

# Performance Review

## WEST VIRGINIA HIGHER EDUCATION POLICY COMMISSION



Presented to the  
Joint Committee on Government Operations  
and  
Joint Standing Committee on Government Organization

June 2015



# West Virginia Higher Education Policy Commission

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# West Virginia Higher Education Policy Commission

Performance Review

Presentation:  
Joint Committee on Government Operations  
Joint Standing Committee on Government Organization

June 7, 2015

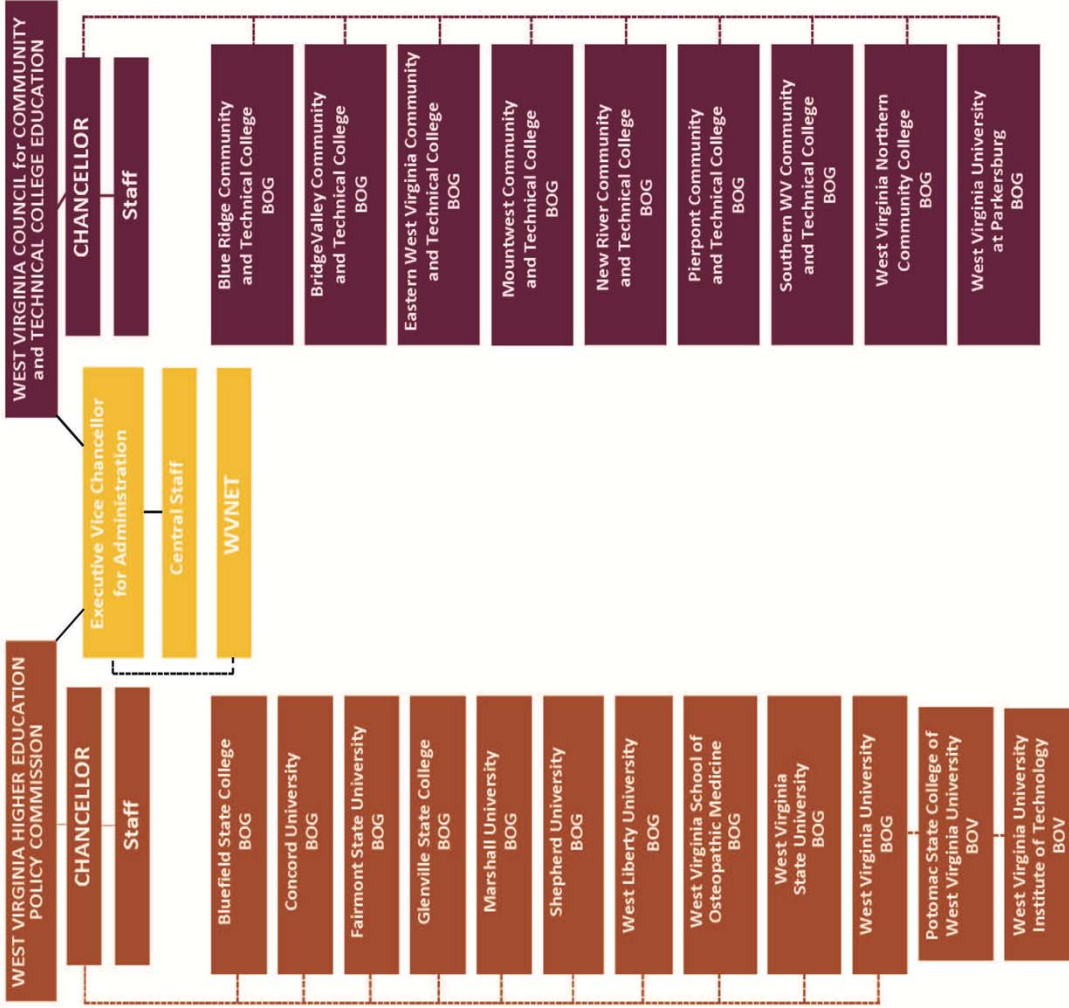


# Agency History

## Timeline of postsecondary education governance and coordination in West Virginia:

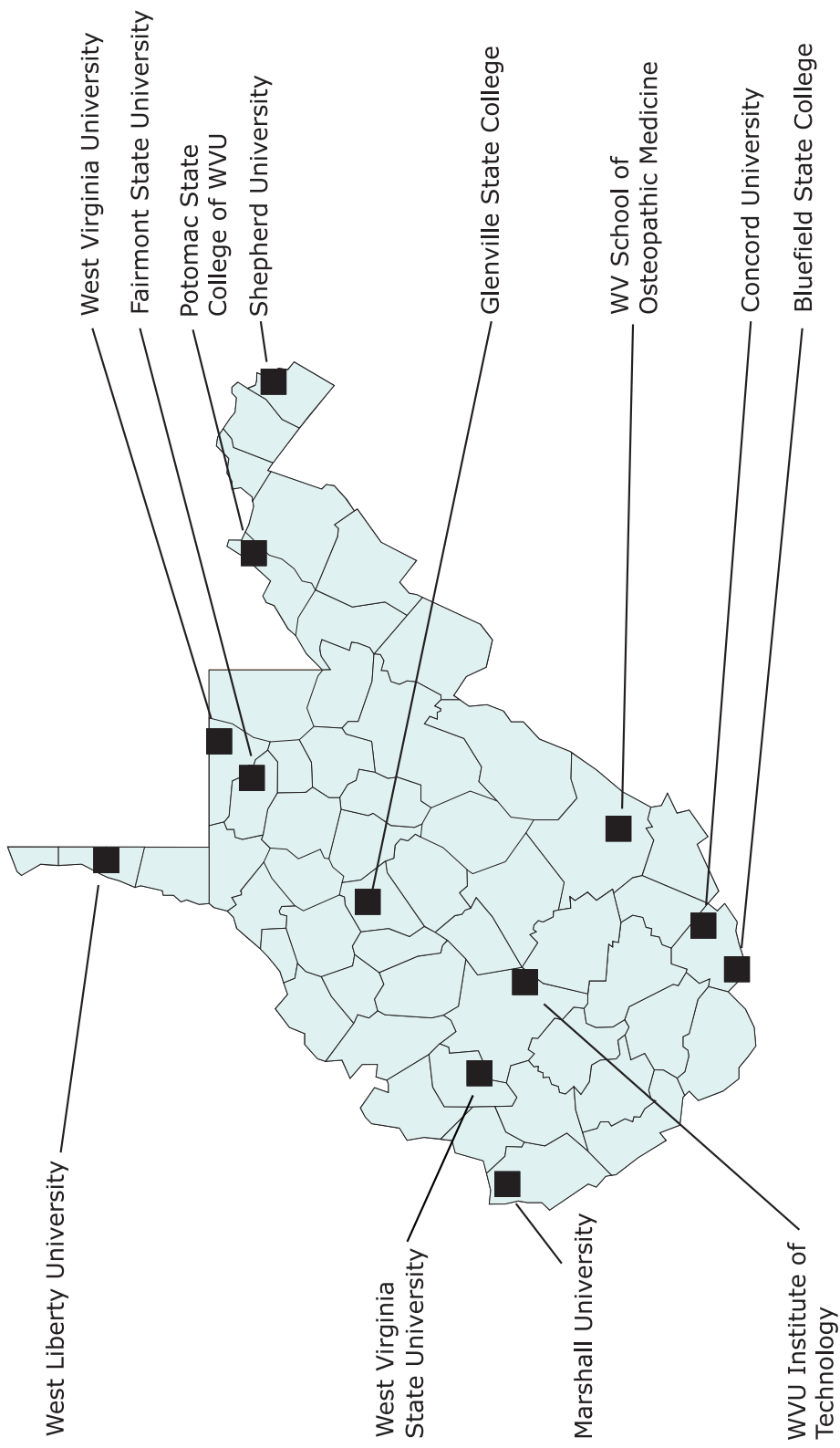
- 1969: Board of Regents – governing board for all state higher education institutions
- 1989: Divided into two systems – University System Board of Trustees & State College System Board of Directors
- 2000: Commission created (four-year)
- 2001: Individual governing boards established

# HIGHER EDUCATION GOVERNANCE



**BOG** - Board of Governors | **BOV** - Board of Visitors

# Public Four-Year Institutions



# Commission's Role

Legislative charge (§18B-1B), mission and operations align with 9 basic functions of a *coordinating board*:

- ~ --Planning
- ~ --Policy leadership
- ~ --Policy analysis
- ~ --Mission definition
- ~ --Academic program review
- ~ --Budgetary processes
- ~ --Student financial assistance
- ~ --Accountability systems
- ~ --Institutional authorization

# Commission's Composition

## 10-member board:

- Secretary of Education and the Arts (ex officio, voting)
- State Superintendent of Schools (ex officio, voting)
- Chair of Council for Community and Technical College Education (ex officio, voting)
- Seven at-large members: WV citizens, appointed by Governor, no more than four from same political party, at least two from each congressional district, no more than one from same county

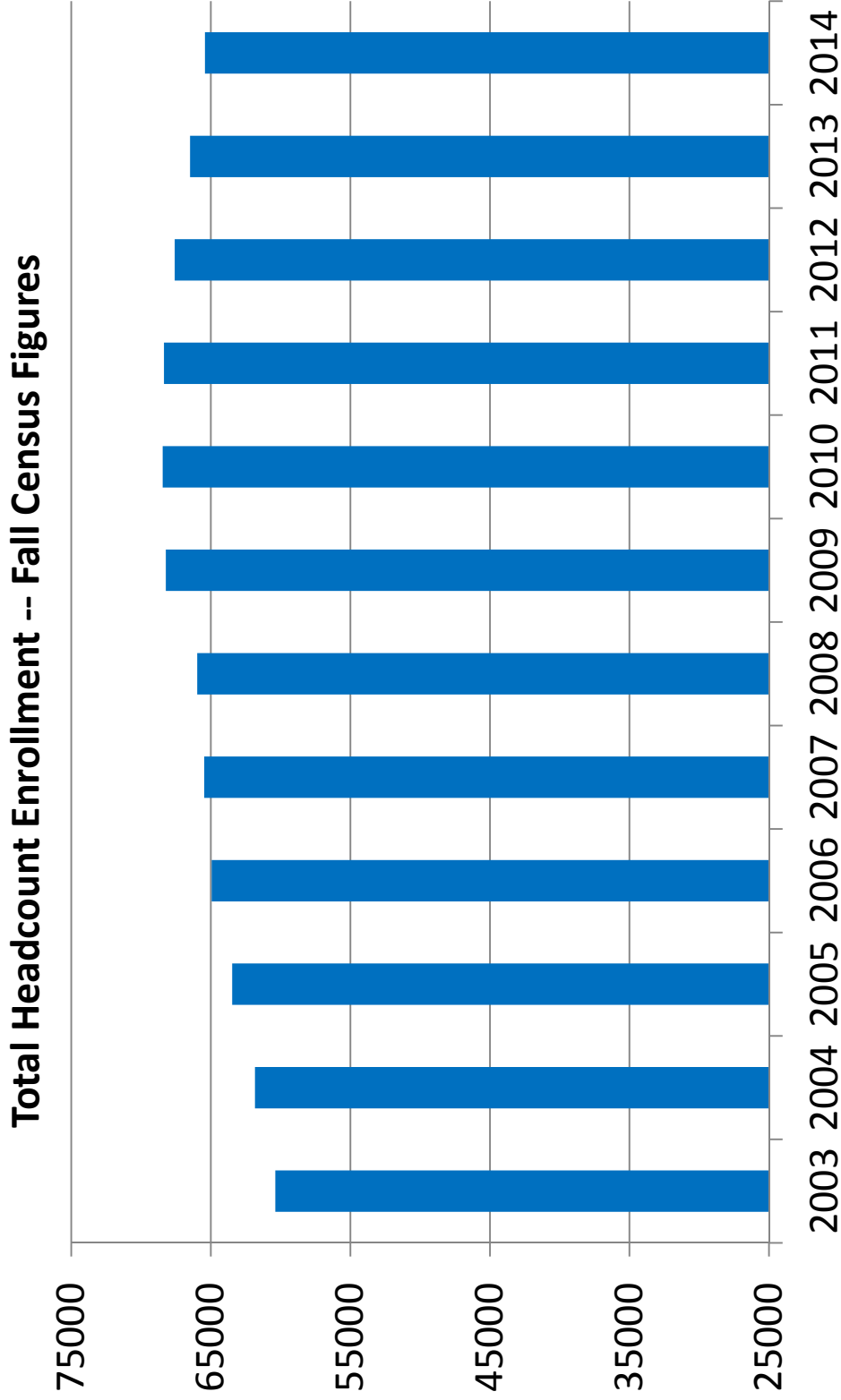


# Central Office Divisions

- Chancellor's Office
- Administrative Services\*\*
- Academic Affairs\*\*
- Finance and Facilities\*\*
- Financial Aid\*\*
- Science and Research (*federal NSF/EPSCoR grant*)
- Student Affairs\*\* (*federal GEAR UP and College Access Challenge grants*)
  
- Health Sciences (*Center for Nursing*)
- Human Resources\*\*
- Legal\*\*
- Policy and Planning\*\*
  
- West Virginia Network (WVNET)\*\* , Morgantown
- West Virginia Regional Technology Park, South Charleston
- Erma Byrd Higher Education Center, Beaver

\*\*Shared services under direction and oversight of Vice Chancellor for Administration

# Key Numbers



Fall 2014 total headcount enrollment: **65,422**

Enrollment decreased **1.6** percent from Fall 2013 and decreased **4.4** percent from Fall 2010.

# Key Numbers

## Graduates & their impact

- Degrees conferred reached an **all-time high in 2013 at 13,316**, an increase of 9.1 percent from 2009 and 3 percent from 2012

**13,316**

**four-year graduates**

# Key Numbers

## Graduates & their impact (cont.)

- The 2010 graduating class of the state's public colleges and universities will generate nearly **\$6 billion in economic impact** for the state over a 20-year period (\$404 million in direct state appropriations was spent on these students) (WVU BBER)

**\$6 Billion**  
**over 20 years**

# Key Numbers

## Workforce participation rates

- Work participation rates for graduates who received a PROMISE scholarship (nearly 60 percent) or need-based grant from the Higher Education Grant Program (66.5 percent) are significantly higher than the overall rate of 47.8 percent.

**60% -- PROMISE**

**66.5% -- HEGP**

**47.8% -- Overall**

# Key Numbers

## Workforce participation rates (cont.)

- PROMISE is paying back. **80 percent of PROMISE recipients** who graduated in 2003-04 were working in the state in 2012.

**80%**

**of PROMISE graduates  
working in WV**

# The Challenge

- By 2020, **49 percent of jobs in our state will require an associate degree or higher.** Currently, only 27 percent of West Virginians fall in that category.
- A Georgetown University study estimates the state needs to produce **an additional 20,000 degrees by 2018** just to *sustain* its current economy.

# 2013-18 Master Plan

## Leading the Way: Access. Success. Impact.

- **Access:** Increase access to postsecondary education for both traditional and non-traditional aged West Virginians.
- **Success:** Increase the number of students at system institutions completing quality academic programs, including increasing the first-year retention rate of full-time, first-time degree-seeking freshmen to 80 percent.
- **Impact:** Increase the impact that public colleges and universities have on West Virginia through production of qualified graduates ready to contribute to the workforce and the community, provision of needed services, and research and development that promote knowledge production and economic growth.





# Focus: Student Success

- **West Virginia GEAR UP**
  - \$21M federal grant awarded last September (second consecutive); supports college planning/readiness for 17,000 WV students over the next 7 years
- **Text message pilot project**
  - Second year began last month; 1,700 high school students receiving messages that guide them through college planning process
- **Transfer**
  - Joint effort with Community & Technical College System to ease the student credit transfer process
- **College Foundation of West Virginia (CFWV)**
  - 87,000+ college applications submitted through CFWV since October 2009 launch; related events include College Goal Sunday (free FAFSA help), College Application & Exploration Week
- **15 to Finish**
  - Promoting on-time degree completion by encouraging students to take a full course load of at least 15 credits each semester (*more follows*)



# Focus: Student Success

## 15 to Finish

- Public awareness campaign designed to increase on-time degree completion by encouraging students to take a full course load of at least 15 credits each semester.
- Commission and four-year institutions conducting outreach aimed at encouraging students to enroll in at least 15 hours per semester.
- Research shows taking this full course load not only increases the likelihood that a student will graduate on time, but it also improves academic outcomes.
- In addition, saves students money on tuition and improves employment prospects.



Questions?



# Contact Information



**Paul L. Hill, Ph.D., Chancellor**

West Virginia Higher Education Policy Commission  
1018 Kanawha Boulevard East, Suite 700, Charleston, WV 25301  
(304) 558-0699 • [paul.hill@wvhepc.edu](mailto:paul.hill@wvhepc.edu)

[www.wvhepc.edu](http://www.wvhepc.edu)



Leading the Way:

Access. Success. Impact.

West Virginia Higher Education Policy Commission

1018 Kanawha Boulevard, East, Suite 700

Charleston, West Virginia 25301

www.hepc.wvnet.edu

MEMORANDUM

TO: Joint Committee on Government Operations  
Joint Standing Committee on Government Organization

FROM: Paul L. Hill  
Chancellor

DATE: June 1, 2015

RE: Agency Overview

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**Commission Overview**

West Virginia's four-year public higher education system includes 12 campuses that offer vast opportunities for a high-quality education at an affordable cost. The West Virginia Higher Education Policy Commission (Commission) develops and oversees a public policy agenda for West Virginia's four-year colleges and universities. Comprising of a 10-member board, the Commission works with institutions on accomplishing their missions, carrying out state procedures and ensuring student success.

As a coordinating board, the Commission provides a number of critical services for public postsecondary stakeholders in West Virginia, not limited to state legislators, institutional administrators and staff, and most importantly, prospective and current students and their families.

The following list is a summary of the services and oversight that the Commission provides:

- **Planning:** Through the Master Plan and Compact process, the Commission strives to tie state higher education priorities with long-term institutional outcomes. Also, individual divisions within the Commission work with institutions and mission-affiliated agencies, such as the West Virginia Department of Commerce and the West Virginia Department of Education, to coordinate efforts to ensure institutional and student success.

The Commission has embarked upon a five-year statewide master plan, *Leading the Way: Access. Success. Impact.* (2013-18), that builds on recent progress and sets forth bold aspirations for higher education in the state – and a means to achieve them. Through a collaborative effort among the Commission and its jurisdictional campuses, West Virginia is working to uphold a system that promises **access** to higher education for West Virginians, **success** through degree completion, and a lasting, positive **impact** on its economic future.

- **Policy leadership:** The Commission ensures that public four-year institutions succeed in fulfilling West Virginia's need for an educated citizenry and highly skilled workforce. This requires attention to the needs of distinct institutions that range in enrollment, mission, and capital resources and at the same time, stewarding the state's investments in higher education and ensuring the state's educational goals are met. Thus, the Commission seeks to find the most efficient means, via policy, to meet both state and institutional needs, while ensuring a level of fundamental fairness for both institutions and students.
- **Policy analysis:** In order to accomplish its multiple missions as a coordinating board, the Commission is in a constant cycle of research, exploring and determining best practices concerning a number of areas, such as: academic programs, higher education student access and success, accreditation, campus safety, financial aid, institutional operations (administration, finance, human resources, organization and physical plant), intellectual property development, legal matters, state higher education economic outcomes, and tuition and fee structures.
- **Mission definition:** The Commission does not directly control the specific curricular and administrative missions of its individual institutions. However, the Commission influences these missions through focusing the direction of West Virginia higher education policy development, serving as a facilitator for system and institutional change, and monitoring the quality of academic programs in the state.
- **Academic program review:** The Commission actively reviews all new and existing academic programs in the state with the existing ones reviewed on a five-year cycle at both the institutional level and the system level. Paramount in that review is evidence demonstrating that the program is producing graduates who are well-prepared in their field and who demonstrate knowledge and skill, affirming program quality, market demand and teaching effectiveness.
- **Budgetary processes:** The Commission oversees a formal process for identifying capital investment needs and for determining priorities for these investments for consideration by the Governor and the Legislature as part of the appropriation request process pursuant to code. The Commission also evaluates capital projects and their financing. With the exception of Marshall University and West Virginia University, the Commission reviews institutional operating budgets, capital budget and tuition increases above five percent.
- **Student financial assistance:** The Commission is responsible for the maintenance and distribution of the state's financial aid programs, including the PROMISE Scholarship Program and the West Virginia Higher Education Grant Program. The Commission also actively monitors changes in federal, state and institutional aid to ensure that institutions and students can accurately estimate need, costs and assistance. The Division of Financial Aid staff travels

across the state, working with institutions, schools, parents and students to deliver vital financial aid information and assist families in applying for financial aid.

- **Accountability systems:** The Commission is an important factor in assuring that due diligence is observed concerning large public expenditures, as well as ensuring that curricular and administrative programs are in the best interests of the state, students, and the institutions themselves. This is especially important as costs continue to increase and there are continued concerns about student retention, degree completion, and transition into the workforce. In addition, each year the Commission publishes a series of reports (*Report Card, Health Sciences Report Card and the Comprehensive Financial Aid Report*) that enable stakeholders to monitor the progress of public institutions.
- **Institutional authorization:** The Commission reviews and evaluates the operations of not only West Virginia public institutions, but also private non-profit, and private for-profit institutions. The Commission must authorize all institutions to grant bachelor's degrees in the state and was recently granted authority to annually reauthorize all private institutions as well. Through authorization, the Commission highlights academic value and helps protect West Virginians from exploitive practices. In addition, the Commission is an active member of the Higher Learning Commission, a regional organization that accredits postsecondary institutions in West Virginia. The Commission actively works with system institutions to ensure they are meeting accreditation standards as a part of the annual reauthorization process.

### **Central Office Divisions**

**Chancellor's Office:** The Chancellor is the chief executive officer for the Commission and is responsible for the overall operation of the system. The Chancellor is appointed by, reports to, and serves at the will and pleasure of the Commission. The Chancellor's role is to develop, build consensus around, and lead the public agenda for the economic and educational future of West Virginia through the state's public four-year higher education system.

**Administrative Services:** The Vice Chancellor for Administration serves the Commission and the Community and Technical College System of West Virginia – performing functions necessary to carry out the policy directives of both bodies and others prescribed by state law, along with following state and national education trends and gathering data on higher education needs, among other duties. Additionally, this office oversees the internal management operations and the administrative affairs of the agency.

**Academic Affairs:** The Division of Academic Affairs works with institutions on implementing degree programs that best meet the needs of the state and its students. This includes coordinating the approval process for new academic degree programs and the review of existing programs. In addition, the Division of Academic Affairs plays an important role in fostering curricular and programmatic alignment with West Virginia's K-12 schools. The division's work also includes the annual reauthorization process for all degree-granting institutions in the state, international education initiatives, and credit transfer and articulation.

**Finance and Facilities:** The Division of Finance and Facilities provides strategic guidance on state-level policies and coordination with all institutions in the areas of finance, appropriation request preparation, purchasing, facilities planning and capital project management, and system-level capital bonding and debt management. The division conducts fiscal analyses and provides financial information to the executive and legislative branches of state government.

**Financial Aid:** The Division of Financial Aid coordinates state-level student financial aid programs, serving as a resource for institutional and external grants, scholarships, loans, and work-study programs across West Virginia's higher education system. In addition to administering all state-funded financial aid programs, including the PROMISE Scholarship and West Virginia Higher Education Grant, the office assists students in fulfilling their academic aspirations through outreach programs aimed at educating them and their families about financial aid opportunities. This includes staff outreach in high schools and communities, as well as through a financial aid hotline and individual appointments with students and their families.

**Health Sciences:** The Division of Health Sciences coordinates health sciences programs and policies, particularly those affecting the state's three academic health centers at Marshall University, the West Virginia School of Osteopathic Medicine, and West Virginia University. The division oversees the Rural Health Initiative, a statewide program directed at improving the recruitment and retention of healthcare providers to rural areas of West Virginia. In addition, the division administers the Health Sciences Service Program, which offers a recruitment incentive to West Virginia students in advanced degree health professions programs in exchange for a commitment to practice for at least two years in West Virginia.

**Human Resources:** The Division of Human Resources administers human resources-related functions for the Commission and Community and Technical College System of West Virginia. The office provides strategic support for system institutions with the preeminent goal of attracting, empowering, and retaining a high-quality workforce across the state's campuses. The division works toward this mission through the management of employee services, benefits, and personnel policies and procedures.

**Legal:** The Legal Division provides services and knowledge of the law, facilitating the educational mission of West Virginia's colleges, universities, and community and technical colleges. The division's function is to provide, manage, and coordinate all legal services for institutions and minimize legal risks and costs efficiently, reliably, and professionally.

**Policy and Planning:** The Division of Policy and Planning is the data, reporting, and research department of the Commission. Consisting of researchers and data programmers, the division is responsible for collecting data from West Virginia postsecondary institutions for use in annual statutory reporting to the Legislature, as well as public information and research that informs the work of the Commission. Additional division work includes the development and implementation of the system's five-year master plan and scholarly papers to inform educational practices in the state.

**Science and Research:** The Division of Science and Research provides strategic leadership for infrastructure advancement and the development of competitive research opportunities in science,



technology, engineering, and mathematics (STEM) disciplines. The office directs the National Science Foundation's Experimental Program to Stimulate Competitive Research (EPSCoR) in West Virginia, coordinates scientific research grants to academic institutions from federal and state agencies, and conducts outreach activities to broaden public understanding of science and technology.

**Student Affairs:** The Division of Student Affairs, through a series of projects, works to facilitate and create a statewide culture that values education and advance the academic achievement of all citizens, regardless of age or income. The division coordinates several college access and completion initiatives, including the College Foundation of West Virginia ([www.CFWV.com](http://www.CFWV.com)), a one-stop college-planning website; West Virginia GEAR UP, a federally-funded six-year federal grant program aimed at increasing college-going rates among students in 10 high-need counties; and, the Office of Veterans Education Programs, which works to ensure every veteran in West Virginia has full and fair access to education and training programs.

### **Related Affiliates**

**West Virginia Network:** WVNET, a service organization providing telecommunications and computing services within West Virginia that reports to the Commission, provides central computing facilities and wide-area network communications, and connects resources with campus computing systems at most colleges and universities in the state.

**West Virginia Regional Technology Park:** As a result of a donation from The Dow Chemical Company in November 2010, the Commission acquired the Tech Park in South Charleston, adding significant capacity to the state's academic and economic development initiatives. Its mission is to become a diversified multi-tenant research, development, and commercialization park focused on energy, chemicals, and related technologies for the advancement of education and economic development in West Virginia. West Virginia University, Marshall University and West Virginia State University have signed memoranda with the Tech Park for both academic and research activities. As outlined in West Virginia Code, the Park is an affiliated corporation of the Commission.



Leading the Way:

Access. Success. Impact.

West Virginia Higher Education Policy Commission

1018 Kanawha Boulevard, East, Suite 700  
Charleston, West Virginia 25301  
www.hepc.wvnet.edu

MEMORANDUM

TO: Joint Committee on Government Operations  
Joint Standing Committee on Government Organization

FROM: Paul L. Hill  
Chancellor

DATE: June 1, 2015

RE: Personnel Information

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Number of Employees

Attached is a spreadsheet summarizing the number of full-time classified and non-classified employees over the last 10 years at the West Virginia Higher Education Policy Commission, West Virginia Council for Community and Technical College Education, and the West Virginia Network for Educational Telecomputing (WVNET).

Of the total 79 employees for 2014 for the Commission and Council, 15 individuals are employed directly by the Council. Of the 64 Commission employees, 18 positions are supported by federal funds while 46 positions are funded by State General Revenue.

Overall, the number of employees has increased 12 percent from 2005 to 2014. The following factors are primarily responsible for this growth:

- 1) As a result of the 2008-2015, \$18 million Federal GEAR UP Grant, eight new non-classified full-time positions were created. The Commission was recently awarded a new seven-year GEAR UP grant that will conclude in 2021.
- 2) As a result of a 2009-2016, \$9 million Federal College Access Challenge Grant, two new non-classified full-time positions were hired as match and paid by financial aid funding.
- 3) The Commission has been awarded federal grants for the National Science

Foundation (NSF) totaling more than \$29 million over the past few years with another \$20 million pending as of this date. Commission staff administer this grant among the institutions, provide compliance and report services, and stimulate intellectual property development, patenting, licensing of inventions, economic development, STEM literacy and education. EPSCOR / NSF provide full support for two staff members and partial support for three others.

4) In 2013, the Council received a four-year, \$25 million grant from the U.S. Department of Labor known as the Bridging the Gap Consortium. Four new non-classified positions were established to oversee the project designed to promote sector-based workforce development in the areas of energy, advanced manufacturing, information technology and construction trade programs in West Virginia.

5) The Commission established a Consortium for Internationalizing Higher Education (CIHE) in 2006 to enhance international education opportunities across the state's colleges and universities. The Consortium was established to provide guidance and assistance to four-year institutions as they focused on better preparing graduates for an increasingly globalized society by integrating international experiences and perspectives into the curriculum. A non-classified position was created to support and coordinate international opportunities for students and faculty at all West Virginia public institutions.

6) In 2013, in accordance with a request of the statewide WV Enterprise Resource Planning Board, state agencies were asked to assign a full-time employee to assist with the implementation of human resource phase of the WV OASIS project. The Commission and Council jointly hired an individual to focus full-time attention to the higher education portion of this initiative.

7) During the 2014 Legislative Session, House Bill 4188 transferred the administration, oversight, and staff of the West Virginia Center for Nursing to the Commission. One employee was added to the Commission's payroll as a result of this transfer.

8) Since 2009, WVNET has evolved from hosting only three institutions to 17 schools on Blackboard, a software application used to power virtual learning, supplement classroom education and distance learning programs. WVNET experienced a 500 percent increase in its Blackboard business which requires four additional individuals to properly provide support to customers.

9) Since the inception of a Media Services Team, WVNET has added the management of over 200 websites throughout the state. Additionally, the Media Services Team has designed over a dozen software applications currently in use. Thus, WVNET's Media Services Team has added four web/software developers to meet customer demand.

10) WVNET's Ellucian Banner services for the State's colleges and universities have increased significantly which includes DegreeWorks by Ellucian and Banner middle

tier services requiring two additional database specialists. The Ellucian Banner administrative software application includes such services as payroll processing, student course registration, financial aid need analysis, and alumni tracking which is all performed through one centralized system. Additionally, WVNET has entered the data warehouse and analytics marketplace through its implementation and usage of Argos, an enterprise web-based reporting solution, and a (P-20) statewide longitudinal data system. These duties have also been included into these two new positions.

11) As WVNET's volume of business has increased, so has the volume of work in the Business Office. Additionally, WVNET is playing a significant role in the statewide implementation of WVOASIS. This substantial increase in the volume of work required by the Business Office required the addition of two positions. Furthermore, WVNET has undertaken the task of writing the WVOASIS interface for 18 schools at the request of the Commission and Council Chancellors.

**WEST VIRGINIA HIGHER EDUCATION POLICY COMMISSION  
WEST VIRGINIA COUNCIL FOR COMMUNITY AND TECHNICAL COLLEGE EDUCATION  
WEST VIRGINIA NETWORK FOR EDUCATIONAL TELECOMPUTING**

**EMPLOYEES BY CATEGORY AND YEAR**

<b>Institution</b>	<b>Category</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>HEPC &amp; CCTCE Staff</b>	<b>Classified</b>	34	28	24	26	28	26	26	23	21	25
	<b>Nonclassified</b>	26	23	29	32	41	45	47	49	53	54
	<b>Total</b>	60	51	53	58	69	71	73	72	74	79
<b>WVNET Staff</b>	<b>Classified</b>	36	38	37	35	34	34	33	35	40	30
	<b>Nonclassified</b>	9	9	9	8	8	8	9	11	12	24
	<b>Total</b>	45	47	46	43	42	42	42	46	52	54
<b>TOTAL HEPC, CCTCE AND WVNET</b>	<b>Classified</b>	70	66	61	61	62	60	59	58	61	55
	<b>Nonclassified</b>	35	32	38	40	49	53	56	60	65	78
	<b>Total</b>	105	98	99	101	111	113	115	118	126	133



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www.hepc.wvnet.edu

MEMORANDUM

TO: Joint Committee on Government Operations  
Joint Standing Committee on Government Organization

FROM: Paul L. Hill  
Chancellor

DATE: June 1, 2015

RE: Financial Information

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Financial Statements – FY 2005 to FY 2014

Attached is a summary of the revenues and expenditures for the West Virginia Higher Education Policy Commission (Commission) from Fiscal Year 2005 to Fiscal Year 2014. The information provided includes data related to WVNET and beginning in 2011, the West Virginia Regional Technology Park, as both entities are an extension of the Commission.

Cost-Benefit Analysis

As a statewide coordinating board for public higher education in West Virginia, a myriad of programs and services are offered by the Commission. These range from administering statutory state-level programs and statutorily mandated services to federal grants and programs. As described in the overview, the Commission, through the various divisions, acts as a central portal to facilitate services on behalf of the four-year colleges and universities and the students they serve. Providing such services at the institutional-level throughout the state would be duplicative and cost prohibitive. In an era of ever-increasing funding declines, efficiencies are realized by providing these programs and services at one central location.

**WEST VIRGINIA HIGHER EDUCATION POLICY COMMISSION  
COMBINED STATEMENTS OF REVENUES, EXPENSES, AND  
CHANGES IN NET POSITION (DEFICIT)  
For the Years Ended June 30, 2005 through 2014**

	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005
<b>OPERATING REVENUES</b>										
Fees from higher education institutions	\$ 4,886,797	\$ 4,733,439	4,664,238	4,628,501	4,418,444	4,256,358	4,128,975	3,938,002	3,681,213	3,814,292
Institutional collections	1,896,022	1,677,698	1,811,181	1,749,318	870,190	234,717	412,942	523,585	612,655	1,062,639
Contracts and grants:										
Federal	5,007,549	5,050,642	13,826,990	13,822,270	5,458,126	3,566,647	1,640,573	1,875,843	2,214,331	1,927,475
State	1,070,678	2,204,524	2,241,425	1,115,717	1,250,592	1,269,241	943,876	757,304	807,695	910,574
Private	423,285	359,609	79,000	448,292	255,227					
Local	5,765,189	6,682,157	7,430,296	2,513,412					163,933	153,332
Rental income	5,625,204	5,888,103	5,536,727	3,841,588	3,242,067	2,727,517	3,125,573	3,266,635	3,585,657	3,556,015
Sales and services of educational activities	127,540	111,719	9,767		124,166	99,666	99,666	99,666	99,666	(1,399)
Miscellaneous - net	24,505,264	26,707,891	35,599,624	28,119,098	15,618,812	12,156,146	10,351,605	10,481,035	11,165,150	11,422,928
Total operating revenues										
<b>OPERATING EXPENSES</b>										
Salaries and wages	8,608,491	8,425,956	7,964,145	6,838,642	6,098,146	5,862,536	5,387,869	5,215,604	5,245,680	5,162,194
Benefits	2,098,098	1,921,137	2,585,647	2,354,251	2,167,123	1,508,780	1,527,218	1,172,444	1,189,289	1,090,024
Supplies and other services	10,756,117	11,191,161	15,227,830	10,978,869	6,206,859	5,942,729	4,057,265	4,690,873	4,789,705	5,749,011
Utilities	3,741,567	4,166,233	4,486,957	3,898,558	155,473	133,144	110,489	104,296	105,810	101,065
Depreciation	2,242,390	2,057,704	1,111,425	710,873	471,325	436,274	323,374	729,854	741,860	715,476
Total operating expenses	27,446,663	27,762,191	31,375,904	24,782,193	15,098,926	13,883,463	11,406,215	11,913,071	12,072,344	12,817,770
Operating (loss) income	(2,941,399)	(1,054,300)	4,223,720	3,336,905	519,886	(1,727,317)	(1,054,610)	(1,452,036)	(907,194)	(1,394,842)
<b>NONOPERATING REVENUES (EXPENSES)</b>										
State appropriations	57,349,190	50,609,968	58,156,601	73,514,744	48,662,942	56,119,594	127,450,880	46,091,816	44,251,159	47,383,042
State lottery appropriations	23,221,531	23,484,126	23,927,336							
Payments on behalf of the Commission						89,073	155,066			
Investment gain (loss)	34,683	79,777	(588,342)	1,709,388	1,264,908	2,401,748	3,551,245	5,184,145	5,211,062	4,149,933
Institutional debt service payments from institutions:										
Interest	6,875,930	6,855,426	3,837,135	4,377,286	4,907,640	5,409,822	5,830,009	6,472,295	7,497,205	7,783,498
Other	421,082	421,082	2,616,828	2,826,711	2,829,575	2,832,968	2,826,691	2,825,077	2,824,871	2,829,248
Interest on indebtedness	(20,966,980)	(19,806,828)	(22,639,708)	(23,111,975)	(17,937,145)	(16,501,430)	(16,937,484)	(17,513,363)	(17,782,593)	(16,876,245)
Student financial aid and other payments to institutions	(48,784,856)	(60,500,255)	(71,526,155)	(66,499,003)	(54,198,563)	(56,304,508)	(40,575,431)	(35,381,018)	(29,784,992)	(26,858,152)
Net loss/gain on sale of equipment	1,009,548	510,320	(484,611)	(15,667)	(2,001)	(2,578)	(41,746)	(135,772)	1,864	
Other nonoperating revenues (expenses) - net	19,160,128	1,653,616	(6,700,916)	(3,242,554)	1,195,164	1,840,319	65,131	(359,187)	189,390	(1,684,864)
Net nonoperating revenue (expenses)										
Income (loss) before other revenues, expenses, gains, losses, or transfers	16,218,729	599,316	(2,477,196)	(7,104,165)	(12,757,594)	(5,842,309)	81,269,751	5,731,957	11,500,772	15,331,618
<b>STATE CAPITAL GRANTS (FEDERAL)</b>										
Capital Gift	1,927,136	3,342,194	3,621,304	4,094,700	1,777,593					
Capital Appropriations				21,160,316						
Net Transfer of Liabilities (Assets) to Institutions							30,000,000			
<b>CAPITAL PAYMENTS AND TRANSFERS TO INSTITUTIONS AND OUTSIDE ENTITIES</b>										
Capital Payments	(34,442,439)	(49,464,975)	(51,291,732)	(12,768,633)	(11,575,294)	(6,172,279)	(23,594,896)	(74,099,966)	(54,177,544)	(9,741,832)
Net Transfer of Liabilities (Assets) from Institutions	(16,296,574)	(45,523,465)	(50,147,624)	5,382,218	(22,555,295)	(12,014,588)	87,674,855	(67,268,009)	(42,993,022)	(2,262,917)
Cumulative Effect of Adoption of Accounting Principle							635,710			
<b>NET DEFICIT - BEGINNING OF YEAR (AS AMENDED)</b>	(150,510,445)	(104,986,980)	(54,839,367)	(58,989,589)	(36,434,294)	(24,419,706)	(112,730,271)	(45,462,262)	(2,469,240)	(206,323)
<b>NET DEFICIT - END OF YEAR</b>	\$ (166,807,019)	\$ (150,510,445)	\$ (104,986,980)	\$ (63,607,371)	\$ (58,989,589)	\$ (36,434,294)	\$ (24,419,706)	\$ (112,730,271)	\$ (45,462,262)	\$ (2,469,240)



Leading the Way:

*Access. Success. Impact.*

West Virginia Higher Education Policy Commission

*1018 Kanawha Boulevard, East, Suite 700*

*Charleston, West Virginia 25301*

*www.hepc.wvnet.edu*

MEMORANDUM

TO: Joint Committee on Government Operations  
Joint Standing Committee on Government Organization

FROM: Paul L. Hill  
Chancellor

DATE: June 1, 2015

RE: Efficiency of Statutory Duties

---

The West Virginia Higher Education Policy Commission (Commission) has a long list of statutory, oversight, reporting and policy making responsibility aimed at improving opportunities for students. The attached chart is an illustrative listing of the most recent ongoing statutory mandates that the Commission uses to track these requirements and the status of the associated deadlines. The listing is not all inclusive and does not include the institutional mandates.

Through our work, the state's number of degree holders is improved, individuals achieve enhanced socio-economic status and the state's economy grows. Last year, West Virginia public institutions set a record for the number of degrees produced, more than 13,000!

With a relatively small staff, the Commission has worked to maintain the highest levels of efficiency in light of its increasing statutory duties. Although demand for reports, increased accountability and transparency has increased over the years, the number of staff supported by General Revenue has actually declined. Roughly one-third of the present staff is dedicated to federally sponsored programs that bring additional dollars and support to the institutions, state government and mission enhancement.



## Statutory Mandates Applicable to the Higher Education Policy Commission UPDATED June 1, 2015

CODE PROVISION	FROM	TO	SUBJECT1	SUBJECT2	MANDATE	RP	DUE	STATUS 6/1/2015
18B-19-5(c)(1)	HEPC	BOG	Institutions	Capital Projects	HEPC and CCTCE to provide governing board a building renewal calculation by April 1, 2011 and annually.	Donovan	4/1/2012	This is a calculation required by the capital rule.
18B-10-1(k)	HEPC	LOCEA	Finance	Tuition and Fees	HEPC to report to LOCEA re institution compliance with statutory requirements re tuition and fee increases and basis for approving or denying.	Magee		This will be done after Marshall submits its tuition and fees
18C-3-1(f)	HEPC	HEPC	Financial Aid	MSLP	Vice Chancellor for Administration to annually submit report about medical student loans to HEPC for inclusion in Report Card.	Matt Turner / Brian Weingart	7/30/2015	13-14 medical student loan data already collected for Report Card.
18B-1A-5(a) 18B-1B-4(a)(29)	HEPC	Governor	Finance	Budget Request	HEPC annually to develop operating budget request, incorporate CCTCE operating budget request and submit total request to Governor.	Magee	9/1/2015	This is done each year and will be completed again by 9/1/2015
18B-4-9	HEPC		Student Affairs	Reports	HEPC jointly with CCTCE to submit report annually by September 1 to Legislature regarding progress toward implementing services for student veterans.	Green / Corder	9/1/2015	Information to be compiled in August, report to be submitted in September.
18B-1D-9	HEPC		BOG	Reports	HEPC to report training of HEPC and BOG members to LOCEA by Sept. 30 each year, <b>place in Report Card</b> and notify Secretary of State of members disqualified because of lack of training and seek replacement from appointing authority.	George / Anderson	9/30/2015	Tracking in progress.
18B-10-1(i)(3)(E)	HEPC	Legislature	Finance	Tuition and Fees	HEPC to report annually by October 1 to Legislature amount of mandatory auxiliary fees collected pursuant to 18B-10-1(i)(3).	Magee	10/1/2015	Will be submitted on October 1
31-15C-11			Technology	Reports	HEPC Chancellor to submit report to Broadband Deployment Council by Oct. 31 each year detailing existing broadband infrastructure at its institutions.	Jack Smith	10/31/2015	Information to be collected in September if report is still required.
18C-5-7(g)	HEPC	LOCEA	Financial Aid	HEAPS	Vice Chancellor for Administration to report annually by December 1 to LOCEA on status of HEAPS grant program.	Matt Turner / Brian Weingart	12/1/2015	Being prepared.

## Statutory Mandates Applicable to the Higher Education Policy Commission UPDATED June 1, 2015

CODE PROVISION	FROM	TO	SUBJECT1	SUBJECT2	MANDATE	RP	DUE	STATUS 6/1/2015
18C-7-5	HEPC	LOCEA	Financial Aid	PROMISE	HEPC to provide annual report concerning PROMISE scholarship recipients.	Weingart	11/30/2015	Being prepared.
18C-7-5(B)	HEPC	LOCEA	Financial Aid	PROMISE	HEPC to make annual recommendations to LOCEA to encourage recipients to live and work in WV after graduation.	Weingart	11/30/2015	Being prepared.
18B-1-1e	HEPC	LOCEA WVBOE	Policy and Planning	Programs	HEPC to report annually to LOCEA and WVBOE the number of public school graduates accepted for enrollment at public institutions whose knowledge, skill, and competency were below expected minimum standards and the areas of deficiency.	Holly	12/1/2015	Data collection ongoing, written in the fall.
18B-3-4(c)	HEPC	LOCEA	Policy and Planning	Graduation	HEPC to report by Dec. 1 annually on progress of BOG's in meeting graduation rates of peers and in meeting assigned state goals.	Holly	12/1/2015	Data collection ongoing, written in the fall.
18B-2A-8	HEPC / CCTCE	LOCEA	Finance	Flexibilities	HEPC and CCTCE to conduct study as to which institutions should have SB 603 purchasing flexibilities extended to them and report list of approved institutions to LOCEA by December 1, 2011.	Donovan	12/1/2011	Complete.
18B-6-5(e)	HEPC		All	Presentations	HEPC to meet annually between October and December with State Advisory Council of Classified Employees.	George	12/31/2015	To be scheduled.
18B-6-2(e)	HEPC		All	Presentations	HEPC to meet annually between October and December with State Advisory Council of Faculty.	George	12/31/2015	To be scheduled.
18B-6-4(e)	HEPC		All	Presentations	HEPC to meet annually between October and December with State Advisory Council of Students.	George	12/31/2015	To be scheduled.

## Statutory Mandates Applicable to the Higher Education Policy Commission UPDATED June 1, 2015

CODE PROVISION	FROM	TO	SUBJECT1	SUBJECT2	MANDATE	RP	DUE	STATUS 6/1/2015
18B-19-3	HEPC		Finance	Capital Projects	HEPC and CCTCE jointly or separately to develop system capital development plan for approval by LOCEA.	Donovan	12/31/2011	This is defined in the capital rule.
18B-1B-4(a)(10)	HEPC	LOCEA/ Legislature	All	Reports	HEPC to report annually to Legislature and LOCEA during January interims on capital priorities and recommendations for statutory changes.	Hill	1/1/2016	Presentation to be made to LOCEA in January 2016.
18B-19-5	HEPC	LOCEA	Finance	Capital Projects	HEPC to report annually to budget office, Legislature and LOCEA on capital project priorities, revenues, and projects.	Magee	1/1/2016	Will be done in January 2016
18B-1D-8	HEPC		Policy and Planning	Reports	HEPC to complete and disseminate Higher Education Report Cards by January 1 annually.	Holly	1/1/2016	Collection process to begin in Summer/Fall.
18B-16-9(c), (d)	HEPC	LOCEA	Health Sciences	Rural Health	Rural Health Advisory Panel and Vice Chancellor for Health Sciences to report annually to LOCEA and Joint Committee on Government and Finance about status of the rural health initiative.	Walker	1/1/2016	Update to reflect that Rural Health Advisory Panel was removed from Code this year. RHI programs will be profiled in the Health Sciences and rural Health Report Card. Walker to present Report Card at January interim meetings.
18B-16-9(e)	HEPC	Governor	Health Sciences	Rural Health	HEPC to report annually to Governor, Senate President, and House Speaker about extent to which rural health initiative goals are being met.	Walker	1/1/2016	Update to reflect that Rural Health Advisory Panel was removed from Code this year. RHI programs will be profiled in the Health Sciences and rural Health Report Card. Walker to present Report Card at January interim meetings.
18B-18A-12	HEPC	LOCEA	Science and Research	Reports	HEPC to make annual report to LOCEA on Research Trust Fund, disbursements, expenditures, research funded, outcomes, etc.	Taylor	1/1/2016	On target, this is the last report RTF ends 6/30/15.
18B-18B-2	HEPC	LOCEA	Science and Research	Reports	Science and Research Council to make annual report to LOCEA on status of Strategic State Plan for Science and Technology Research.	Taylor	7/1/2015	New strategic plan should be in place by 7/1/15.

## Statutory Mandates Applicable to the Higher Education Policy Commission UPDATED June 1, 2015

CODE PROVISION	FROM	TO	SUBJECT1	SUBJECT2	MANDATE	RP	DUE	STATUS 6/1/2015
18B-7-16	HEPC/ CCTCE	LOCEA	Human Resources	Study	HEPC and CCTCE to study and develop policies for reductions-in-force, furloughs, issues related to seniority, internal preferences for hiring, define non-classified employee, and the status of grant employees and report findings and recommendations to LOCEA by January 1, 2018.	Clay	1/1/2018	
18B-19-18	HEPC/ CCTCE	LOCEA	Finance	Reports	HEPC and CCTCE to annually provide general status report to LOCEA on the progress being made in implementing the statewide capital development plan and on the progress of the governing boards in implementing the objectives of institutions' campus development plans.	Magee	7/1/2015	Can provide update. Conceptual model is currently being developed for plan
48B-7-41	HEPC/ CCTCE	LOCEA	Human Resources	Reports	Chancellors to monitor progress and provide preliminary report to LOCEA by September 1, 2013 and final report by September 1, 2015 regarding institutions meeting the ratios established for classified and non-classified employees.	Clay	9/1/2015	Specific report requirement removed from Code, only requires
18B-4-7	HEPC/ CCTCE	LOCEA	Academic Affairs	Reports	HEPC and CCTCE to provide annual report on institutional reauthorization reviews. Information to be made available on websites.	Dennison	12/1/2015	In progress, all institutions but one reauthorized for current year
	HEPC/ CCTCE	LOCEA	Policy and Planning	Reports	HEPC and CCTCE to provide report on higher education developmental education practices and outcomes at WV public two- and four-year institutions	Tucker/Holly	1/1/2015	Complete, one-time report requirement.
	HEPC/ CCTCE	LOCEA	Human Resources	Reports	HEPC and CCTCE to provide progress report to LOCEA every three months regarding the status of implementing Senate Bill 330 projects.	Clay		Ongoing??
18B-7-8	HEPC/ CCTCE	LOCEA	Human Resources	Reports	HEPC and CCTCE to prepare annual Human Resources Report Card by December 1, 2015 and annually thereafter.	Clay	12/1/2015	
18B-7-8	HEPC/ CCTCE	LOCEA	Human Resources	Reports	HEPC and CCTCE to report to LOCEA by July 1, 2016 and at least every 5 years on effectiveness of job classification, point factor methodology, and job evaluation plan.	Clay	7/1/2016	

## Statutory Mandates Applicable to the Higher Education Policy Commission UPDATED June 1, 2015

CODE PROVISION	FROM	TO	SUBJECT1	SUBJECT2	MANDATE	RP	DUE	STATUS 6/1/2015
18C-3-4	HEPC	LOCEA	Health Sciences	Reports	HEPC to report annually by December 1 to LOCEA and LOCHHRA the number of Nursing Scholarship recipients.	Turner / Walker / Boone	12/1/2015	Develop written report in conjunction with West Virginia Center for Nursing board and staff member. Provide oral report to LOCEA and LOCHHRA if requested (LOCHHRA did not request last year).
18B-19-9	HEPC/ CCTCE		Finance	Project	HEPC and CCTCE jointly to develop and maintain a higher education facilities information system and establish benchmarks for building utilization.	Magee / King		Completed initial stage of Sightlines data collection
18B-1A-3	HEPC	LOCEA	Policy and Planning		HEPC to review and adjust peers at least every six years.	Holly		Peer selection process contracted and ongoing.
18B-1D-5	HEPC	LOCEA	Policy and Planning		Submission of any new master plan every five years to LOCEA for approval.	Holly		Completed in 2013, current Compact cycle ongoing.
18B-1D-5	HEPC	LOCEA	Policy and Planning		HEPC to provide detailed report to LOCEA on meeting master plan at the end of each five-year period.	Holly		Completed in 2014, current Compact cycle ongoing.
18B-1D-7	HEPC/ CCTCE				HEPC and CCTCE to assign geographic areas of responsibility to institutions.			Complete.
18B-14-2	HEPC/ CCTCE	LOCEA	Academic Affairs		HEPC and CCTCE to jointly develop recommendations for implementing course credit transfer among private and public higher education institutions in the state and report the recommendations on <b>public</b> higher education institutions to LOCEA.	Dennison	12/1/2015	In progress. Series 17 amended, series 59 approved, series 60 pending May HEPC meeting
18B-14-2	HEPC/ CCTCE	LOCEA	Academic Affairs		HEPC and CCTCE to jointly develop recommendations for implementing course credit transfer among private and public higher education institutions in the state and report the recommendations on <b>private</b> higher education institutions to LOCEA.	Dennison	12/1/2017	In progress. Beginning dialogue with privates

## Statutory Mandates Applicable to the Higher Education Policy Commission UPDATED June 1, 2015

CODE PROVISION	FROM	TO	SUBJECT1	SUBJECT2	MANDATE	RP	DUE	STATUS 6/1/2015
18B-1B-7	HEPC/ CCTCE		Student Affairs		HEPC and CCTCE to post suicide prevention materials or programs on website. Each institution to also post information on website.	Tice		Will coordinate with DHR and post.
12-1-12d	BOG		Finance	Reports	MU, WVU and WVSOM governing boards to report annually by December 31 to the Governor and Joint Committee on Government and Finance on the performance of investments managed by its foundation.	Magee	12/31/2015	To be completed by institutions
12-1-12e	BOG		Finance	Reports	Four-year institutional governing boards to report annually by December 31 to the Governor and to the Joint Committee on Government and Finance on the performance of investments managed by its foundation	Magee	12/31/2015	To be completed by institutions
12-1-12e	BOG		Finance		Four-year public college or university to submit plan for the investment of funds with its foundation to the HEPC for review prior to the initial transfer of funds to foundation.	Magee		To be completed by institutions
31-15C-3			Technology	Councils	Vice Chancellor for Administration or designee to serve as a member of the Broadband Enhancement Council.	Turner		Waiting on official appointment letter, legislation to be effective June 2015.
18B-5-7			Finance		HEPC, CCTCE and governing board to report biannually to the Legislative Auditor all sales of commodities made during the preceding biennium.	Magee		
18C-4A-1			Financial Aid	Rule	Series 26, Underwood-Smith Teacher Scholarship Rule to be amended to increase annual award amount and expand teacher eligibility for program awards.	Weingart		Being prepared.
18C-3-4			Health Sciences	Rule	Series 58, Nursing Scholarship Program Rule to be amended to expand eligible master's and doctoral level programs for Nursing Scholarship awards.	Boone		In process, will attempt to add to May HEPC meeting agenda.

## Statutory Mandates Applicable to the Higher Education Policy Commission UPDATED June 1, 2015

CODE PROVISION	FROM	TO	SUBJECT1	SUBJECT2	MANDATE	RP	DUE	STATUS 6/1/2015
18B-7-8 and 18B-7-9	HEPC/ CCTCE	LOCEA	Human Resources	Reports	Systematic reviews of each organization at least once within each 5 year period. Focus is to be on compliance with HEPC/CTC rules and best practices. HR Reviews (First was October 2011) Compare current HR practices to best practices. Include percentages for non-classified. (Same as above.)	Clay		
18B-7-11	HEPC/ CCTCE	LOCEA	Human Resources		Non-classified percentage may not exceed 25% with no more than 10% as critical. Establish Formula and reporting requirements	Clay	7/1/2016	
18B-7-6	HEPC/ CCTCE	LOCEA	Human Resources	Rule	(a) Professional Development Rule for all employees at all organizations; (b) provide additional regular training and professional development for employees engaged in human resources related activities at all organizations	Clay	Annually	

Bruce L. Berry, M.D.  
*Chair*



Paul L. Hill, Ph.D.  
*Chancellor*

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West Virginia Higher Education Policy Commission

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MEMORANDUM

TO: Joint Committee on Government Operations  
Joint Standing Committee on Government Organization

FROM: Paul L. Hill  
Chancellor

DATE: June 1, 2015

RE: Duplicate Services

---

Under the direction and oversight of the Vice Chancellor for Administration, staff in the various divisions of the West Virginia Higher Education Policy Commission (Commission) are statutorily required to provide support to the Commission, the West Virginia Council for Community and Technical College Education (Council) and the offices of the Chancellors. In accordance with West Virginia Code §18B-4-1, the Commission is responsible to the Council for providing services in areas essential to the operation of the Council including areas of finance and capital project management, shared staffing and general administration.

Through this joint administrative structure, duplicate services to both the two-year and four-year systems of higher education are eliminated. The Commission and Council share in the services provided by the Division of Academic Affairs, Division of Finance and Facilities, Division of Financial Aid, Division of Human Resources, Legal Division, Division of Policy and Planning and the Division of Student Affairs. Additionally, the services offered by the West Virginia Network (WVNET) encompass the Commission and the Council. State appropriations provided to the Commission support the operation of these divisions.





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MEMORANDUM

TO: Joint Committee on Government Operations  
Joint Standing Committee on Government Organization

FROM: Paul L. Hill  
Chancellor

DATE: June 1, 2015

RE: Cost-Benefit Analysis Regarding Privatized State Services

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The West Virginia Higher Education Policy Commission (Commission) has contracted with an educational student loan management service provider, Educational Computer Systems, Inc. (ECSI) based in Pittsburgh, Pennsylvania, to facilitate the collection of student loan payments. ECSI specializes in loan collection services for higher education institutions using student loan software specifically designed for student financial aid programs.

The Commission administers the state-level Underwood-Smith Teacher Scholarship Program and the Engineering, Science and Technology Scholarship Program that include loan repayment provisions for students who do not comply with the obligations of the scholarship programs. ECSI provide the Commission services not available internally such as skip tracing, electronic promissory notes, disclosures, and counseling, electronic reporting, and the use of a database to track awards and calculate interest that meets industry standards for the collection of accounts.

Through the assistance of ECSI, the Commission has realized a dramatic increase in principal and interest collected since the servicing was outsourced in 2014 to ECSI compared to when servicing was performed internally.



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MEMORANDUM

TO: Joint Committee on Government Operations  
Joint Standing Committee on Government Organization

FROM: Paul L. Hill  
Chancellor

DATE: June 1, 2015

RE: Website Review

---

In February 2014, the West Virginia Higher Education Policy Commission (Commission) launched a redesigned and restructured website ([www.wvhepc.edu](http://www.wvhepc.edu)) that offers greater functionality and ease of use for visitors. The website provides general information about the Commission, its programs, initiatives, and services. In addition, the site provides a vast array of resources – including reports, news, financial information, meeting agendas, policies and institutional data – to the public in an easy-to-navigate format.

Contact information for individual staff and divisions are readily available on the website, along with biographies for members of the Commission, a detailed overview of the Commission's current master plan, an overview of its jurisdictional institutions, job postings, requests for proposals, and all current system-wide rules and policies. Additionally, the site offers online training opportunities for institutional boards of governors, who are required by West Virginia Code to receive continuing training throughout their service.

Every effort has been made to ensure each page on the website is accessible to individuals with disabilities. The website provides for increasing text size and allows voice readers to interpret content.



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MEMORANDUM

TO: Joint Committee on Government Operations  
Joint Standing Committee on Government Organization

FROM: Paul L. Hill  
Chancellor

DATE: June 1, 2015

RE: Utilization of Information Technology Systems

---

Celebrating 40 years of service to West Virginia, WVNET has kept pace with information technology to offer modern and affordable services to higher education institutions in the state. Higher education has been one of the pioneers in IT development and communication in West Virginia. Internet connectivity is essential to education at all levels today, and WVNET works diligently to provide the highest quality bandwidth utilizing both commodity Internet and Internet2 and the various services that the Internet2 community offers. WVNET uses multiple 10 gigabit connections going out of state to provide high capacity, diverse, and redundant connectivity to the Internet for our education and library customers.

WVNET hosts and supports the Banner student information system which is used by many institutions, along with Argos which produces easy to understand reports. To help students make the best decisions when choosing courses to earn a degree, WVNET hosts and supports the DegreeWorks system.

Every year, more courses are offered online, allowing students to earn college credit from home or other convenient locations. WVNET hosts and supports the Blackboard Learning Management System at an affordable price for numerous institutions, enabling them to reach more students and produce more graduates. WVNET also hosts and manages WVROCKS, a Blackboard-based system designed for students to complete their Regents Bachelor of Arts degree at a time and place of their choosing. In the spring of 2016, community college students will be able to complete their Board of Governors degree in the same fashion. WVNET is also part of a consortium of institutions developing a plan to implement Microsoft's IT Academy to assist adult learners in furthering their

IT skills in the workplace.

Many institutions need their own servers for providing both educational and administrative computing on their campus. Computer systems are costly to maintain, update and administer. WVNET solves this problem by providing virtual machines, computer systems emulated by software that are run on enterprise grade hardware and can be dynamically adjusted to meet customer needs. Institutions can use virtual machines for their computing needs with the confidence they will always be available, updated, backed up and secured. As technology needs change, virtual machines can be upgraded, unlike physical machines that become obsolete and lose their value.

In the spirit of cloud computing, WVNET offers storage and backup solutions. Institutions can store and back up their data on WVNET's network storage, confident that the data is safe from loss or intrusion. WVNET's mission assures that private student data never leaves the state and is never accessed for any purpose outside of the institution's requirements.

Email plays an important role in daily operations. Viruses can cause unintended disruption that can greatly reduce productivity. WVNET provides spam and virus checking with multiple levels of protection to ensure that emails received are valid and free from malicious content.

Tech Support is a very valuable resource. WVNET's teams provide a wide range of expert assistance with operating systems, networks, monitoring, security, firewalls, video conferencing, software products and more. WVNET's Helpdesk service can answer technical questions on behalf of an institution at any hour of any day.

WVNET's staff includes teams of skilled programmers who design and implement custom software solutions according to customer specifications. They have created sophisticated web and mobile applications, web sites and portals, custom functions for Banner and Blackboard and interfaces between Banner and Oasis. These tasks are tremendously costly to obtain from private companies, yet remarkably affordable from WVNET.

WVNET's mission is to further education through technology, and they work hard every day to help West Virginia's learning institutions achieve success.



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MEMORANDUM

TO: Joint Committee on Government Operations  
Joint Standing Committee on Government Organization

FROM: Paul L. Hill  
Chancellor

DATE: June 1, 2015

RE: Recommendations

---

West Virginia's public four-year higher education system serves tens of thousands of students in each region of the state, with 65,422 students enrolled in Fall 2014. Degrees conferred at public baccalaureate institutions reached an all-time high in 2013 at 13,316, an increase of 9.1 percent from 2009. It is estimated that the 2010 graduating class of West Virginia's public colleges and universities will generate nearly \$6 billion in economic impact for the state over a 20-year period.

West Virginia made marked progress through *Charting the Future*, the 2007-2012 master plan for public four-year higher education:

- *Economic Growth* - Degrees awarded at Commission institutions increased by 7.6 percent; the number of science, technology, engineering and mathematics (STEM) degrees and certificates conferred increased 12.1 percent; and the percentage of graduates from public higher education employed in the state workforce steadily increased.
- *Access* - The number of full-time equivalent students enrolled in Commission institutions increased by 6.4 percent; first-time freshmen enrollment increased by 9.4 percent; and adult enrollment increased by 8.8 percent.
- *Cost and Affordability* - Approximately 155,000 students have received state financial aid support and overall tuition has increased at a lower rate than peers.
- *Learning and Accountability* - An increased focus has been placed on completion - making institutions more accountable for performance.

- *Innovation* - Research funding has significantly increased in all categories and most recent data shows a \$198 million annual investment in external funding.

The state's four-year higher education system is building on this progress through its current master plan, *Leading the Way: Access. Success. Impact.* (2013-2018). To meet the growing demand for college graduates as a sustainer and driver of West Virginia's economy, this plan sets forth a bold and renewed vision embraced by the Commission and public colleges and universities - with the paramount goal of solidifying higher education as a means to success for West Virginians and an economic catalyst for the state. Goals include:

- *Access* - Increase access to postsecondary education for both traditional and non-traditional aged West Virginians, including increasing headcount enrollment to 73,500 students.
- *Success* - Increase the number of students at system institutions completing quality academic programs, including increasing the first-year retention rate of full-time, first-time degree-seeking freshmen to 80 percent.
- *Impact* - Increase the impact that public colleges and universities have on West Virginia through production of qualified graduates ready to contribute to the workforce and the community, provision of needed services, and research and development that promote knowledge production and economic growth. This includes increasing the number of degrees awarded to 15,500 and the number of degrees in STEM fields to 3,750.

Much progress has been made in recent years to provide high-quality education at an affordable cost to the citizens of West Virginia. Through the ongoing focus of the goals and objectives outlined in the statewide master plan, *Leading the Way: Access. Success. Impact.* (2013-2018), the Commission continues to make great strides in providing access to higher education for West Virginians, achieving success through degree completion, and making a positive impact on the economic future of the State.

Suggested recommendations include the following initiatives:

- Keep tuition affordable for West Virginians.
- Increase percentage of low-income students entering higher education.
- Support of state-level student financial aid programs; enhance funding for low-income and disadvantaged students.
- Continue to emphasize efficiencies within institutions and provide funding mechanisms to reward productivity and student outcomes.

It is further recommended that state funding continue to be invested in the Commission and the institutions. This funding will facilitate the goals and objectives outlined in West Virginia Code to educate the West Virginia citizenry at the postsecondary level to create an educated workforce to enhance the economic vitality and future of West Virginia.