


West Virginia University's 2010 Plan

Building the Foundation for
Academic Excellence





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September 30, 2005

A Letter from the West Virginia University Board of Governors

The West Virginia University Board of Governors commends the University community for their efforts to develop a comprehensive strategic plan. West Virginia University's 2010 Plan indeed sets the foundation for academic excellence. At the heart of the 2010 Plan is a well-defined academic plan which is built around the institution's mission, vision, and values. The Board believes that implementing the academic plan will strengthen the academic core of the institution. Further, the academic plan provides a solid context and a centerpiece around which other past strategic efforts of the institution, so noted as Appendices, can be integrated and aligned. The direction of the 2010 Plan should now drive the direction of all strategic efforts of the colleges and schools and other units of the institution.

The Board of Governors unanimously endorsed the 2010 Plan at its September 30, 2005, meeting. The Board urges immediate implementation of the objectives identified under each of the five goals in the 2010 Plan and looks forward to receiving an annual report with quantitative indicators, including baseline and target data.

On behalf of the Board of Governors,



Douglas J. Leech
Chairman

September 30, 2005

A Letter from President David C. Hardesty, Jr.

At its September 2005 meeting the West Virginia University Board of Governors adopted West Virginia University's 2010 Plan: Building the Foundation for Academic Excellence. This Plan will provide focus for the institution's directions and actions for the next five years. I call upon the entire campus community to align their efforts to make this Plan a success. The premise of academic excellence is the core of WVU's quality and future success.

We all should acknowledge the leadership of Dr. Larry Hornak, then chair of the Faculty Senate and Provost Gerald Lang for their efforts as co-chairs of our Strategic Planning and Assessment Committee. They and the more than 100 members of the Committee are responsible for identifying the objectives we should strive to attain through our actions. This has truly been a comprehensive, campus-based effort.

The five goals identified in the strategic plan were established at the onset as fundamental and critical to the land-grant mission of WVU. Along with these goals there was a fundamental theme that undergirded our planning, namely that enhancing student-faculty engagement would be a cornerstone to building the foundation for academic excellence. I believe the Committee developed their objectives in a way that will guide the campus as it moves forward to achieving our institutional vision.

At my request, Dr. Hornak and Provost Lang will co-chair the Implementation Committee that will now make the 2010 Plan a living document. They will work with campus constituents to renew or develop new initiatives; they will prepare and share an annual report card of the campus' participation and performance in meeting the goals.

Strategic planning on the campus has and will continue to occur. It occurs under many titles – strategic planning, a task force activity, a commission, and the like. It may be topically focused, unit focused, or functionally driven. As noted in the Appendices, summaries of nine other major planning efforts are reported. What the 2010 Plan presents is the centerpiece of strategic planning, an identification of what WVU strives to be, its academic goals and values. These nine planning efforts are now aligned with the academic goals in the 2010 Plan. By creating the academic centerpiece of the institution's 2010 Plan, we have developed a vision of what WVU is to be, a student-centered learning community.

I am excited about the 2010 Plan and what it aspires to achieve. I am anxious to talk about our message of academic excellence. Our excellence is driven by our commitment to a highly qualified faculty that values continual innovation in all we do. It is through innovation that we continue to transform our campus and revitalize ourselves. I hope all members of the campus community will participate in achieving our collective goals, for these are goals we all share. These are goals that when enhanced will give us a reputation in which to take great pride.

Thank you for your efforts and continued support.



David C. Hardesty, Jr.
President

September 30, 2005

An Open Letter to the Campus Community from Co-Chairs Larry Hornak and Gerald Lang

We want to thank those members of the Strategic Planning and Assessment Committee for their commitment and dedication to the development of the 2010 Plan. Each willingly contributed their time and ideas to make our planning exercise a rich and rewarding experience. Because of the active involvement of so many, we are confident we have developed a well-grounded plan of action.

Our commitment to this planning effort was based on a unified belief that a strong academic plan that focuses on the theme of student-faculty interaction should serve as the core foundation for the institution. We further believed that by building academic excellence over the next five-year period we could strengthen the position of WVU to reach for land-grant prominence in the years that follow. We recognize that challenges will confront the institution as we move forward, but such challenges invite the exchange of ideas and lead to innovations, whether in the classroom through contemporary pedagogy or in leading-edge scholarly activities or in the many efforts to serve the state. As an institution of advanced learning, we should strive to learn and live by the constantly changing environment in which we exist.

The academic plan is supported by the many other efforts that are ongoing throughout the campus and, in fact, would not be possible without a strong enrollment strategy, a sound financial plan, a commitment to new private philanthropic initiatives, and new capital initiatives. Further, this plan includes a rigorous focus on research and economic development and a commitment to the renewal of the student life initiatives for which WVU has become known. These initiatives have been independently developed and thus were added as appendices to complement the academic plan. Taken together, they represent the 2010 Plan because of the fully integrated nature of the University.

Over the coming year, we have accepted President Hardesty's invitation to co-chair the Implementation Team that will put the 2010 Plan into operation. We look forward to developing quantitative baseline data with institutional targets to achieve. We will look to align the strategic initiatives of the colleges and schools over the coming year. However, we need the concerted effort of the campus to achieve institutional success. We ask for your support.

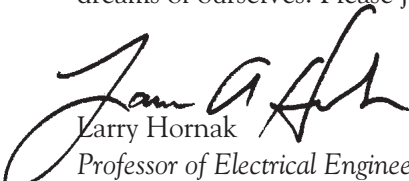
We have a great opportunity before us. Our challenge is to proactively project and achieve our future. We recognize that we must take some risks, demand more of ourselves, and do things differently than in the past. Consider the following:


By increasing the academic reputation of WVU, we will attract better faculty and students who will become a community of scholars who share ideas and learn from each other.

We will be an institution whose name comes to mind immediately when people think about leading-edge research because we embrace creativity, positive change, and reasoned risk-taking.

We will be the people's university, an institution that epitomizes the land-grant mission of "helping people put knowledge to work" in communities beyond the campus, thereby improving the quality of life in West Virginia.

The West Virginia University 2010 Plan gives us the foundation upon which to fulfill our best dreams of ourselves. Please join in the drive to make our University the best place to be.


Larry Hornak
Professor of Electrical Engineering
Past Chair of the Faculty Senate


Gerald E. Lang
Provost and Vice President for
Academic Affairs and Research

September 30, 2005

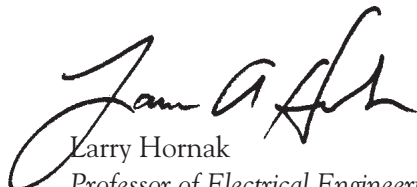
A Message to Alumni and Parents from Co-Chairs Larry Hornak and Gerald Lang


West Virginia University prides itself on a history and tradition of serving its citizens, primarily through the education of undergraduate students, but also through public service as part of its land-grant mission. That history is reflected through the success of its more than 165,000 living alumni. Every year, WVU receives an increasing number of applications from prospective students who recognize the value of a degree from the state's flagship University. The WVU 2010 Plan will further enhance the academic quality and reputation of West Virginia University.

As alumni, we hope you view this plan as a continuation of your dreams for WVU. As parents of our current and future students, we hope you view this effort as WVU's recommitment to providing your children a high-quality education that will lead to career success. As you read the WVU 2010 Plan, we ask you to consider the following points:

- This Plan enhances academic excellence at WVU, a core value of the institution. When our standards for academic excellence increase, the value of a WVU degree, whether forthcoming or previously received, increases.
- The Plan renews and extends our commitment to student-centered learning. We look to strengthen those special opportunities both in and outside the classroom that give each student an educational experience second to none.
- The Plan maintains the research reputation of the institution. The faculty members who teach our students are the same individuals who are at the forefront of creative discovery. Who better to educate the next generation of leaders? These same faculty foster the student-faculty engagement that is at the core of this Plan.
- The Plan emphasizes service to our state. As a land-grant institution, our mission is to serve the citizens of West Virginia. As we connect students to these efforts, we advance the concept of civic engagement in our future citizens and provide invaluable practical experience for our students.
- This Plan advances West Virginia University through aspirations and dreams, through opportunities, and through strategic choices and priorities. Through innovative teaching, advances in research, and civic engagement we revitalize ourselves and achieve excellence.

The 2010 Plan will drive the institution for the next five years. We ask you to join in the journey. It will be an exciting trip.


Larry Hornak
Professor of Electrical Engineering
Past Chair of the Faculty Senate


Gerald E. Lang
Provost and Vice President for
Academic Affairs and Research

Mission

West Virginia University was founded in 1867 as a land-grant university: the federal government gave the state of West Virginia land to establish a public university that would provide a broad segment of the population a practical education that had direct relevance to their daily lives. Over 100 years later, WVU remains true to that central land-grant mission. Today WVU also serves a unique role as the state's only doctoral degree-granting research university with comprehensive health science programs. Only eleven higher education institutions nationally are land-grant research universities with comprehensive Health Sciences.

Because of its land-grant tradition and research status, WVU has an obligation to:

- Provide high-quality programs at the undergraduate, graduate, and professional levels;
- Stimulate and foster both basic and applied research and scholarship;
- Engage in and encourage other creative and artistic work;
- Bring the resources of the University to all segments of society through continuing education, extension, and public service activities;
- Contribute to the development and enhancement of West Virginia's economic, educational, social, and health status through its programs of instruction and research and through its programs of outreach;
- Use technology as a vehicle to engage the student, empower the faculty, infuse the curriculum, enhance research capabilities, and fulfill the duty to serve the state;
- Promote diversity to enrich the institution and the society it serves and practice principles of social justice, equal opportunity, and affirmative action.

Vision

West Virginia University is a student-centered learning community meeting the changing needs of West Virginia and the nation through a commitment to excellence in teaching, research, service, and technology.

Values

The following values guide the University's mission:

- **Excellence.** To excel, WVU continually sets high standards for teaching, research, and service. The University seeks the best possible faculty, staff, students and administrators, and expects them to maintain these standards.
- **Stewardship.** West Virginia entrusts its University to preserve its rich traditions and secure the future of the University and its students. Resources must be used effectively. WVU must hold itself accountable to those who provide the institution with resources.
- **Integrity.** The University fosters a campus community based on truth, fairness, responsibility, and trust, and encourages intellectual debates as a means to promote understanding.
- **Innovation.** Introducing new ideas is the key to success in the 21st century. The University values the role of creativity and technology in developing new ideas for its students and the state.
- **Communication.** Innovation, integrity, accountability, and high scholarly standards all depend on clear messages between and among faculty, students, staff, administrators, the community, and the state. WVU is committed to respectful discourse and the exchange of ideas.

The Academic Plan for West Virginia University

Goal 1: Attract and Graduate High-Quality Students

When West Virginia University was founded, its goal was to provide accessible public education. Today that goal remains but students now explore disciplines far beyond what the University founders could imagine. To attract the very best students, we know we must meet or exceed their competitive college selection criteria. Graduate and undergraduate students will choose WVU based on the quality of the educational experience, the excellence of the academic programs and faculty, and the career potential of having earned a WVU degree.

Guiding Principles

High-quality students are drawn to an academic environment that provides rich opportunities both in and outside the classroom. At WVU, we must meet the expectations of students to learn the latest concepts and theories in their discipline and find a range of enrichment experiences both inside and outside the classroom. WVU is committed to student-centered education to foster academic excellence.

Objectives

In order to attract and graduate high-quality students we must

- **Enhance our academic programs:** WVU will continually review and make contemporary the graduate and undergraduate degree programs offered by our colleges and schools. WVU will enhance experiential learning opportunities to reflect the school's land-grant research status.
- **Expand the support networks needed to enhance graduation rates:** WVU recognizes that students come with diverse social and academic backgrounds and varied styles of learning. Student support networks need to be updated continually to foster student success.
- **Market our strengths:** WVU recognizes that it must proactively market and promote its unique strengths in academics and student life that contribute to student success.

Key Indicators for Goal 1

- Increase the quality of academic programs consistent with national norms of excellence
- Strengthen support services for undergraduate and graduate students such as advising, tutoring, mentorship, and career counseling programs using surveys of student satisfaction
- Provide increased student enrichment opportunities through Honors, research, study-abroad, service learning, independent study, and internships
- Maintain a first-year student retention rate of more than 80% and establish sophomore-to-junior year targets
- Monitor the undergraduate graduation rate with the goal of achieving 63% by 2010

Goal 2: Recruit and Retain High-Quality Faculty Committed to the Land-Grant Mission

Faculty are critical to WVU's ability to engage students and develop world-class programs. At WVU, faculty contribute a wide range of scholarship and expertise that can be seen in classrooms and studios, in laboratories and start-up companies, in extension offices and medical clinics, and in other venues across the campus. The faculty's creative, scholarly, and scientific endeavors preserve rich traditions and make innovations possible. A foundation for excellence cannot be built without high-quality faculty as the cornerstone.

Guiding Principles

High-quality faculty are drawn to an academic environment that recognizes and values their work. At WVU, faculty must have the opportunity to achieve national recognition in their disciplines, contribute to a dynamic campus culture of inquiry and scholarship, and participate within a local community that offers a unique quality of life.

Objectives

In order to recruit and retain high-quality faculty we must

- **Value contributions:** WVU will strengthen the total compensation plan for faculty and align our reward structure with national norms of excellence.
- **Enable productivity:** WVU will tailor faculty assignments and reorganize and strengthen support systems to enable distinguished research and teaching; to allow more student-faculty interactions; and to encourage the faculty's service contributions to University, community, state, and national projects.
- **Build academic culture:** WVU will continually strengthen the campus culture of discovery, inquiry, and creativity. Since the campus is also part of the local community, WVU will encourage campus and community collaboration to maintain and improve Morgantown's unique quality of life.

Key Indicators for Goal 2

- Increase the total value of faculty compensation to approach that of peer institutions
- Increase the number of nationally recognized faculty as measured by national honors and awards
- Increase the number of endowed professorships and chairs of national stature by 15 over the next five years
- Increase innovative campuswide programs that promote interdisciplinary academic exchange
- Increase University engagement in city, county, and state planning and development venues

Goal 3: Enhance the Educational Environment for Student Learning

No longer is a college education restricted to lectures and laboratories. Technology and the Internet have forever changed the nature and delivery of education. WVU students need to be interdisciplinary, culturally aware, and technologically sophisticated; they need to understand the importance of global awareness as they consider the world and their place in it. WVU teachers emphasize active learning as students engage in teamwork, personal inquiry, and problem-solving both inside and outside the classroom.

Guiding Principles

Several factors contribute to maximum student learning: high-technology classrooms and teaching laboratories, state-of-the-art technology, libraries with expanded information resources and online library research tools, cutting-edge research space, and team study areas. In addition to these physical spaces, strong student–faculty interactions foster student success.

Objectives

To enhance the educational environment for student learning we must

- **Continuously invest in the University’s infrastructure and technology:** WVU must renovate existing buildings and design new facilities that integrate new technologies and reflect new research and learning needs.
- **Develop innovative intellectual opportunities:** WVU will emphasize innovative programs and experiential learning as hallmarks of a WVU education that will prepare graduates to become meaningful contributors to a global society.
- **Provide incentives for exceptional teaching:** WVU will reward and recognize faculty who exemplify best practices of teaching within and beyond the classroom setting.

Key Indicators for Goal 3

- Develop instructional and technological learning environments in the next ten-year capital master plan, including common areas on campus designed to promote the interdisciplinary discovery and exchange of ideas
- Add at least five endowed professorships to recognize outstanding teaching
- Increase the use of technology to enhance student learning
- Develop integrated programs that foster increased writing and information literacy across the disciplines
- Enhance the outcome of the capstone experience across all academic programs

Goal 4: Promote Discovery and Exchange of Knowledge and Ideas

Discovery and intellectual exchange define the purpose of any university. Faculty contribute cutting-edge research and teaching excellence; students ask questions, extend ideas, and generate excitement for learning. The exchange between faculty and students sparks innovations in engineering, health care, and physical sciences; it sparks new creative works and new interpretations in performance and literature; and it sparks new perspectives on local, national, and global issues. Faculty begin the intellectual exchange; students help sustain it.

Guiding Principles

A University that understands the nature of permeable boundaries looks simultaneously inward and outward as it considers ways to foster a vital intellectual climate. Permeable boundaries value the influx of new ideas and new people, invite collaboration across disciplines, and extend knowledge and ideas beyond the walls of the institution. Such sharing and exchange of ideas and the people who possess them are important to advance learning and foster innovation.

Objectives

- ***Celebrate and value discovery:*** WVU will value the exchange of ideas within and across all disciplines, and will reward discoveries that contribute new knowledge of nationally recognized significance.
- ***Build upon strengths:*** WVU will identify strengths in research and will invest strategically in these strengths to encourage interdisciplinary work and nationally prominent programs.
- ***Enable the exchange of ideas:*** WVU will examine its academic boundaries – whether programmatic, bureaucratic, or physical – and reduce barriers to intellectual exchange between disciplines. This includes reconfiguring business systems to facilitate hiring, procurement, and grant administration so as to support a culture of discovery.

Key Indicators for Goal 4

- Consistently exceed the requirements for Carnegie Doctoral/Research University-Extensive status
- Increase the quality and value of graduate degrees as measured by publications, creative works, career placement/success, and other measures appropriate to each discipline
- Increase research and scholarship expenditures and competitive awards
- Increase the number of nationally competitive interdisciplinary awards and centers
- Increase graduate student enrollment, emphasizing innovative and niche programs

Goal 5: Improve West Virginia's Health, Economy, and Quality of Life

As a land-grant university, West Virginia University has a special responsibility to serve the citizens of the state. Through comprehensive programs in Health Sciences and the Extension Service, the institution collaborates with state and local agencies. By expanding the 1867 goal to provide education relevant to the daily lives of West Virginians, WVU continues to build strong public and private partnerships within various programs such as business, education, the arts, public affairs, social services, applied research, agriculture and forestry, mineral industries, youth development, and continuing professional education. WVU takes seriously its mission to provide innovative policy analysis, technology transfer for economic development, and leadership for a better West Virginia.

Guiding Principles

Partnerships between WVU and other agencies and industry increase the opportunities to meet specific challenges in our state. In a collaborative environment, multiple entities combine resources to benefit the lives of West Virginians. WVU faculty and students are citizens as well as scholars. Their knowledge and abilities, along with other WVU resources, can be organized to focus on local needs, opportunities, and problems.

Objectives

To improve the health, economy, and quality of life of the state's citizens we must

- ***Become an active partner with communities:*** WVU will continue to develop partnerships that affect West Virginia's future and quality of life.
- ***Focus on opportunities for innovation and entrepreneurship:*** WVU will open the research park to new companies and provide opportunities to diversify West Virginia's economy.
- ***Connect our programs to the state's health efforts:*** The rural health initiative provides a vehicle to work directly with communities to improve community health.

Key Indicators for Goal 5

- Seek and promote increased funding for community-based partnerships and collaborations
- Develop an award for faculty innovation to recognize intellectual property and industrial relationships that benefit the state
- Strengthen WVU's role in economic development as indicated by commercialization of technologies and development of the research park as measured by the number of entrepreneurs and companies who inhabit the park
- Assess the success of each college's plan to improve efforts to reach out to the state's citizens
- Measure the impact that the Health Sciences Center's clinical efforts have had through their rural health initiatives and *pro bono* work

Appendices

The following documents represent summary statements of existing strategic planning activities that are integrated into the academic plan and when taken together with the academic plan represent the comprehensive West Virginia University 2010 Plan.

Enrollment Strategic Plan 2005–2010

Our plan for enrollment growth is summarized below.

Assumptions

1. Enrollment is critically important to the future of West Virginia University.
2. In-state undergraduate enrollment growth will be influenced by the declining number of West Virginia high school graduates and by possible changes in PROMISE scholarship rules.
3. Nonresident undergraduate growth can continue for the remainder of the decade.
4. The academic profile of first-year students has the potential to continue to improve.
5. There are opportunities for growth in graduate programs.

Requirements for Growth to 30,000 (including Potomac State College)

1. Resident first-year class remains constant at 2,300.
2. Nonresident first-year class rises to 2,300 by Fall 2006 and remains constant.
3. First-year retention rate will rise to at least 81% for class entering in fall 2005 and remain constant (or increase).

Capacity

1. Classroom capacity will be adequate especially with addition and renovation of classrooms in Brooks, Oglebay, and Agricultural Sciences South.
2. Some additional instructional laboratory space may be needed.
3. A number of new faculty positions will be added to accommodate enrollment growth.
4. A total of nearly 1,000 new residence hall beds will be added to meet first-year and returning student demands.

Fall Headcount for 2003 – 2010 (Actuals/Projections)

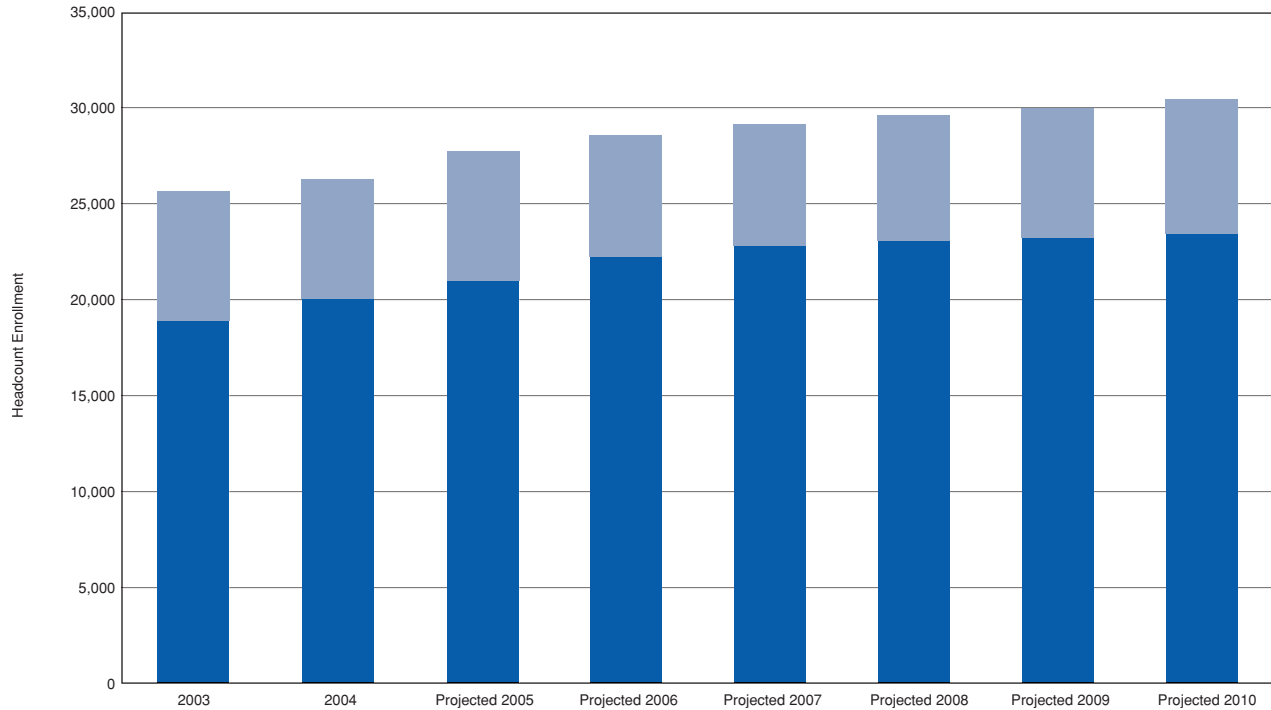
1. A model has been developed to predict enrollment in future years based upon growth and retention assumptions. The model's projections have been within 1-2% of actual enrollment for the past three years.
2. The attached table and graph show actual fall headcount enrollment data for fall 2003 and fall 2004 and projections from fall 2005 through fall 2006.

For more information contact Russell K. Dean, Senior Associate Provost, 304-293-7119, rkdean@mail.wvu.edu.

WEST VIRGINIA UNIVERSITY • FALL HEADCOUNT ENROLLMENT

	Actual 2003	Actual 2004	Projected 2005	Projected 2006	Projected 2007	Projected 2008	Projected 2009	Projected 2010
On-Campus UG Resident	10,060	10,754	11,286	11,480	11,502	11,355	11,357	11,382
On-Campus UG Non-Resident	7,118	7,533	8,247	8,916	9,289	9,720	9,898	9,959
On-Campus GR Resident	1,884	1,799	1,799	1,799	1,799	1,799	1,799	1,799
On-Campus GR Non-Resident	1,918	1,885	1,885	1,885	1,885	1,885	1,885	1,885
Professional Resident	1,091	1,093	1,120	1,147	1,175	1,204	1,234	1,264
Professional Non-Resident	229	273	280	287	294	301	308	316
Off-Campus UG (Web/Dual Enrollment)	339	366	397	432	469	509	553	600
WVU Morgantown Total	24,260	25,255	26,566	27,498	27,965	28,325	28,586	28,757
Potomac State	1,330	1,304	1,337	1,370	1,403	1,436	1,469	1,502
WVU/Potomac Total	25,590	26,559	27,903	28,868	29,368	29,761	30,055	30,259

WEST VIRGINIA UNIVERSITY • ENROLLMENT • 2003-2010



Total Enrollment	25,560	26,585	27,926	28,888	29,385	29,775	30,066	30,267
Graduate Enrollment	6,743	6,602	6,636	6,670	6,705	6,741	6,778	6,812
Undergraduate Enrollment	17,517	18,653	19,930	20,828	21,260	21,854	21,808	21,941
Potomac State	1,330	1,304	1,337	1,370	1,403	1,436	1,469	1,502

West Virginia University—Financial Plan FY 2005 to FY 2010

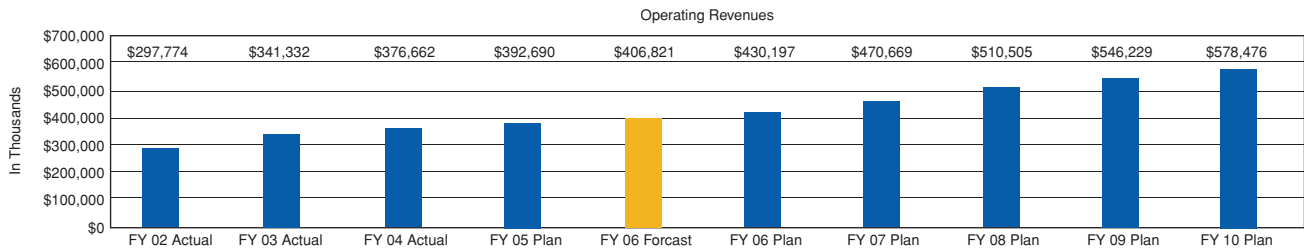
The annual financial plans in this document were established in 2004 after a Board of Governors retreat. These plans include forward-looking assumptions about events or circumstances that have yet to occur. These forward-looking assumptions were based on the best set of predictions available at the time regarding forthcoming events and financial trends affecting the University's future financial performance. The University's operating expense assumptions are directly linked to a specific source of operating revenue. For example, an increase or decrease in grant and contract revenues will impact the University's level of operating expenses in those areas. Additionally, the assumption of new state appropriations is tied to employee salary increases and to new positions. Tuition increases are also estimated and held constant for planning purposes. These forward looking projections are subject to uncertainties, including: changes in the general economic conditions in the state of West Virginia, amount of support directed to WVU, enrollment levels, grant and contract activity, tuition rates, as well as changes in basic operating and other mandated costs.

Clearly, actual results could differ from those anticipated in the forward-looking assumptions. Actual results will be compared to the plan on an annual basis in order to assess the reliability of future projections and expectations. If the financial plan is materially different from actual results in any fiscal year, a forecast will be prepared to assess its impact on the University's financial performance.

For more information, contact Narvel Weese, Interim Vice President for Administration, Finance, and Human Resources, 304-293-4245, narvel.weese@mail.wvu.edu.

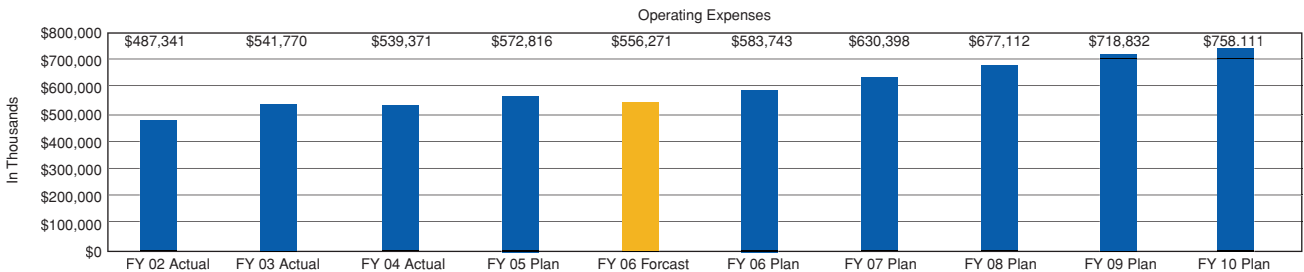
WEST VIRGINIA UNIVERSITY • FINANCIAL PLAN • 2005-2010

(For General University and Health Sciences Center, Based on BOG Retreat, April, 2004)



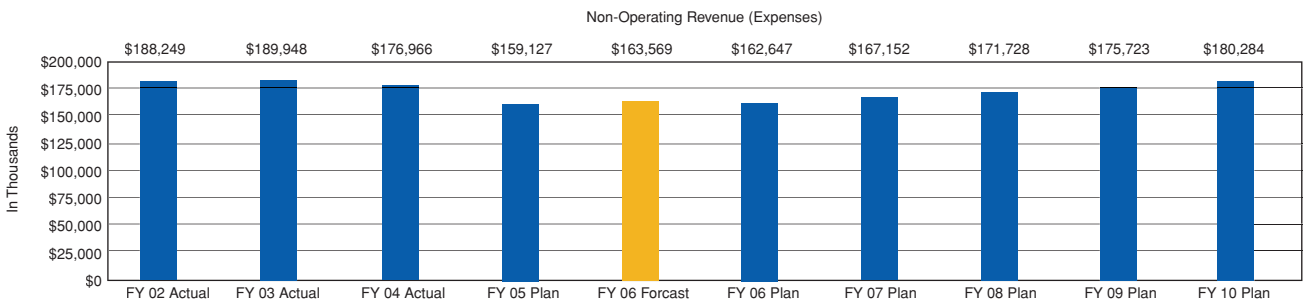
Assumptions • 2005-2010

- * Student tuition and fee revenues up \$71.6M
- ** Enrollment up 2,080 - total enrollment 28,200
- ** Tuition and fee increases:
 - *** Resident increases - average 5.5% per year
 - *** Non-resident increases - average 5.5% per year
- * Grants and contracts up \$72.7M to a total of \$218.3M in FY 2010 - average growth rate of 8.4% per year
- * Sales and services up \$4.3M - average growth rate of 8.4% per year
- * Auxiliary enterprises up \$21.6M - average growth rate of 5.6% per year
 - ** Approximately 800 new beds
 - ** Room and board increases - range of 3% to 6%
 - ** Athletics, student union, PRT - inflationary increases



Assumptions • 2005-2010

- * Salary and wages up \$64.6M - average growth rate of 4.2% per year
- ** Salary increases - potential for an average 3% per year
- ** New faculty positions to support strategic plan
- ** Additional positions - growth in grants and contracts
- ** Faculty promotions and staff annual increment increases
- * Benefits up \$46.4M
 - ** Salary increases and new positions
 - ** Employee health insurance and other benefits - 15% per year
 - ** Retiree health insurance
- * Scholarships and fellowships up \$6.6M - average growth rate of 7.3% per year
- * Utilities up \$4.8M - inflationary increases and new facilities
- * Supplies and services up \$64.8M - inflationary increases and grant and contract growth
- * Tuition and fees retained by Commission up \$7M
- * Depreciation up \$4.9M - implementation of capital plan



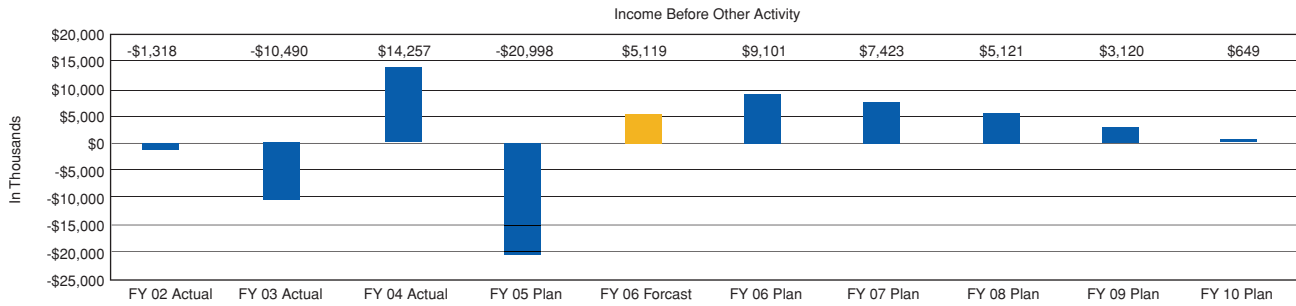
Assumptions • 2005-2010

- * State appropriations up \$15.2M - average growth rate of 1.7% per year
- * Gifts up \$2.9M
- * Investment income up \$7M
- * Interest on capital asset-related debt - up \$1.7M
 - ** FY 2004 series revenue bonds
 - ** WVU Research Corporation-HSC loan agreements
- * Tuition and fees retained by HEPC for system debt down \$7M
- * Other nonoperating revenues (expenses) up -\$1.1M

S U M M A R Y

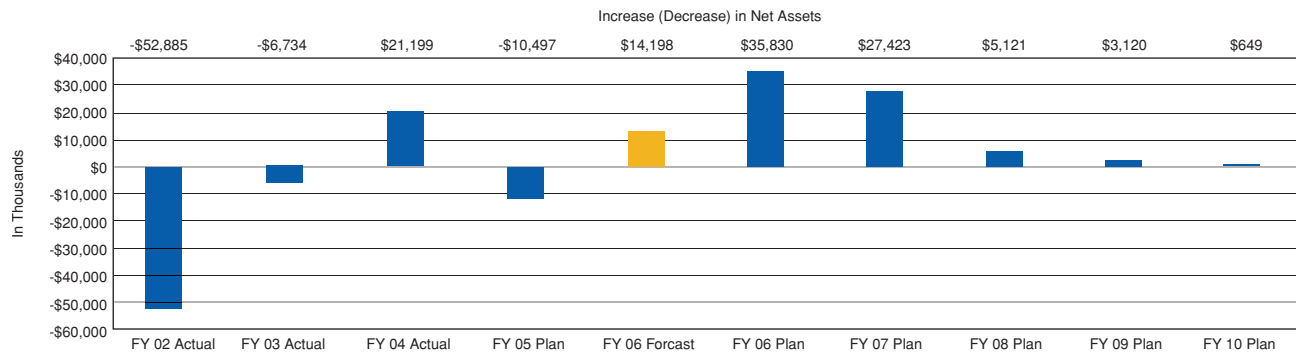
WEST VIRGINIA UNIVERSITY • FINANCIAL PLAN • 2005-2010

(For General University and Health Sciences Center, Based on BOG Retreat, April, 2004)



Assumptions • 2005-2010

- * Income before other activity - ranges from a high of \$9.1M in FY 2006 to a low of \$.6M in FY 2010
- * On average, income before other activity is less than 1% of operating expenses



Assumptions • 2005-2010

- * Increase (decrease) in net assets - ranges from a high of \$35.8M in FY 2006 to a low of \$.6M in FY 2010
- * Capital grants and gifts of \$26.7M in FY 06 and \$20M in FY 07 are anticipated at the Health Sciences Center

The annual "Financial Plans" in this document include forward-looking assumptions about events or circumstances that have not occurred. These forward-looking assumptions are based largely on current expectations and projections about future events and financial trends affecting the University's future financial performance. These forward-looking projections are subject to uncertainties and assumptions, including, among other things; general economic conditions in the State of West Virginia, enrollment levels, grant and contract activity, tuition rates, as well as changes in basic operating and other mandated costs. In light of these uncertainties, the forward-looking events and circumstances discussed in this document are qualified. Actual results could differ from those anticipated in the forward-looking assumptions. It is important to note that "actual" results will be compared to the plan on an annual basis in order to assess future projections and expectations.

For more information contact Narvel Weese, Interim Vice President for Administration, Finance, and Human Resources, 304-293-4245, narvel.weese@mail.wvu.edu.

West Virginia University Capital Plan through 2010

The recruitment and retention of quality students and faculty members depend, to a great extent, on the quality of the facilities at West Virginia University. To this end, WVU has developed and is implementing a ten-year Master Plan. The first phase of the Master Plan focused on new construction, including the Student Recreation Center, Life Sciences Building and Downtown Campus Library. These facilities have been well received and have contributed to the enrollment and research growth at the University.

WVU is now ready to begin implementation of the second phase of the Master Plan. The Capital Plan provides an overview of capital projects scheduled to be completed as part of the University's 2010 Plan. The Capital Plan includes various projects to construct, renovate, and/or upgrade academic and auxiliary facilities on the downtown, Evansdale, Health Sciences, WVU Institute of Technology and Potomac State campuses as well as the acquisition of real property. The capital projects included in the Capital Plan are scheduled to be completed by fiscal year 2008. A list of the Phase Two projects are contained in the Summary – West Virginia University – Capital Plan through 2010.

The Capital Plan also anticipates that various strategies will be used to finance the Phase Two projects, including but not limited to: \$150.4 million of bond proceeds generated from WVU revenue bonds; \$57 million of bond proceeds generated from WVHEPC revenue bonds; \$24 million in WVU Research Corporation/WVU Health Sciences Center Loans; \$56.7 million in state and federal grant and contract awards; \$9.6 million in student capital fee and auxiliary revenues; and \$72 million in WVU Hospital funds.

Phase Three projects included in the Capital Plan will be undertaken contingent on the availability of resources.

For more information contact Narvel Weese, Interim Vice President for Administration, Finance, and Human Resources, 304-293-4245, narvel.weese@mail.wvu.edu.

WEST VIRGINIA UNIVERSITY • CAPITAL PLAN THROUGH 2010

Project	Budget	Expected Completion Date	Purpose
GENERAL UNIVERSITY MASTER PLAN PROJECTS - PHASE II (December 2004 - December 2007)			
Academic Facilities Maintenance Support	\$ 2,950,000	Annual	Repairs, upgrades, maintenance projects and classroom improvements
Acquisition of Real Property - St. Francis	\$ 10,855,000	December-04	Purchase of undeveloped real property adjacent to Downtown Campus
Acquisition of Summit Hall	\$ 5,163,000	December-04	Purchase of a 546 room residence hall
Engineering Sciences Building - 10th Floor	\$ 814,000	May-05	Renovation of research space
Engineering Sciences Building - Clean Lab	\$ 2,578,000	May-05	Construction of a new state-of-the-art Clean Laboratory
Boreman Hall Sprinklers	\$ 910,000	August-05	Upgrade of fire alarm and building sprinkler system
Mountainlair Garage/Plaza Facility	\$ 7,533,000	August-05	Renovation of recreation space and upgrading of parking facility
Athletic Facility Master Plan	\$ 34,061,000	September-05	New construction, major renovations and life safety projects
Creative Arts Center - Infrastructure	\$ 1,000,000	September-05	Infrastructure upgrades and improvements
Engineering Sciences Roof	\$ 480,000	September-05	Replacement of Engineering Sciences roof
Construction of Plant Pathology Facility	\$ 9,500,000	December-05	Construction of a new wet-laboratory and classroom facility
Allen/Percival Hall Upgrade	\$ 10,600,000	July-06	Infrastructure upgrades and abatement
Arnold Hall Sprinklers	\$ 1,300,000	August-06	Upgrade fire alarm and building sprinkler system
Construction of Evansdale Residence Hall	\$ 14,750,000	August-06	Construction of new 400 bed dormitory - Evansdale Campus
Jackson's Mill Master Plan & State Fire Academy	\$ 6,308,000	March-07	Construction of a fire training center
Brooks Hall Renovation	\$ 26,000,000	August-07	Renovation of academic facility
Colson Hall Renovation	\$ 8,000,000	August-07	Renovation of academic facility
Construction of Downtown Residence Hall	\$ 14,750,000	August-07	Construction of new 400 bed dormitory - Downtown Campus
Downtown Campus Infrastructure	\$ 12,500,000	August-07	Upgrade chilled water delivery system and other basic utility infrastructure
Oglebay Hall Renovation	\$ 19,000,000	August-07	Renovation of academic facility
Towers Renovation	\$ 5,000,000	August-07	Renovation of dormitory space
White Hall Renovation	\$ 5,000,000	December-07	Renovations of academic space
Subtotal	\$ 199,052,000		

WEST VIRGINIA UNIVERSITY • CAPITAL PLAN THROUGH 2010

Project	Budget	Expected Completion Date	Purpose
HEALTH SCIENCES CENTER PROJECTS (August 2005 - December 2007)			
Chiller Addition	\$ 2,357,000	August-05	Upgrade chilled water system - Health Sciences Center
HSC North Power Upgrade	\$ 560,000	September-05	Upgrade electric infrastructure - Health Sciences Center
Northeast Addition	\$ 72,000,000	September-05	Additional patient care and support space to Ruby Memorial Hospital
Eastern Division Clinical Building	\$ 6,394,000	June-06	Construction of a community-based health education facility - Eastern Panhandle of West Virginia
Learning Center	\$ 17,400,000	August-06	Construction of library addition, classrooms, auditoriums and research center
BioMedical/Cancer Research Center	\$ 30,531,000	December-07	Construction of a research and laboratory facility
Blanchette Rockefeller Neurosciences Center	\$ 41,370,000	December-07	Construction of a research and laboratory facility
Subtotal	\$ 170,612,000		
GENERAL UNIVERSITY MASTER PLAN PROJECTS - PHASE III (August 2009 - August 2010)			
Campus Infrastructure	\$ 5,000,000	August-09	Infrastructure Upgrades - Downtown and Evansdale Campuses
Law School	\$ 6,000,000	August-09	Infrastructure upgrades and abatement
White Hall - Continued	\$ 38,000,000	August-09	Renovation of academic space
Student Services Center/Parking	\$ 30,000,000	August-10	Construction of a student services center
Subtotal	\$ 79,000,000		
GRAND TOTAL	\$ 448,664,000		

For more information contact Narvel Weese, Interim Vice President for Administration, Finance and Human Resources, 304-293-4245, narvel.weese@mail.wvu.edu.

West Virginia University Strategic Plan for Research FY 2006 to 2010

As the flagship comprehensive doctoral granting institution of higher education in West Virginia with the Carnegie Doctoral/Research University–Extensive classification, WVU is dedicated to its land-grant research mission and meeting expectations as a primary economic engine in the state. As part of a University-wide strategic planning effort, West Virginia University has developed a five-year Strategic Plan for Research that provides a framework, resources, and incentives for advancing the research enterprise of the University (www.wvu.edu/~research). The plan provides for investment in the research enterprise, support infrastructure, and research incentives through the WVU Research Corporation.

The four basic goals of the plan are to: 1) develop high-quality and innovative research programs that generate new knowledge, develop technologies, address societal needs, and improve the quality of life of West Virginia citizens, 2) attract high-quality graduate students and increase the proportion of undergraduate students involved in research, 3) enhance local, state, and regional economic development, and 4) enhance the image of WVU as a major national research institution.

Further, a goal of \$200 million annually of external funding by 2010 undergirds the Strategic Plan for Research. For 2000-04 and 2004-05, WVU's total funding was \$140.3 million and \$150.6 million, respectively (see accompanying table). A \$10 million average annual increase in external funding is required to meet the goal of \$200 million.

To achieve this institutional goal, investments will be made in focused interdisciplinary research initiatives based on strategic plans for advancing research and graduate programs within and/or across schools/colleges that have been approved by the WVU Research Corporation Board of Directors. One example is the initiative of the Robert C. Byrd Health Sciences Center (HSC) Strategic Research Plan for creating and allocating resources to six thematic areas tied to clinical strengths (see next Appendix). Another approved investment is the Nanoscale Science, Engineering and Education Initiative (WVNano) that is responding to a national emphasis on nanotechnology. Development of a strategic program for energy and environment is currently under way. Other similar initiatives will be developed and implemented over the course of the five-year period covered by this plan. Each of these initiatives has strong education components and emphasizes the importance of technology development and commercialization.

Recognizing that growth in the research enterprise must be accompanied by a commensurate increase in the administrative infrastructure, selected research administration units will be upgraded with respect to positions and space.

The WVU Research Office, working closely with the University's Office of Institutional Advancement, will continue to communicate research and other scholarly activities through various media to state policy makers and West Virginia citizens to raise the level of awareness and impact of West Virginia University in its research and economic development mission. A research communication plan will be developed and implemented.

For more information contact John D. Weete, Vice President for Research and Economic Development, 304-293-3449, john.weete@mail.wvu.edu.

Strategic Research Plan (SRP) at Health Sciences

Scientific advances in biology and medicine are the foundation for state-of-the-art medical education, house staff training, graduate education, and innovative approaches to both disease prevention and patient care. At the center of this paradigm is basic and clinical research at academic health science centers. Success in biomedical and behavioral research is highly dependent on an exciting academic environment, talented graduate students, and outstanding faculty with productive research programs supported by peer-reviewed grants. Health science centers with high levels of research funding have achieved and sustain such support by an ongoing investment in research infrastructure, including recruitment of faculty with cutting-edge research credentials.

To guide our expansion of research at WVU Health Sciences, a Strategic Research Plan (SRP) was developed with goals and targets for investment as well as parameters to monitor our success in achieving our goals. The SRP emphasizes accountability and performance expectations for individual faculty, departments, and research centers as well as interdisciplinary initiatives. The strategic research plan is consistent with our missions, which include (a) attracting and educating outstanding health professional students, graduate students, and postgraduate residents or fellows; (b) providing state-of-the-art health care to the citizens of West Virginia; (c) participating in regional economic development as stimulated by affiliated biotechnology or nanoscience initiatives in the private sector; and (d) achieving national visibility and prominence as a research enriched academic health science center.

The National Institute of Health (NIH) budget provides a significant source of health and disease related grant support for our programs. NIH funding is typically further augmented by grants from Center for Disease Control and Prevention, National Science Foundation (NSF), private foundations, voluntary organizations, various industries, as well as research donations from individuals or corporations. To increase our grant support as a health science center, we must retain talented faculty and recruit additional outstanding basic and clinical faculty in a process that ensures development of multidisciplinary groups of active investigators in focus or cluster areas of research targeted for growth. Such a cluster-driven strategy is essential to build a “critical mass” of faculty who could effectively compete for both independent and multi-investigator NIH grant support.

To focus our investment, specific areas of research were carefully selected based on: 1) research expertise of our faculty with active research programs, 2) availability of renewable federal grant funds to support these areas, 3) potential linkages with patient care initiatives, especially diseases that impact on the health of citizens in West Virginia, and 4) potential to serve as a platform for interdisciplinary predoctoral and/or postdoctoral NIH training grants. Our focus areas are: 1) cancer cell biology, 2) neuroscience, 3) cardiovascular sciences, 4) immunopathology and microbial pathogenesis, 5) respiratory biology and lung diseases, and 6) diabetes and obesity.

SRP objectives are to (a) develop the infrastructure needed to be more competitive for NIH grants; (b) expand and improve the national visibility of our graduate research training programs; (c) foster translational linkages between research and our educational, patient care, and economic development initiatives; (d) maintain a merit-based review process to allocate internal funds for research; (e) ensure that research space allocation is based on programmatic needs and grant funding;

(f) recruit outstanding faculty with cutting-edge research expertise aligned with our focus areas of research; and (g) promote collaboration between faculty from various disciplines. Our emphasis is not limited to basic biomedical research, but includes nurturing clinical investigations, health services research, and population-based research efforts.

For many years, the WVU Health Sciences Center and many other academic medical centers maintained a departmental or discipline alignment for their PhD research training programs. This was consistent with faculty recruitment focused on the teaching of departmentally based courses to medical students or other health professional students. However, a national trend toward interdisciplinary PhD programs has rapidly developed in the biomedical sciences, and many scholars, including the leadership at NIH and NSF, believe that discipline or department constrained PhD programs limit the building of interdisciplinary research teams and the cross-discipline collaboration needed to achieve major advances in research.

As a result of such external forces, PhD programs at many outstanding medical centers have been restructured over the past eight years into an interdisciplinary format with full integration into a core curriculum for the first year of the biomedical sciences. Outstanding PhD applicants from top US universities/colleges are increasingly attracted to an undifferentiated first year. After the first-year core, trainees select from a variety of PhD research training degree programs. Such a structure allows students additional time to decide about a specific field of training and select their mentor.

Fostering a transition in research and graduate education from disciplinary to interdisciplinary will: (1) attract outstanding domestic PhD students, with a goal of 35 to 40 new PhD students annually by 2010 with at least 80% being US residents; (2) increase the critical mass of investigators needed to be competitive for large-scale NIH center grants and training grants; and (3) organize collaborative research environments now considered optimal for the training of PhD scientists to be successful in the rapidly evolving, interdisciplinary “scientific workplace of the future.” The goal by 2010 is to attain \$40 million annually in NIH funding and \$100 million in overall funding.

As delineated in the SRP, we have implemented this newly evolving model for PhD training in order to achieve our PhD student recruitment goals. A larger pool of top domestic PhD students was essential for us to compete for NIH training grants and recruit outstanding scientists. We needed to embrace this national trend if we were going to further build our doctoral programs to national prominence on a foundation of top domestic students, competitive federal stipends, and faculty mentors with grant-funded research programs. Our restructured PhD programs and our guided thematic recruitment of faculty have allowed us to recruit a much larger number of outstanding faculty with established research programs over the past year, which will have a great positive impact on our federal funding as they transfer their NIH grants to WVU.

For more information contact Thomas M. Saba, Associate Vice President for Health Sciences, 304-293-7206, tsaba@hsc.wvu.edu.

West Virginia University Strategic Plan for Economic Development FY 2006 to 2010

There are increasing expectations for major research universities to play a greater role in economic development of their respective states. As a primary economic engine in West Virginia and a Carnegie Doctoral/Research University–Extensive institution, WVU is aggressively building infrastructure and developing plans for proactively linking its research enterprise to economic development (www.wvu.edu/~research).

WVU contributes to economic development in many traditional ways but more recently has accelerated its efforts in providing leadership for diversifying the West Virginia economy by growing its research enterprise, focusing efforts on technology development, and investing in the infrastructure for technology transfer and commercialization.

The University will aggressively manage its intellectual property portfolio (i.e., patenting intellectual properties, commercializing inventions, executing license agreements, and forming start-up companies). Entrepreneurialism will be promoted through the newly established WVU Business Incubator for early stage business and the WVU Research Park. WVU will also work proactively with local and state economic development entities to attract high-technology businesses to West Virginia and the research park.

Some specific goals for the FY 06-10 period include:

- Achieve a highly coordinated effort among units within the University for providing economic development support to the citizens of West Virginia and, working with state and local economic development officials, provide the leadership for generating new and relevant economic development initiatives.
- Increase the number of license agreements and start-up companies based on intellectual properties developed by faculty and students.
- Achieve at least 50% occupancy of the WVU Business Incubator by the end of 2005 and at least 90% occupancy by the end of 2006.
- Complete Phase I of the WVU Research Park by 2007 and attain at least 50% occupancy within five years.
- Work with state and local economic development officials and policy makers to improve the climate for research and economic development.

The WVU Economic Development Council will coordinate WVU's engagement in a wide range of economic development activities that include community and business support, microenterprise development, regional science research, business and economic research, entrepreneurship training and development, technology transfer, technology innovation, and others.

For more information contact John D. Weete, Vice President for Research and Economic Development, 304-293-3449, john.weete@mail.wvu.edu.

West Virginia University Office of Information Technology 2010 Goals

The strategic direction for the Office of Information Technology (OIT) (<http://oit.wvu.edu/oit/aboutoit.html>) is based upon a set of basic expectations or assumptions about the state of technology at the University over the next five years:

- We expect the growth in enrollment at WVU will continue and force a more efficient use of facilities, will raise the technological expectations of the students, and will ultimately result in an increase in online teaching.
- We anticipate a growth in the demand for the automation of business processes and the replacement of inefficient legacy systems, resulting in an automation of the core functions of recruiting, enrollment, teaching, research, and career services.
- We expect an increase in the demands for emerging technologies from both faculty and students thereby accompanying rising expectations in areas such as course delivery, media convergence, real-time processing, mobile computing, and online testing.
- We see a need to continue to protect the University's valuable resources by restricting access to only authorized individuals and maintaining a continuing vigilance regarding Spam, viruses, and hacking.
- We expect a faster, more secure Internet and Web services becoming the dominant technologies for application integration with enterprisewide portals allowing real-time access to individualized data.
- We expect the role of information technology to move from being primarily a "back office" function into an integral partnership position with the core functions of the University leading to a standardized and consolidated infrastructure and improved productivity.

To meet these expectations, OIT plans to focus its efforts on a few highly complex initiatives over the next five years. These efforts will not detract from the ongoing support of existing operations or systems, but rather will lead to an integrated set of systems imposed or implied by the new operational flexibility of the University.

Enterprise Architecture. The first of these efforts will be to design and develop a coordinated enterprise architecture (EA) that standardizes all of the infrastructure layers of the University. This architecture will integrate hardware, databases, software, and communications services into a high speed, multimedia central system that connects data centers, servers, desktop computers, offices, classrooms, and mobile devices. It will incorporate built-in security, backup and recovery, knowledge management, and data warehousing. The architecture will define and standardize the University's worldwide interconnection with the Internet, Internet 2, supercomputer centers, and grid computing facilities.

Business Process Automation and Management. Past efforts have primarily focused on the automation and management of the administrative functions of the University (i.e., Finance, Accounting, Human Resources, and Procurement). While the need for functional system development and ongoing support remains, a gradual shift into the core business areas of the University must proceed. Expanding or enhancing course delivery systems, medium and high technology classrooms, academic support systems, and course development facilities will contribute directly or indirectly to the generation of revenue and should, therefore, be granted a higher priority in access to scarce resources. Business intelligence, knowledge management, and recruiting support will play a paramount role in the financial future of the University.

Inclusion and Integration. Under this initiative, infrastructure components will be standardized and, in many cases, consolidated. These efforts are needed to control the increasing demands for processing power coupled with rising implementation costs and scarce resources. We will make the technology more accessible and easier to use without sacrificing the highest levels of security and data protection.

With the past and projected growth in enrollment, the demands for technology based services are growing proportionally. In order to meet this demand, the Office of Information Technology must seek ways to support this growth with only modest financial investments in hardware, software, communications, and staff. Such a charge is not easy, but it is attainable by employing the techniques of planning, project management, standards, consolidation, teamwork, and leadership.

For more information contact Sidney Morrison, Associate Provost for Information Technology, 304-293-4874, sid.morrison@mail.wvu.edu.

Student Affairs 2005-2010 Strategic Plan

The strategic plan for Student Affairs is in the final phase of review. Once completed, it will be posted on the Student Affairs web site.

GOAL 1: Increase Student Enrollment to 30,000 by 2010

To increase student enrollment to 30,000 by 2010 we must:

- Increase our enhancement of recruitment
- Increase financial aid through loans, grants, and scholarships
- Develop an effective marketing plan
- Enhance career services support for students

GOAL 2: Enhance Programs and Services to Meet and Serve a Student Population of 30,000

To enhance programs and services to meet and serve a student population of 30,000 we must:

- Recognize the need to continue to serve as an advocate for students
- Continually invest in Student Affairs infrastructure and technology
- Expand support networks for students of various class rankings
- Enhance campus culture

GOAL 3: Develop an Assessment Plan

To develop an assessment plan we must:

- Create an Assessment Council
- Use effective assessment tools
- Use University expertise and other University units

GOAL 4: Pursue Grants and Development Opportunities

To pursue grants and development opportunities we must:

- Focus on opportunities for grant and development funding
- Become an active partner with the WVU Alumni Association, WVU Foundation, and the State of West Virginia

GOAL 5: Enhance the Image of WVU as a Major National Leader in the Field of Student Affairs

To enhance the image of WVU as a major national leader in the field of student affairs we must:

- Actively engage in the discourse of our discipline
- Market our best practices
- Continue to develop cutting-edge programs

For more information contact Kenneth D. Gray, Vice President for Student Affairs, 304-293-5811, ken.gray@mail.wvu.edu.

WVU Foundation Fund Raising Priorities and Long-Range Plan

In concert with the administration of WVU, the WVU Foundation has developed the following six institutional priorities for proactive philanthropic support, including the recognition that each college and school has developed an individualized set of priorities that reflect their most vital needs.

The WVU Foundation has also developed a long-range plan that calls for doubling of its commitment to West Virginia University by 2010. More information on that plan is available through the West Virginia University Foundation.

Student Enrichment. Providing funds to expand student learning, create scholarships, and enhance enrichment opportunities is one of the best investments an individual can make. Merit, talent, and need-based scholarships—including those for student-athletes—along with graduate fellowships, are imperative to recruiting the nation’s most promising students. Funds are also needed for educational experiences such as internship activities, student-initiated research projects, and travel grants for study abroad. As private support enables generations of talented students to benefit from the innovative programming of a WVU education, it simultaneously ensures the bright future of our state and nation.

Faculty Endowment. Faculty members’ dynamic teaching, innovative research, and dedicated service are essential to the University’s continued national prominence. However, the competition for nationally and internationally renowned professors ranges from intense to fierce. Increasing the number of endowed chairs and professorships attracts prominent experts from across the nation, while still retaining WVU’s vast array of intellectual leaders through appropriate means of recognition. Equipped with funds comparable to those of our peer institutions, WVU will not only succeed in maintaining a strong faculty, it will succeed dramatically.

Strategic Interdisciplinary Research Initiatives. A vigorous, strategic interdisciplinary research enterprise is an essential requirement for West Virginia University’s future progress. Such progress in human health depends on success in education, research, and patient care. The University has established and arranged initial funding for six interdisciplinary centers of biomedical research, each focused on an area of service linked to the leading causes of disease and death among West Virginians. Progress in these centers will directly benefit people who are diagnosed with diseases such as cancer, heart disease, stroke, or Alzheimer’s. Support beyond the health arena will assist the University with institution-wide progress on strategic interdisciplinary research initiatives.

West Virginia University Alumni Center. The new WVU Alumni Center will incorporate cutting-edge technology, modern offices, and spacious event facilities to ensure a comfortable and memorable visit for alumni returning to campus. Supporting this initiative is an ideal way to demonstrate University pride, as well as to help provide guests with an impressive center to call “home” when returning to their beloved alma mater.

Intercollegiate Athletics. Athletics is oftentimes a window through which the University is viewed, with accomplishments serving as a tremendous recruiting tool and a catalyst for philanthropy to all areas. Essential private support enables WVU to recruit and train elite student-athletes in first-class facilities, fund competitive salaries for coaches, and compete on a level playing field with similar institutions. Furthermore, scholarship and athletic support for our 500+ student-athletes enables them to make the most of their educational opportunities. Financial stability in athletics ultimately breeds success, and success breeds pride among WVU's many alumni and friends.

Priority Needs of the University's Colleges and Schools. As unique components of the University community, our individual colleges and schools have their own specific needs for enhancement. Examples include gifts to fund library resources, state-of-the-art classrooms, co-curricular opportunities, and cutting-edge research projects. Each unit has identified a list of philanthropy priorities, which are available upon request.

For more information contact D. Lyn Dotson, Vice President for Development, 304-284-4053, ldotson@wvuf.org.

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West Virginia University is governed by the WVU Board of Governors and the West Virginia Higher Education Policy Commission.