extensive experience managing and understanding the diverse areas of highly technical HVAC systems and controls, security and fire alarm systems and commercial electrical design and installation, masonry, carpentry, plumbing fire and safety codes and ADA compliance requirements, inventory and receiving, grounds maintenance and custodial services, budgets and construction management.

The vacant position should be filled as soon as possible since the maintenance and grounds supervisor, Larry Mann, will be out for three months or more with surgery leaving the plant director with no assistant and no maintenance and grounds supervisor. The assistant's position may be difficult to fill, and I believe we need as much flexibility as possible in hiring for this critical position. Approving this position as critical non-classified, in accordance with the attached memo, would greatly assist in the search for a well qualified assistant plant manager.