LEGISLATIVE OVERSIGHT COMMISSION ON EDUCATION ACCOUNTABILITY

Senate Finance Committee Room
June 25, 2012

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CTCS COMMUNITY AND TECHNICAL COLLEGE SYSTEM OF WV

West Virginia Higher Education Policy Commission

West Virginia
Higher Education
Policy Commission

Report to the Legislative Oversight Commission on Education Accountability

June 25, 2012

Educating West Virginia is Everyone's Business: Report from the West Virginia College Completion Task Force

Educating West Virginia Is Everyone's Business: Report from the West Virginia College Completion Task Force

Presented to the
Legislative Oversight Commission on Education Accountability
June 25, 2012

The Challenge

- Out of every 100 students enrolled in 9th grade in West Virginia, only 17 will earn a two- or four-year college degree within 10 years.
- Of those students who start college, only 40 percent will graduate with a certificate or degree within six years.
- West Virginia's workforce is facing a skills gap that requires at least 20,000 additional degrees by 2018 above and beyond what we currently produce.

Recommendations

1. Make graduation a visible and tangible priority across the state
2. Reduce the time it takes for students to earn a college certificate or degree
3. Improve developmental education
4. Increase adult completion rates
5. Connect funding to priorities

Make Graduation a Priority

- Challenge: *17.1 percent of WV adults have a bachelor's degree or higher. 17.6 percent (approximately 195,000) have some college but no degree.*
- Strategies:
  - GEAR UP
  - Transitional math and English
  - Individualized graduation plans
  - Mid-semester outreach
  - College completion days
  - Revision of faculty evaluation systems
  - Off-campus partnerships

Reduce Time to Degree

- Challenge: *The average student completing a 2-year associate's degree takes five years and earns 99 credits. The average students completing a 4-year bachelor's degree takes 5.3 years and earns 144 credits.*
- Strategies:
  - HEPC & CTCS systems have revised their policies and called for institutions to lower hours
  - Clear advising
  - DegreeWorks
  - Block scheduling
  - Intrusive advising

Improve Developmental Education

- Challenge: *10,400 students enrolled in a WV public institution offering developmental education last fall.* ***Over half were not college-ready*** *in at least one area.*
- Developmental Education Task Force
  1. Standardizing the expectations
  2. Modularizing classes to allow quicker progress
  3. Broadening the use of accelerated courses
  4. Adjusting database variables to track progress

Increase Adult Completion Rates

- Challenge: *195,00 adults in WV have some college but no degree*. ***60,000 are at least halfway to a degree***.
- Strategies:
  - DegreeNow
  - Develop courses tailored for working adults
  - Support returning veterans

Connect Funding to Priorities

- Challenge: *Financial incentives can be more closely aligned with stated policy goals.*
- Strategies:
  - Select Committee on Outcomes Based Funding Models in Higher Education
  - Connecting grant funding to learning outcomes
  - Ensure that programs that increase college completion and success are adequately funded

West Virginia
Higher Education
Policy Commission

Report to the Legislative Oversight Commission on Education Accountability

June 25, 2012

Framework for Master Plan, 2013-2018

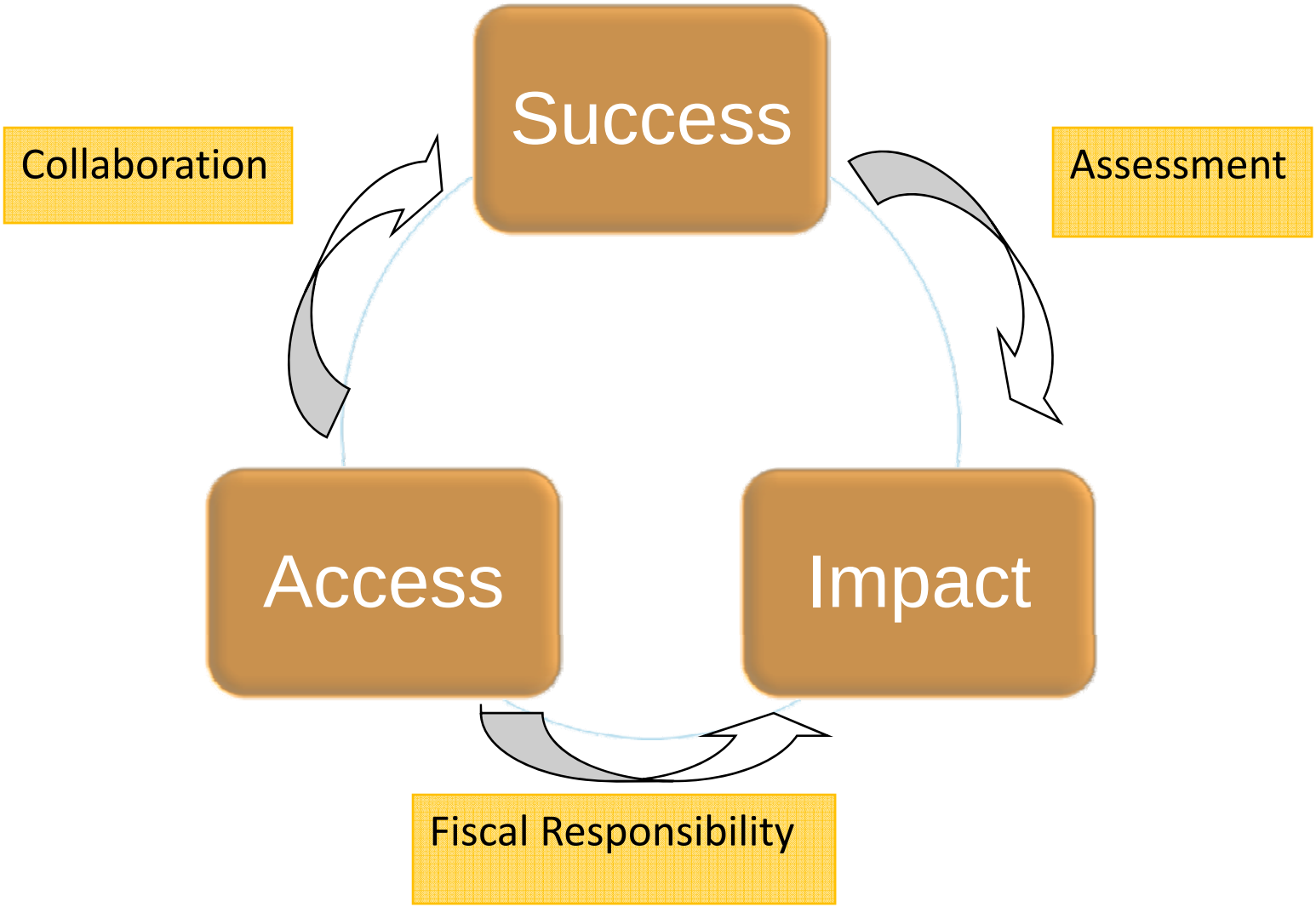
Framework for Master Plan 2013-2018

Presented to the
West Virginia Higher Education Policy Commission
June 8, 2012

Master Plan Considerations

- Progress on goals in *Charting the Future*.
- Input from Regional Public Forums.
- Outcomes from the legislative study on outcome-based funding of higher education.
- The need to narrow the focus of the plan and make it more strategic.
- The need to make goals more concrete.
- The completion agenda.

3 Focal Areas, 3 Tools



The Framework

		Focal Areas		
		Access	Success	Impact
Vision		Increase college going rate of …	Increase student retention in and completion of quality education experiences.	Increasing the educational attainment of, and economic opportunity for, the citizens of West Virginia.
Tangible Goals				
Innovative Strategies (institutions will self-identify 2 or 3				
Tools	Collaboration			
	Fiscal Responsibility			
	Assessment			

Focal Area: Access

- By focusing on postsecondary education access, West Virginia intends to foster a state culture that values higher education as a means to individual, community, and economic development.
- Access to higher education depends on three central factors: adequate preparation, accessible information, and feasible cost.
- West Virginia aims to make higher education accessible to citizens representing broad demographics of age, location, and socio-economic background.
- West Virginia institutions of higher education must work to ensure that students not only have the opportunity to attend their institutions, but also are prepared to succeed.

Focal Area: Success

- West Virginia higher education needs to ensure that West Virginia citizens are provided a quality education that enables them to be productive and contributing members of society.
- Student retention and graduation rates will be increased as institutions reduce barriers for student success, implement structures that support increased student learning and achievement, and maintain and enhance academic rigor in programs.

Focal Area: Impact

- The outcome of increased access and success should be an impact on the economic environment of West Virginia.
- Impacts of the strategies employed by the Commission and the state's institutions of higher education will be increased educational attainment of the state's citizens which leads to the civic, social, and economic growth of West Virginia.
- Institutions also directly contribute to the economic vitality of the state through scholarly research, development, and entrepreneurial activities.

Tool: Collaboration

- Effective collaboration occurs not only within an institution, but also transcends organizational and institutional boundaries.
- Working with other sectors of education, community organizations, and the private sector maximizes resources, reduces duplication, and approaches problems in a comprehensive and holistic way.
- Collaboration engages relevant stakeholders and leverages the input and resources of partners.

Tool: Fiscal Responsibility

- Fiscal responsibility recognizes that the state of West Virginia and institutions of higher education play a role in the cost of education through financial aid, finance policy, and institutional efficiency in helping students afford a college education.
- Additionally, fiscal responsibility entails the strategic allocation of limited resources to effectively and efficiently enhance educational opportunities and economic growth.

Tool: Assessment

- Assessment is the means by which an institution determines if its innovative strategies are effective in meeting their intended objectives.
- A campus culture of assessment, that utilizes results for continuous improvement, will address how well strategies were implemented and how the results of the assessment were then used to inform future efforts.

Access

Vision		Increase college going rate of …
Examples of **Goals** (a limited number to be		By 2018, _____percent of recent West Virginia high school graduates will enter postsecondary education.
Examples of **Innovative Strategies** (institutions will self-identify 2 or 3		*Develop a regional partnership with K-12 institutions to promote students' academic and cultural readiness for postsecondary success.
		*Modify hours of course offerings and student services to accommodate adult learners.
Tools	Collaboration	How did the institution demonstrate collaboration in its strategy?
	Fiscal Responsibility	How did the institution demonstrate fiscal responsibility…
	Assessment	How did the institution utilize assessment…

Success

Vision		Increase student retention in and completion of quality education experiences.
Examples of **Goals** (a limited number to be		By 2018, the one-year retention rate of both part-time and full-time students will increase by _____ percentage points.
Examples of **Innovative Strategies** (institutions will self-identify 2 or 3)		*Create living/learning community for first generation, low-income students.
		*Improve quality and rigor of STEM academic programs through assessment and application of results.
Tools	Collaboration	How did the institution demonstrate collaboration in its strategy?
	Fiscal Responsibility	How did the institution demonstrate fiscal responsibility…
	Assessment	How did the institution utilize assessment…

Impact

Vision		Increasing the educational attainment of, and economic opportunity for, the citizens of West Virginia.
Examples of **Goals** (a limited number		By 2018, all institutions will implement a means to track post-graduation employment.
Examples of **Innovative Strategies** (institutions will self-identify 2 or 3)		*Create internship opportunities by partnering with business and industry.
		*Expand research experiences for undergraduates.
Tools	Collaboration	How did the institution demonstrate collaboration in its strategy?
	Fiscal Responsibility	How did the institution demonstrate fiscal responsibility…
	Assessment	How did the institution utilize assessment…

Compact Reporting Process

- Limited number of reporting elements corresponding to master plan goals.
- Data requirements must be specific and clearly defined from the beginning.
  - Sufficient guidance to elicit desired activities and response.
- A combination of data elements and narrative is essential.
- Electronic submission in a common format with limited response space.
- Incentives/consequences for timely submission.
- Recognition for institutions with exceptionally good strategies and outcomes.

Potential Titles

- Leading the Way: Forging the Path to Opportunity through Higher Education
- Leading the Way: Expanding Opportunities to — and through — Higher Education
- Our Greatest Resource: Harnessing West Virginia's Potential through Higher Education
- Meeting the Challenge: Access. Success. Impact.
- Stepping Up: Access. Success. Impact.
- Mapping Opportunity: Access. Success. Impact.
- Educating West Virginia is Everyone's Business: Access. Success. Impact.

Master Planning Timeline

- Findings of legislative study on outcome-based funding should be available by the end of the calendar year.
- Final plan will be ready for approval by the end of the calendar year.

West Virginia
Higher Education
Policy Commission

Report to the Legislative Oversight Commission on Education Accountability

June 25, 2012

West Virginia Regional Technology Park

David K. Hendrickson
Chair

Paul L. Hill
Chancellor

West Virginia Higher Education Policy Commission
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MEMORANDUM

TO: Legislative Oversight Commission on Education Accountability

FROM: Paul L. Hill

DATE: June 25, 2012

RE: West Virginia Regional Technology Park

The West Virginia Regional Technology Park (WVRTP) provides a valuable tool in the state's economic strategy as noted by the Legislature in finding "that economic development in West Virginia depends in part on collaborations developed between higher education and business, industry and particularly in the advancement of new and emerging technologies." (West Virginia Code §18B- 1F-1).

Because the West Virginia Higher Education Policy Commission (Commission) has authority to both hold real property and oversee academic institutions in the state system, the Commission became a logical choice to receive the donated property and encourage academic institutions to utilize its unique laboratory facilities for research, innovation and job development. It should be noted however, the agreement signed by Dow Chemical and the Governor was facilitated by the Secretary of Commerce in conjunction with the Chancellor and must be view primarily as an economic development endeavor. Today, the West Virginia Regional Technology Park contains a variety of academic, commercial and research tenants that have steadily located in this unique campus setting.

Senate Bill 484, passed during the 2011 Legislative Session, authorized the Commission to 1) create and enter into agreement with a non-profit corporation to manage the park; 2) select a board of directors and 3) hire an executive director who would serve as the CEO and report to the board. After serving in a transitional phase for approximately six months after the donation, the Commission fulfilled the primary provisions of Senate Bill 484 between June and August 2011. The WVRTP Corporation charter was filed with the Secretary of State on June 23, 2011, the first meeting of the board of directors was held on July 7, 2011 and the executive director was hired on September 1, 2011. While the Commission continues to provide in-kind support as needed, the WVRTP Corporation staff have been managing the facility over its brief 11 month life-span.

During the 2010 Legislative Session, legislation in the form of Senate Bill 611 was passed which provided the flexibility for potentially relocating Commission central office staff to the West Virginia Regional Technology Park office space, if necessary for financial purposes. The Governor requested this modification of location (Kanawha County instead of Charleston) for central offices in the event the park facilities remained vacant for lack of interest by technology companies or if negative revenue projections by the WVRTP Corporation required an offset that could be solved only by moving the offices and rents from the Commissions' current location to the park. This flexibility provision would be used after it was determined that economic development efforts had been exhausted since the central offices are viewed as less compatible with the long-term goals of the park for new business development. While renovations to Office Building 2000 will not be complete for at least a year, numerous inquiries regarding potential occupancy of the remaining space have been received. The feasibility study done by Battelle Laboratories further recommended against repurposing the facility as "a state office park" in keeping with the objective of innovation and job creation. Therefore, the Commission will closely monitor this situation and base its decision on best use of the space.

Attached is a brief report on the history, strategic plans, finances, efficiencies and capital improvements underway at the WVRTP. Highlights include:

- Filing of Articles of Incorporation—June 23, 2011
- First meeting of BOG—July 7, 2011
- MOU signed with WVU and MU July 27, 2012
- Director hired—September 1, 2011
- Marketing brochures and website established November, 2011
- Building 2000 renovation—underway currently
- KVCTC moving into North and West wings of 2000
- Building 770 renovation—architectural design phase currently
- IRS issues Non-profit status for Corporation—April, 2012
- CFO/CPA hired---May 24, 2012
- Audit planned—July, 2012
- Steady addition of tenants, 47 jobs added
- Steam Plant closure—October 2012
- Master Plan completion—December 2012

Please see the report for details and other developments.

LEGISLATIVE OVERSIGHT COMMISSION ON EDUCATION ACCOUNTABILITY

Senate Finance Committee Room
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  West Virginia §18B-1F-1
  Corporation Board Members
  MOU Between West Virginia University and Marshall University

West Virginia Regional TECHNOLOGY PARK

Dr. Paul L. Hill
Chairman, Board of Directors

Dr. J. Phillip Halstead
CEO and Executive Director

MEMORANDUM

TO: Paul L. Hill, Ph.D.
Chancellor, West Virginia Higher Education Policy Commission

FROM: J. Phillip Halstead, Ph.D.
Executive Director and CEO, West Virginia Regional Technology Park

DATE: June 25, 2012

RE: Sustainability Plan for West Virginia Regional Technology Park

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This responds to March 29, 2012 correspondence requesting an update to the Legislative Oversight Commission on Education Accountability on the plan to make the Tech Park self-sustaining within the foreseeable future, no longer dependent on state subsidization for operating costs.

TOP LINE – The Tech Park is on a five-year path to financial sustainability – no longer dependent on state subsidization for operating costs – not later than December 15, 2015.

COST REDUCTION – The Tech Park is reducing operating costs, primarily by energy cost reduction projects such as conversion from central steam to individual building boilers.

REVENUE GENERATION – The Tech Park is growing its revenues, primarily by leasing space in Building 740, facilities fees paid by tenants and ground leases for building sites.

DEBT FINANCING – The Tech Park has won a $1.553 million WVEDA loan to help cover the costs of central steam conversion. The loan will be repaid via energy savings.

FINANCIAL PROJECTIONS – The Tech Park has recruited a full-time accounting and finance manager (CFO), who will help us continuously refine our sustainability projections.

CAPITAL PROJECT COSTS – While the Tech Park Corporation can achieve financial sustainability by December 15, 2015, there will be capital building costs that the Tech Park will not be able to support: (1) Building 2000 completion, (2) Building 770 completion and (3) Building 740 renovation.

STRATEGIC VISION PLAN – The Tech Park has a 20-page Strategic Vision Plan that outlines a six-part

1740 Union Carbide Drive
South Charleston, WV 25303

program of work with goals, strategies, tasks and timelines.

BENEFITS – With the vision of going "back to the future" and rebuilding the Union Carbide "innovation factory" the Tech Park aims to create 3,000 high-paying jobs. The Tech Park currently employs 597 persons and grew by 47 jobs in its first year.

West Virginia Regional Technology Park

3-Year Profit and Loss Projection

INCOME	2012 Annualized	2013	% of OI	2014	% of OI	2015	% of OI
Operating Income							
Lease and Service Agreement Income	6,620,000	7,017,000	82.4%	6,457,000	100.0%	7,000,000	100.0%
State Appropriation	1,500,000	1,500,000	17.6%	-	-		-
Total Operating Income (OI)	**$ 8,120,000**	**$ 8,517,000**	100.0%	**$ 6,457,000**	100.0%	**$ 7,000,000**	100.0%
Total INCOME	**$ 8,120,000**	**$ 8,517,000**	100.0%	**$ 6,457,000**	100.0%	**$ 7,000,000**	100.0%
EXPENSES							
Operating Expenses							
Accounting (Paxton)	36,000	36,000	0.4%	36,000	0.6%	36,000	0.5%
Advertising	2,400	4,000	0.0%	5,000	0.1%	6,000	0.1%
Auto and Fuel Expenses	5,000	5,000		6,000		7,000	
Consulting/Professional Fees	50,000	100,000	1.2%	120,000	1.9%	130,000	1.9%
Depreciation	-	-	-	-	-	-	-
Health and Dental Insurance	50,000	75,000		80,000		85,000	
Dues and Subscriptions	25,000	25,000	0.3%	26,000	0.4%	27,000	0.4%
Insurance	3,000	4,000	0.0%	5,000	0.1%	6,000	0.1%
Interest Expense	-	60,000	0.7%	55,000	0.9%	49,000	0.7%
Legal	30,000	30,000	0.4%	35,000	0.5%	36,000	0.5%
Maintenance and Repairs	1,600,000	1,600,000	18.8%	1,500,000	23.2%	1,500,000	21.4%
Meals	5,000	5,000	0.1%	6,000	0.1%	7,000	0.1%
Meetings and Conferences	25,000	25,000	0.3%	25,000	0.4%	25,000	0.4%
Office Supplies	17,000	20,000	0.2%	20,000	0.3%	20,000	0.3%
Payroll Expenses	970,000	1,000,000	11.7%	1,100,000	17.0%	1,250,000	17.9%
Postage	1,000	1,000	0.0%	1,000	0.0%	1,000	0.0%
Telephone	26,000	30,000	0.4%	32,000	0.5%	35,000	0.5%
Utilities	3,900,000	3,300,000	38.7%	2,900,000	44.9%	3,000,000	42.9%
Other / Contingency Funds for Repairs	100,000	100,000	1.2%	100,000	1.5%	100,000	1.4%
Total EXPENSES	**$ 6,845,400**	**$ 6,420,000**	75.4%	**$ 6,052,000**	93.7%	**$ 6,320,000**	90.3%
NET INCOME	**$ 1,274,600**	**$ 2,097,000**	24.6%	**$ 405,000**	6.3%	**$ 680,000**	9.7%

Business Confidential (5-23-12)

West Virginia Regional Technology Park

Profit-Loss Projection Highlights

June, 2012

- **State Appropriation of $3 Million entered as $1.5MM in 2012 and $1.5MM in 2013**
- **2012 (2nd Half of Year)**

Facility and Share Services for Bridgemont and KVCTC = $521,000

For 2012, the projected year–end NET INCOME = 1.3MM which is almost equal to half of the state appropriation money to be received.

- **2013 Lease & Revenue Adjustments:**

- Bayer and Univation Reduction in Fees = $320,000
- Additional Lease Payments: Bridgemont B704 only; and KVCTC = $1,041,588
- Potential Leases and Additions:
  *** New tenant to B2000 and additional Dow lease adjustment / personnel) $105,000**

- **2013 Utilities adjusted for the reduction of $600,000 for B740 Boilers.**
- **WVEDA Loan Payment (Interest = $60,000)**

For 2013, the projected year–end NET INCOME = 2.1MM which includes the 2nd half of the state appropriation.

- **2014 Lease and Revenue Adjustments**
  - **No state appropriations entered in the projections.**
  - **Bayer exit reduction of $900,000 included in this year.**
  - **Renegotiation of Univation Lease to a minimum of $75,000.**
  - **Additional leasing of space in B2000 = $25,000**
- **2014 Utility reduction of $400,000**
- **WVEDA Loan Payment (Interest = $55,000)**

For 2014, the projected year-end NET INCOME = $405,000.

For 2015, the Lease and Revenue was adjusted to reflect only a slight growth.

- **WVEDA Loan Payment (Interest = $49,000)**

For 2015, the projected year-end NET INCOME = $680,000

West Virginia Regional TECHNOLOGY PARK

WEST VIRGINIA REGIONAL TECHNOLOGY PARK

Capital Projects

Capital Improvements	2012	2013	2014	2015
Furniture, Equipment and Software	$25,000	$5,000	$2,500	$1,500
Install New Gas Line Grid (Lower Level) **	$342,640			
B740 (One) Chiller Replacement **	$400,000			
Master Plan Civil Engineering & Renderings	$70,300			
GE High Voltage Switch & Breaker for B740 Chiller **	$175,000			
WVRTP Steam Conversion (Boilers) **	$1,500,000			
A&E Fees for Partial Renovation of B770 **	$735,000			
Signage within Tech Park (Streets, Bldgs, etc.)	$100,000			
* Estimated Deferred Maintenance and/or Repairs	$800,000		$3,143,000	$3,143,000
Remainder of Strategic Master Plan		$130,000		
B770 A&E Fees to complete core and shell rennovations **		$392,000		
B770 A&E Fees for Building Completion		$1,715,000		
Main Entrance Sign		$250,000		
Site Prep for Business Quad		$700,000		
Increase Security at Tech Park		$100,000		
Total Capital Improvements	**$4,147,940**	**$3,292,000**	**$3,145,500**	**$3,144,500**

<u>* Deferred Maintenance/Facilities Deterioration:</u>
Facilities and equipment are in a constant state of degradation. While identified deficiencies/requirements are being corrected, other deficiencies/requirements are continuously being created over time.

** Items approved by WVRTP Board of Directors

West Virginia Regional Technology Park

Revenue Generation Plans

June, 2012

The West Virginia Regional Technology Park plans to generate revenue via:

1. Leases -

   A. Building 740

   With 31,400 square feet of rentable space remaining in Building 740, the potential revenue from the remaining space is estimated at $750,000.

   B. Building 2000

   Leasing of the remaining 46,000 square feet of space at Building 2000 will require the tenant to be able to "build out" their office space. Funds are not available through the WVRTP Corporation to complete these renovations.

   C. Building 770 (After renovation in 2014) / Building 770 Annex (occupied)

   D. Dow PRD; Dow B2000; Dow B725

   E. Univation (Ground and B729)

2. Facility Fees:

   A. Bayer (until exit)
   B. Dow Chemical – Holz Pond
   C. Dow Chemical – Building 6000
   D. Dow Chemical – PRD

3. Building Site Leases

   A. Five available sites (Approximate Revenue $240,000 for each site)

4. Asset Sales

   A. Pilot Plant Building 771

5. Other

   A. Vending - (Implemented June 7, 2012)

   B. Telecommunications
   (telephone and basic Internet services – excluding WVNET)

2012 Major Operating Cost Projections

2012 Major Costs

Cost Categories	Jan. – Mar. Actual Costs	2012 Estimated/Annualized Projections	Detail
Bookkeeping & Accounting	$8,175	$36,000	Bookkeeping and Accounting for Paxton Business Services
Consulting/Professional Fees		$50,000	Engineering and Design
Health & Dental Insurance		$50,000	Health and Dental Insurance for WVRTP Staff (2nd Qtr. Implementation)
Legal	$822	$30,000	Legal Services
Maintenance and Repairs (Includes Service Agreements)	$416,778	1,600,000	Maintenance Costs, special services, equipment, service agreements (Viking Fire Protection, GE Betz, GE, Carrier, Simplex, Honeywell, Terra Care, OTIS, PMOC, Pest Control, etc.)
Payroll Expenses	$241,605	$970,000	Payroll Costs for the WVRTP Staff
Telephone	$6,443	$26,000	Telephone and Data Communication Lines
Utilities	$996,091	$3,900,000	WV American Water, AEP, Cabot Gas, & SC Sanitary
TOTAL COSTS	**$1,670,000**	**$6,662,000**	

WVRTP Employment Numbers

Company	Employees in Park (FTE) 2010	Employees in Park (FTE) 2011	Building(s) Occupied
Univation	10	11	Pilot Plant 706
Dow PPR&D	90	90	772, 773, 794 & 797
Bayer Material Science LLC	35	35	727, 726 and part of 725
Dow - Site, Tech Support	188	188	2000
Mid-Atlantic Technology Research and Innovation Center (MATRIC)	100	101	740 & 770 Annex
Liberty Hydro Water Purification Solution		6	740
WV State University	5	4	740
Chemical Alliance Zone WV	1	2	740
Progenesis Technology LLC	3	0	2000
Gas Analytic Services	2	2	740
Kaiser Optical	1	1	740
Fiberworx Office LLC	5	5	740
MATE	0	7	740
HP Data Center	110	121	6000
Miner's Health Safety & Training		2	740
National Youth Science Foundation		5	740
Aqua Environmental & Technical Services		5	740
WVRTP Corp.		10	740 & Steam Plant
TechConnect		1	740
Angel Network		1	740
Totals	**550**	**597**	

Business Confidential

As of: 12-14-11

Back to the Future

Rebuilding West Virginia's Innovation Factory

BY J. PHILLIP HALSTEAD, PH.D.

IT HAS BEEN just over one year since the State of West Virginia accepted the donation of a technology center campus in South Charleston from The Dow Chemical Company. In that time the West Virginia Regional Technology Park (WVRTP) has made strong progress towards becoming an innovation factory for more education, more research, more jobs, more revenue and more great things for West Virginia.

For those unfamiliar with the story, through a generous gift from Dow Chemical, the state acquired the 258-acre piece of property with pre-existing laboratories and office buildings that was formerly known as the Union Carbide Technical Center, as well as $10 million in funding. Started in 1949 as the pioneering chemical manufacturer's primary research facility, the tech center ultimately became the research home to some 3,000 scientists, engineers and technicians who developed tens of thousands of chemical manufacturing innovations and as many patents, many of which have had a marked impact on the products we use today.

Research investment and employment peaked in the late 1960s and early 1970s. Eventually the global chemical manufacturing market changed, ownership changed and so did Dow Chemical Company's need for a major research center in the Kanawha Valley.

By 2010, there were still a few companies at the site of the tech center that were employing 550 people and paying an average salary of $81,000. Those jobs supported another 1,100 jobs in the area. The combined economic impact contributed $15 million in annual state tax revenues.

With the site facing closure, then-Governor Joe Manchin coordinated an effort of federal, state, community, education and business leaders to develop a plan to preserve those jobs and grow the facility as a new education, research and technology park. The West Virginia Legislature and Governor Earl Ray Tomblin then followed up by creating a nonprofit corporation to run the park.

As of December 15, 2011, the one-year anniversary of state ownership, WVRTP not only saved those 550 jobs but added 47 more. Ten more jobs were added this January and prospects are strong for new jobs every month as technology companies and others consider locating or expanding there.

The vision for the tech park is to go back to the future and use the site's acreage and its 800,000 square feet of offices, laboratories and pilot plants to recreate an innovation factory modeled on the Union Carbide Technical Center. Turning this vision into reality is the job of a nine-member board of directors, staff and allies who are stewards of the WVRTP. This visionary team is working to mobilize a diversified multi-tenant research, development and commercialization park that will be the world's friendly front door to chemical innovations.

The WVRTP has broad support from federal, state and local governments, corporate tenants and community and civic organizations, as evidenced by $59.5 million in public and private investments that are underway to revitalize office and laboratory spaces. While public investment has saved the park

ExEdge

The chemical industry supports a total of 22,500 jobs in Kanawha and Putnam counties alone, equaling 59.8 percent of all manufacturing jobs in the Kanawha Valley.

Source: www.dow.com/ucc/locations/westvir/aww/awv10.htm

The tech park's buildings are being renovated with new energy efficient cores and shells before being fitted out to tenant specifications.

The concept of the tech park as an innovation machine is embodied by the park's own home-grown research firm, the Mid Atlantic Technology Research and Innovation Center (MATRIC).

Easy access to Interstate 64 and Corridor G help position the 258-acre tech park as the "World's Friendly Front Door to Chemical Innovations."

and initiated improvements, the park should be financially self-sustainable within five years.

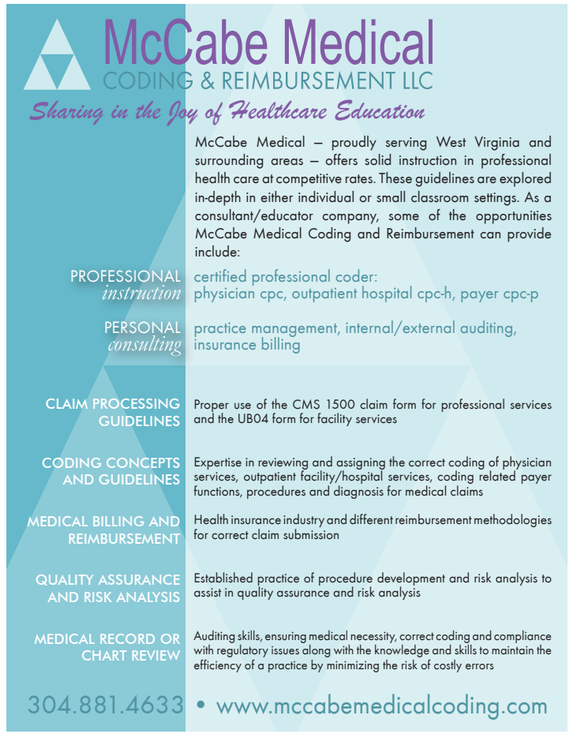
The concept of the tech park as an innovation machine is embodied by the park's own home-grown research firm, the Mid Atlantic Technology Research and Innovation Center (MATRIC). Since its founding in 2004, MATRIC has grown to more than 100 full-time employees and has spun out several companies, each with growth potential. With continued support and leadership, MATRIC and the WVRTP could one day resemble the Georgia Tech Research Institute and North Carolina's Research Triangle Park Institute, both of which earn more than $2 billion in annual revenue, employ thousands of highly trained specialists and generate tremendous economic growth.

Focusing on energy, chemicals, materials and related technologies, the tech park is a joint campus for industrial companies, universities, community and technical colleges, researchers and others. One education organization and three higher education institutions are already taking advantage of what the park has to offer. The West Virginia Community & Technical College System is developing a strong presence to train technical specialists who are essential to running industrial processes. Construction is underway on a new $15 million Advanced Technology Center that will provide new facilities for technical education. The headquarters, classrooms and allied health labs of Kanawha Valley Community & Technical College will be located in newly renovated Building 2000 and classes will start in fall of 2012. A joint applied research center with the National Energy Technology Laboratory, West Virginia University and Marshall University is envisioned. The center may focus on new uses for ethane, coal and natural gas.

Elements of the ecosystem of innovation will also be located either in or near the tech park, such as business incubators, TechConnectWV, Chemical Alliance Zone, Charleston Area Alliance, West Virginia Angel Network, Small Business Development Center and The Real West Virginia Foundation.

Containing 240 chemical workstations with vented fume hoods and four large-scale pilot plants for scaling up production to industrial quantities, the WVRTP offers a unique selling proposition. Any chemical company and university in the world conducting chemical research is a potential user of the tech park's research and pilot plant scale-up facilities. The location certainly doesn't hurt, either. With Interstate 64 on the developed side of the park, Corridor G on the undeveloped side and Jefferson Road on a third side, the WVRTP is strategically located. It is

Building 2000 is being renovated as the home of the Kanawha Valley Community & Technical College.



An artist rendering of the Advanced Technology Center, which is under construction and will be a state-of-the-art teaching lab for the West Virginia Community & Technical College System.

one mile from downtown South Charleston and five miles from downtown Charleston.

As existing buildings are renovated and repopulated, the number of high-paying jobs will grow, and three of the existing buildings are already seeing progress and the promise of future tenants.

Building 2000, an x-shaped, 200,000-square-foot, four-story structure undergoing a $26 million renovation will continue to house Dow employees as well as serve as classrooms and offices for Kanawha Valley Community & Technical College. Building 770, a 130,000-square-foot, five-story building housing 120 chemical workbenches with vented fume hoods will be updated to house MATRIC and the West Virginia Department of Agriculture's research and testing laboratories. A $5.25 million Economic Development Administration grant matched by the West Virginia Higher Education Policy Commission is helping pay for this renovation. Building 740, a 131,000-square-foot, five-story building that has 120 chemical work benches with vented fume hoods will be updated to house new science and technology tenants. Two of the four pilot plants are also currently being used by Dow and Bayer. With MATRIC in the lead, efforts are underway to recruit new business to reactivate the two idle pilot plants.

The tech park site has a history of tremendous innovation. Our new vision is nothing less than to create a future based on those past achievements, and beyond. ■

Photography by John Sibold

America's Newest INNOVATION FACTORY: South Charleston, W.Va.

J. Phillip Halstead, Ph.D.,
Executive Director and CEO
West Virginia Regional Technology Park Corporation

South Charleston is known around the state as a good place to live and do business due to its attractive location, easy access, a responsive municipal government, excellent city services and multiple recreational amenities.

South Charleston is also earning recognition as an innovation factory — again. In past years, thousands of patents for new chemicals and processes were developed in this area by some 3,000 innovative scientists and engineers working in the former Union Carbide Technical Center. Many became common household products still used today.

Now, the West Virginia Regional Technology Park (Tech Park) is setting a brisk pace, adding buildings, colleges, students, research and development and, most importantly, more jobs.

With the Tech Park's research infrastructure of roads, utilities, office space, laboratories and pilot plants, an innovator can transform an idea or discovery from lab to pilot plant to full scale production – all within South Charleston.

With the innovation ecosystem dramatically growing, we are going back to the future! Find out more about the technology resources of this city and see how the Tech Park is becoming the world's friendly front door for chemical innovation.

Photo credit: Chris Gosses

CONCEPT TO COMMERCE

West Virginia Tech Park generates innovation

The West Virginia Regional Technology Park specializes in germinating innovation. Operated by the state's Higher Education Policy Commission, the park includes tenants such as Bayer Material Science, Dow Polyolefins Process R & D Pilot Plant Operations, Progenesis Technologies and Univation (a joint venture of Dow and Exxon-Mobil), in addition to those featured here.

The 258-acre park offers a unique asset: four pilot plants. Pilot plants allow medium-scale research and testing, a vital step in getting a new product to market. Every chemical company and university in the world doing chemical research is a potential user of the Tech Park's research and pilot plant scale up facilities.

The planned $15 million Advantage Valley Advanced Technology Center will meet the training needs of emerging technologies.

Mid-Atlantic Technology, Research & Innovation Center
MATRIC

MATRIC

One-stop shop for scientific research to commercial spin-offs

The Mid-Atlantic Technology, Research & Innovation Center (MATRIC), based in South Charleston, provides market-driven solutions to a worldwide customer base in the chemical, environmental, energy and software fields. MATRIC is distinguished by its ability to provide research, development, engineering and intellectual property services. MATRIC not only serves its customers in these fields, but also creates its own new technologies and businesses. Examples of new businesses started by MATRIC include Aither Chemicals and Liberty Hydro.

Aither Chemicals has developed an adaptable ethane "cracker" technology and is working to build new ethylene-based chemical plants, using a proprietary science invented in South Charleston. Given the increasing availability of natural gas throughout the Northeast, this technology provides a significant economic opportunity.

Aither's system can be used to build a series of small or large chemical plants. This process also utilizes considerably less energy and emits significantly less carbon dioxide than traditional cracking technologies, thus, being more environmentally friendly.

Aither has received financial investment from the West Virginia Jobs Investment Trust, INNOVA Commercialization Group, TechConnectWV and MATRIC. Aither is currently negotiating additional investments and arrangements to build chemical plants in the Marcellus Shale region.

Liberty Hydro provides water treatment solutions for mine owners and gas drillers. Depending on the requirements of a project, the technologies developed by Liberty can be used to remove selenium and heavy metals, recycle water for on-site use and control pH levels.

Fast Facts

- MATRIC has generated almost $44 million in revenue since 2004
- 70 percent of MATRIC's revenue has come from private companies, the vast majority of which are located outside of West Virginia
- MATRIC employs a staff of 150 full and part-time individuals
- MATRIC customer BioAmber Inc. won the EPA's 2011 Presidential Green Chemistry Award based in part upon technology developed by MATRIC

TOMORROW'S SKILLED WORKFORCE IS TRAINING ON THE TECH PARK CAMPUS

Kanawha Valley Community & Technical College

Kanawha Valley Community and Technical College (KVCTC)

Kanawha Valley Community and Technical College delivers comprehensive programs and training through strong partnerships with the chemical, energy and manufacturing industries in the region. In 2011, 68 companies served as advisors for the college's curriculum. During this same period, KVCTC delivered customized training to 87 businesses. KVCTC prepares professionals for success in the following fields:

- Nursing & Healthcare (Nursing and Nuclear Medicine programs have additional national accreditations)
- Business & Management (KVCTC students placed in the top five in their respective categories at a 2011 national business competition.)
- Industrial Technology (Including Chemical and Power Plant Operator degrees)
- Information Technology
- Paralegal Studies
- Criminal Justice

At our new location in the Tech Park, the state-of-the-art KVCTC campus will have more than 95,000 square feet dedicated to providing technical training to individuals and industries. KVCTC provides nearly 3,000 non-credit students portable and stackable credentials through the Workforce and Economic Development Division that lead to national certifications and state licensure.

Fast Facts

- More than 40 one and two-year degree programs
- 1,700 for-credit and 3,000 non-credit students currently enrolled
- $1,541 average resident tuition paid per semester – the lowest in our region!
- 85,985 hours of workforce development training provided to business and industry
- Courses developed in partnership with the healthcare, chemical, and energy industries

CTCS Community and Technical College System of WV

Advanced Technology Center (ATC)

The Community and Technical College System plans to invest $15 million in building the Advantage Valley Advanced Technology Center in the Tech Park. ATC will offer core classes in Mechatronics Technology, Information Technology and Chemical Process Technology.

The new laboratory and classroom facilities were planned in collaboration with local industry to ensure students will be prepared to succeed in the workforce. The space will host a learning lab to encourage high school students to enter into technical programs. Likewise, sustainability was a major factor in construction planning to utilize the latest in green technologies to lower operation costs.

Laboratories will be equipped and designed for flexibility to meet the training needs of emerging technologies and the region's employers.

Target Programs

- Chemical Process Technology
- Engineering & Rapid Prototyping Technologies
- IT/Security/Convergence Technologies
- Automated Systems/Mechatronics
- Energy/Green/Sustainability Technology

Fast Facts

- 25,930 square feet of instructional space
- 50,000 square foot facility
- Flexible labs to meet a variety of industry needs
- Distance learning and conference auditorium

Bridgemont Community & Technical College

Bridgemont Community and Technical College (BCTC)

Bridgemont Community and Technical College, headquartered in Montgomery, focused on responding quickly to the need for technical education and training for the area by establishing the Bridgemont Technology Center. The renovated facility in the Tech Park is a hands-on technical programming laboratory and extended education site for academic and workforce education.

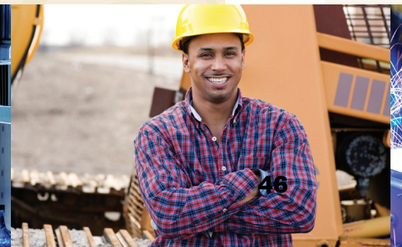
The Bridgemont Technology Center will host the following programs:

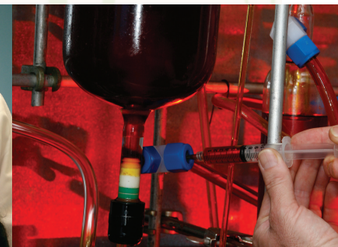
- Electromechanical Instrumentation
- Welding Technology and Welding Inspector Certificate
- Diesel Technology (Express Degree can be earned in 45 weeks)
- Building Science Technology

The Workforce Development division can assist regional industry with a wide variety of customized training at the Tech Park, in Montgomery, or on company sites in every major technical area of study.

Fast Facts

- Recognition as one of the nation's 120 top community colleges by the Aspen Institute College Excellence Program
- 38 degree programs, including:
  - * TAC-ABET engineering technology (civil, electrical, mechanical, drafting)
  - * Applied Technology (advanced manufacturing, welding, diesel, blasting, highways)
  - * Business and Health Management (dental hygiene, respiratory therapy, business technology)
- Compressed schedules and online programming
- Designation as the 15th fastest-growing small community college in America among colleges with enrollment under 2,500 by Community College Week





City of South Charleston

South Charleston exists in the context of a fabulous live-work-play environment that includes a bustling downtown, 90 area restaurants, full-service community center and outstanding retail shopping.

With Interstate-64 running through the city, you can get anyplace in five minutes. In 10 minutes, you can be in downtown Charleston, the Capitol Complex, Yeager Airport, West Virginia State University and the University of Charleston.

My administration has been very progressive in updating our city with wireless in all four business districts, new downtown streetscapes and a new city stage for entertainment.

We have put into policy new business and occupation tax credit legislation to help anyone looking to locate or expand a business in our city. We also have another tax credit for large developments of $50 million and above.

The upshot is South Charleston is a great place to live, work and play with its city services, superb infrastructure, excellent schools and recreation, business-friendly government and accessible location in our state's most populous county.

We are inspired to be a part of the team that is taking South Charleston back to the future to reclaim its heritage of being an innovation factory. We invite you to come see why South Charleston is a special place!

Frank A. Mullens, Jr.
Mayor

South Charleston Manufacturing Facility: The largest heavy industry manufacturing building in West Virginia is available for immediate occupancy. With more than a million square feet, the newly-renovated South Charleston facility is near interstates, airport, CSX rail (siding on property) and navigable waterway (barge facilities onsite). Building has cranes with 150 and 200 ton capacities. **Get details from WVDO.org or contact John Whitney at 817-821-5646 (cell), 304-744-1551 (office) or email JWhitney@scipwv.com.**

Draft 2.0

Strategic Vision Plan

West Virginia Regional Technology Park (WVRTP):

The World's Friendly Front Door to Chemical Innovations

Prepared By

J. Phillip Halstead, Ph.D.
Executive Director & CEO
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With a Broad Range of Inputs from
Tech Park Board of Directors, Stakeholders,
Allies and Community Leaders.

For The

WVRTP Corporation Board of Directors

1740 Union Carbide Drive
South Charleston, WV 25309
www.wvtechnologypark.com

November 28, 2011
(Updated April 23, 2012)

Introduction

Back to the Future: Reinventing an Innovation Factory

With deep roots in West Virginia, the Union Carbide and Carbon Corporation was incorporated in 1917 and became an innovation machine that created new knowledge, products, wealth, jobs and prosperity.

The engine driving the machine was the Union Carbide Technical Center in South Charleston. From 1949 until about 2005, the Tech Center's 240 chemical work benches with vented fume hoods, each staffed by a Ph.D. chemist and supported by pilot plants and a broad array of engineering and support services, created a stream of chemical innovations and products that changed the world.

With Dow Chemical Company's gift of the Tech Park to the State of West Virginia on December 15, 2010, the path forward is to mobilize a public-private partnership that goes "back to the future." The goal is to rebuild the legacy of land, facilities and talent into a new innovation factory: "The world's friendly front door to chemical innovations."

Thus, our mission is to use the Tech Park's chemical innovation facilities to develop and commercialize new chemical technologies. The end product of the innovation factory will be new firms, expanded technical education, manufacturing expansion, jobs, wealth and prosperity.

This draft plan provides an initial framework for recreating an innovation machine.

As this is a living plan, please give your comments and suggestions to Phil Halstead at 304.989.6344 or phil.halstead@wvrtp.com.

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Executive Summary

West Virginia Regional Technology Park (WVRTP):

The World's Friendly Front Door to Chemical Innovations

To begin the process of optimizing the 258-acre WVRTP, Higher Education Policy Commission Chancellor Brian Noland and Vice Chancellor Paul Hill assigned the Tech Park's new Executive Director and CEO, Phil Halstead, the task of assembling a draft strategic vision plan in his first 90 days on the job.

With initial inputs from members of the WVRTP Board of Directors, Interim Steering Committee, allies and community leaders, this plan identifies WVRTP and states: (1) its vision, (2) its mission, (3) how it works, (4) its value proposition, (5) its business model, (6) its current situation and (7) how it will become a new force for innovation and job creation.

The plan sets a vision of going "back to the future" and reinventing the glory days of the Union Carbide Technical Center that employed over 3,000 scientists, engineers, technicians and support staff and produced a steady stream of new chemical compounds, processes and products.

The strategy for achieving the vision is to position the Tech Park and its unique chemical innovation and pilot plant facilities as "The World's Friendly Front Door to Chemical Innovations."

In pursuit of this "back to the future" vision, the plan outlines a six-part program of work. Each of the plan's six parts is stated as a goal with strategies and measurable outcomes. The six goals are to be concurrently executed and constitute a business model and plan: (1) build a sustainable financial platform, (2) mobilize a community of innovation, (3) develop and execute strategic, master and focused plans, (4) coordinate a marketing communications and outreach program, (5) measure success and (6) ensure a durable organization.

Implementation tasks, timelines and an initial core leadership team are specified in the plan. Elements of the plan will be executed cross-functionally on a volunteer basis by the core leaders and a broad base of allies and community leaders.

Management will be centrally coordinated by a lean Tech Park staff with the support of an outcome-driven Board of Directors, allies and community leaders. Thus, execution of the plan is distributed to a matrix of organizations and their leaders who have the ways, means and desire to help and a vested interest in the Tech Park's success.

With the exception of a lean core staff, donated resources will be used for much of this plan. This plan is a work-in-progress. Your inputs are solicited for inclusion in this evolving plan.

West Virginia Regional Technology Park (WVRTP):

The World's Friendly Front Door to Chemical Innovations

Who We Are

We are WVRTP Corporation, a board of directors, staff and allies who are stewards and champions of a 258-acre technology park dedicated to producing good jobs and prosperity in West Virginia.

Our Vision

We work with all sectors to achieve a diversified multi-tenant research, development and commercialization park. We focus on energy, chemicals, materials and related technologies for the advancement of education and economic development in West Virginia and the surrounding region.

Our Mission

Our mission is to use the WVRTP's 258 acres as a joint campus for industrial companies, universities, community and technical colleges and the elements of the "eco system of innovation." Our method is to create a "community of innovation" or "innovation factory" that will result in the creation of chemical compounds, processes, products, new firms, manufacturing facilities and jobs.

Value Proposition

In achieving the image and reality of being "The world's friendly front door to chemical innovations," the Tech Park will increasingly become a symbol of West Virginia's knowledge-driven or new economy.

How We Do It

We are building a collaborative alliance to optimize the Tech Park via a participative and on-going planning and execution process. We intend to harness the power and resources of stakeholders from all sectors.

Business Model

Our business model is to become financially sustainable over five years by displacing initial government funds with rents and fees from tenants and services. The best practice model that we seek to emulate is

the New York state investment in nanotechnology that has yielded an 11:1 return of private to public investment to date.

Situation Analysis

The Tech Park is the newest research, education and technology campus in West Virginia's higher education system. Donated to the state on December 15, 2010, by Dow Chemical Company and assigned to the Higher Education Policy Commission (HEPC), the Tech Park adds capacity to the state's academic, research and economic development missions. The Tech Park has a more than 60-year history of research and technological contributions, starting in 1949 as Union Carbide Corporation's primary research center.

The 258-acre Tech Park and associated facilities are undergoing a long-term development and expansion program to match the anticipated needs of the state's higher education system and its economic development efforts. This development is the result of recommendations provided by the Battelle Memorial Institute and CH2M Hill regarding area and market potential.

With the passage of Senate Bill 458 on March 12, 2011, the HEPC was authorized to form a 501(c) (3) corporation to manage the day-to-day operations of what is now the Tech Park. The Tech Park has broad support from federal, state and local governments, corporate tenants of the park and community and civic organizations. This support has resulted in momentum that is evidenced by significant private and public investments that are underway to revitalize office and laboratory spaces.

$26.00 million	State and federal funds for Building 2000 renovation
$15.00 million	State funding for Advanced Technology Center
$4.00 million	Federal stimulus funds for operating costs
$4.00 million	Private investment
$5.25 million	Economic Development Administration (EDA) grant for Building 770 renovation
$5.25 million	Higher Education Policy Commission match to EDA grant for Building 770 renovation
$59.50 million	**TOTAL**

A New Force for Innovation, Jobs and Competitive Advantage

In the context of the Kanawha "Chemical Valley" heritage of innovation, commercialization and production, the Tech Park – with its laboratories, office space and pilot plant facilities – is poised to return to the glory days of being an "innovation factory" that employs thousands of scientists, engineers, technicians and support staff.

Operational Goals

Goal 1: Grow a Sustainable Financial Platform.

As former AOL chairman Steve Case said, "A vision without the means to execute is a hallucination." Thus, Tech Park leaders will procure funds by using strategies that capitalize on developing the Tech Park's capacity:

Strategy 1.1: Rents and Fees – Charge rents and fees for sites, buildings, laboratories and office space.

Measurable Outcome – Annual growth in rent and fee revenue.

Strategy 1.2: Private Investment – Private investment displaces government funding.

Measurable Outcome – Annual growth in private money displaces public funding.

Strategy 1.3: State Government Appropriations – Emulate the New York State nanometer microchip science investment strategy as a return on investment (ROI) model for government investment in WVRTP.

Measurable Outcome – State seed funding for Tech Park programs to attract private investment with 11:1 direct ROI (no multipliers) over time.

Strategy 1.4: Federal Government Appropriations – Employ the compelling vision of a national center of excellence in chemical innovations to help win direct federal appropriations.

Measurable Outcome **–** Direct federal funding for researchers and specific Tech Park needs.

Strategy 1.5: Federal Competitive Awards – Respond to and win federal competitive awards.

Measurable Outcome – Receipt of federal competitive awards by universities, private research organizations and other allies who are affiliated with the Tech Park.

Strategy 1.6: Foundation Awards – Submit proposals to foundations, especially in areas such as education, innovation, entrepreneurship and economic development.

Measurable Outcome – Receipt of foundation grants by WVRTP or its affiliates.

Strategy 1.7: Corporate Research Coalitions – Position the Tech Park and its tenant research organizations for corporate sponsored research. Model: New York "Global 450 Consortium" that is dedicated to 450 millimeter nanometer microchip R & D.

Measurable Outcome – Direct funding or in-kind financial benefits to WVRTP flowing from corporate alliances and sponsorships.

Strategy 1.8: Tax Increment Financing (TIF) – Work with the City of South Charleston to procure TIF financing for WVRTP development. Model: $34 million TIF for I-79 Corridor Charles Point housing infrastructure.

Measurable Outcome – One or more TIF deals to finance the Tech Park, perhaps with focus on the undeveloped portions.

Strategy 1.9: Land Lease / Sale Revenues – Lease, sell or trade selected parcels to generate capital for Tech Park use. This strategy must comply with the Dow Donation Agreement.

Measurable Outcome – Revenue from leases, sales and trades.

Strategy 1.10: Private Equity – Procure private equity via deals.

Measurable Outcome – Success in private equity deals.

Strategy 1.11: Royalty Streams – Trade rents or fees for a portion of royalties from licensing deals generated by MATRIC, its subsidiaries and similar firms.

Measurable Outcome – Royalty streams.

Strategy 1.12: Donations – Accept donations from corporations and individuals. Model: Dow's donation of the 258 acre park and various assets.

Measurable Outcome – Donations accepted.

Strategy 1.13: Debt Financing – When feasible and appropriate – as the Tech Park is master planned and the financial business plan is put in place for key elements – explore the use of debt financing that uses assets to securitize, collateralize and monetize assets with the goal of providing the working capital needed to advance the Tech Park.

Measurable Outcome – Intelligent use of debt financing on projects that result in a strong return on investment.

Goal 2: Mobilize a Community of Innovation

Strategy 2.1: Leverage Memberships and Alliances – Collaborate with state, regional, national and international organizations with similar goals relative to R & D, innovation, entrepreneurship, new firm formation and commercialization of intellectual property.

Local: Kanawha Valley Association of Industrial Managers, South Charleston Community Advisory Panel, Generation Charleston, Leadership Kanawha County.

State Regional: Charleston Area Alliance, Robert C. Byrd Advanced Manufacturing Institute.

State: Development Office of the West Virginia Department of Commerce, Chemical Alliance Zone, TechConnect, West Virginia Association of Manufacturers, West Virginia Chamber of Commerce, West Virginia Coal Association, West Virginia Natural Gas Association, West Virginia Angel Network, Vision Shared, The Real West Virginia Foundation, Create West Virginia, State Universities and Community and Technical Colleges.

U.S. Regional: Southern Growth Policies Board, Southern Economic Development Association.

National: Association of University Research Parks, American Chemical Society, State Science and Technology Institute, Association of University Technology Managers, National Collegiate Incubator Association.

International: International Economic Development Association.

Measurable Outcome – Leverage the membership of these associations to meet the objectives of the WVRTP.

Strategy 2.2: Innovation Ecosystem – Produce a plan to organize and orchestrate the innovation support services either resident in or virtually close to the Tech Park.

--Robert C. Byrd Advanced Manufacturing Institute
--West Virginia Angel Investor Network
--Charleston Area Alliance
--TechConnect
--Chemical Alliance Zone
--Research labs, office space and pilot plants
--MATRIC and its spin-outs
--Incubator
--Advanced Technology Center
--Kanawha Valley Community and Technical College
--Bridgemont Community and Technical College
--Marshall University Graduate School
--West Virginia University Applied Innovation Center
--Legal, accounting, marketing and other services

Measurable Outcome: Mobilization of these elements into an "innovation factory."

Strategy 2.3 MATRIC -- Support growth of MATRIC and its spin-out companies.

Measurable Outcome – Continued support and growth of MATRIC and its spin-outs.

Strategy 2.4: Recruit Growth Companies in Energy, Chemicals, Materials, Engineering and Testing Services – Attract promising start-ups to nurture and grow into using Tech Park incubators, facilities and innovation support services.

Measurable Outcome – Start-up companies that originate in the Tech Park and come to the Tech Park from other sources.

Strategy 2.5: Train Talent to Include Technicians, Engineers and Scientists – Facilitate cooperation between the Advanced Technology Center, Kanawha Valley Technical and Community College, Bridgemont Community and Technical College, Robert C. Byrd Institute of Advanced Manufacturing and the industrial tenants to train new talent to run the industrial processes.

Measurable Outcome – Tech Park educational institutions provide a flow of technical talent to fill Tech Park, Chemical Valley and similar jobs statewide.

Strategy 2.6: Re-commission the Pilot Plant or "Tolling Capabilities" – Contract with either MATRIC or an outside tolling contractor to refurbish and employ the unused pilot plant process capacity as a unique element of the "innovation factory."

Measurable Outcome – All pilot plants are operating.

Strategy 2.7: Organize the Elements of the "Ecosystem of Innovation" Into an "Innovation Factory" Organize the Tech Park's facilities and the ecosystem of innovation to be a virtual "innovation factory."

Measurable Outcome – The innovation factory is here, it is real and it works.

Goal 3: Develop and Execute Strategic, Master and Focused Plans --

Develop three types of plans: (1) strategic vision plan (this document) that sets out the overall elements of the long-term strategy, (2) master plan that sets out the land use, infrastructure, civil engineering, architectural, governing codes and amenities for optimizing the 258 acre Tech Park and (3) special focused plans necessary for key issues such as safety, energy cost reduction and others listed below.

Strategy 3.1: Strategic Vision Plan – Assemble and continuously update and refine this strategic vision plan with goals and strategies.

Measurable Outcome: A written strategic vision plan continuously updated (this document).

Strategy 3.2: Master Plan – Hire a qualified architect, engineering and land planning firm to prepare a master plan to optimize the 258 acre Tech Park.

Measurable Outcome: A completed master plan.

Strategy 3.3: Focused Plans – Craft special plans that focus on projects and issues to include but not be limited to those below.

Strategy 3.3.1: Individual Building Plans -- Produce Individual renovation and pro forma plans for each building and maintain a central tracking chart of progress on all buildings.

Measurable Outcome: Individual plan for each building.

Strategy 3.3.2: Incubator(s) – Provide a plan and business model for procuring the space, equipment, support elements and staffing for one or more incubators to nurture start-ups.

Measurable Outcome: An incubator plan.

Strategy 3.3.3: Joint Campus for Universities, Community and Technical Colleges – Create a strategy for retaining, attracting and growing a presence of our state's higher education institutions – both public and private – in the Tech Park.

Measurable Outcome: An attraction plan to build a true joint campus.

Strategy 3.3.4: National Laboratory -- Develop a strategy to procure a permanent presence of the National Energy Technology Laboratory (NETL) or other national lab.

Measurable Outcome: A plan and steps to have a NETL presence in the Tech Park, perhaps in cooperation with WVU and Marshall Universities.

Strategy 3.3.5: Multi-University Chemical Engineering Center of Excellence -- Implement the Battelle / CH2M Hill recommendation to organize a multi-university state chemical engineering center of excellence to be located at the Tech Park. Such a center will require the cooperation of WVU, Marshall University, and possible out-of-state universities. The institute will provide an academic complement to MATRIC. Areas of focus could include but not be limited to energy, chemicals, bio-based materials, biotechnology and nanotechnology.

Measurable Outcomes – Roadmap for a multi-university center of excellence.

Strategy 3.3.6: Safety Priority Number One – Organize tenants and area safety leaders, to maintain, operate, and enhance tenant and park safety programs.

Measurable Outcome: A flawless Tech Park safety record.

Strategy 3.3.7: Energy Cost Reduction – Reduce WVRTP energy costs and increase efficiency.

Measurable Outcome: Continued annual reduction in energy costs and increasing efficiency.

Strategy 3.3.8: More Tenants – Recruit new park tenants to provide greater scale economies in park operations that translates to reduced costs per tenant.

Measurable Outcome: Increased number of tenants; reduced tenant operating costs.

Strategy 3.3.9: New Products and Services -- Detect and respond to sector customer needs such as the shale gas and ethane cracker industries with new products and services, perhaps in cooperative ventures with allies.

Measurable Outcome: New product packages designed and taken to market with success being defined as obtaining new tenants, start-ups or allies.

Strategy 3.3.10: Refresh the Infrastructure – Plan and budget for refreshment of the park infrastructure that is necessary for safe and reliable operation and meeting the needs of a growing customer base.

Measurable Outcome: Create and continuously update a written technical infrastructure plan with accompanying budget.

Strategy 3.3.11: Technical Education – Prepare a technical education master plan to enable the Tech Park to play a major role in supporting the Community and Technical College System in meeting community and state needs for skilled technical workers.

Measureable Outcome: Create a master plan for producing skilled technical workers in response to and anticipation of industry needs.

Strategy 3.3.12: Marcellus Shale – Prepare to support new Marcellus Shale refineries with applied research needed for new uses and commercial applications.

Measurable Outcome: Create an applied research roadmap to support Marcellus Shale new uses commercialization.

Goal 4: Implement a Marketing, Communications and Outreach Program

Marketing Professor Theodore Leavitt of the Harvard Business School, in his book *The Marketing Imagination,* says "Marketing is everything and everything is marketing."

The Tech Park and its allies will collaborate in a matrix outreach campaign that will benefit not just the park but each of the contributing allies, stakeholders and our state.

Campaign elements will include those which follow.

Strategy 4.1: Vision – Strive to realize the vision of being the "World's friendly front door to chemical innovations," with the benefit of refloating all boats in the Kanawha or "Chemical Valley."

Measurable Outcome: The vision becomes a bold goal for the future. It mobilizes a broad base of stakeholders to work to achieve the goal.

Strategy 4.2: Outreach – Confer with organizations and leaders to solicit ideas and build government and business support at all levels.

Measurable Outcome: Number of organizations and leaders with whom meetings have been held, ideas solicited and a relationship developed.

Strategy 4.3: Marketing – Create logos, slogans, signage, collateral materials, newsletters, architectural and land use renderings to be used in all elements of the outreach campaign.

Measurable Outcome: Creation of these marketing tools.

Strategy 4.4: Public Relations – Cooperate with newspapers, television, radio and other media to obtain a steady stream of news and information about the Tech Park and its allies.

Measurable Outcome: Quantity and quality of coverage in the media.

Strategy 4.5: Government Relations – Collaborate with the Higher Education Policy Commission and the Community and Technical College System to optimize the Tech Park in the context of local, state and federal governments.

Measurable Outcome: Optimal collaboration and productivity between the Tech Park, the two systems and all levels of government.

Strategy 4.6: Brand-Building – Assemble and continuously improve all elements that go into creating the Tech Park's brand, image, identity and value proposition.

Measurable Outcome: Positive brand recognition by voters, elected officials, corporations, universities, economic developers, faculty members and students.

Strategy 4.7: Website and Social Networking – Optimize the Tech Park's website and social networking as key tools in achieving the goal of the Tech Park being "The world's friendly front door for chemical innovations." In particular, the website must have close cooperation with MATRIC and its spin-outs to achieve smooth and effective new customer intake. It must also link to websites in the "eco-system of innovation" to realize the goal of recreating an "innovation factory."

Measurable Outcome: An effective website and social networking.

Strategy 4.8: Trade Shows and International Recruitment Missions – An annual calendar of domestic and international trade shows and missions will be scheduled and attended in cooperation with the Department of Commerce Development Office.

Measurable Outcome: Participation in a calendar of trade shows and missions that result in new business.

Strategy 4.9: Annual Report – Publish and distribute an annual report. It will have dual use as a statement of strategy, financial position, accomplishments and transparency. It will also serve as a marketing tool to include an overview of the Tech Park's assets, services, customers, direction, future aspirations and credibility.

Measurable Outcome: Publication of an annual report that gets better every year.

Strategy 4.10: Matrix Marketing System – A matrix will be created to show allies on the horizontal axis and the marketing elements on the vertical axis. The contribution of each ally will be indicated on the resulting grid. Allies include: Charleston Alliance, Chemical Alliance Zone, TechConnect, MATRIC, Polymer Alliance Zone, The Real West Virginia Foundation, Department of Commerce Development Office and more. Marketing elements will include: website, brochures/collaterals, social networking,

conferences, newsletters, tradeshows, media relations, international trade missions, site location consultants and more.

Measurable Outcome: Creation of the marketing matrix and its successful execution.

Strategy 4.11: Disadvantaged and Under-Represented Populations -- Develop creative approaches, such as partnering with pertinent organizations, to include and benefit minority, youth, rural, urban and underrepresented populations.

Measurable Outcome: Outreach to and partnering with minority and disadvantaged segments.

Goal 5: Measure Success

Strategy 5.1: Benchmarking and Best Practices -- Identify benchmarks and best practices for emulation and to use for self-evaluation.

Measurable Outcome: Identification, emulation and attainment of best practices such as those identified in the Battelle CH2M Hill study.

Strategy 5.2: Short-Term Success Measures – Gauge the organization's progress with short-term success measures.

--Completion of strategic plan
--Master plan progress
--New revenues from any source
--Buildings refurbishment progress
--Jobs retained and grown in the park above and beyond the initail base of 550
--Size of new tenant pipeline and revenues expected
--Operational cost reduction
--Retention and satisfaction of park tenants
--Brand-building to be defined as increasingly positive image, identity and value

Measurable Outcome: Annual progress on these measures and others that may be selected as an initial dashboard.

Strategy 5.3: Longer-Term Success Measures – Measure longer-term success using a more comprehensive list of metrics.

Financial Sustainability
--Financial sustainability symbolized by displacement of government by private funds
--Earned revenue from new tenants
--Retention of existing tenants
--State appropriations

--Federal appropriations
--Foundation funding
--Donations
--Cost-reduction
--Support from policy leaders and their constituents
--Leadership and outreach participative mechanisms and processes
--Media support

Process Indicators
--Success stories (one home run can recoup all investment)
--Sponsored research awards
--Articles published
--Student attainment

Economic Impacts
--Increase in gross state product (GSP)
--State and local taxes collected

Industry Attraction
--Companies attracted
--Industry retention
--Supported jobs

Technology Transfer
--Licenses
--Royalty income
--Patent applications
--Patents issued

Entrepreneurship
--Start-up companies
--Angel and venture capital invested
--Companies growing and adding jobs

Measurable Outcome: Quantifiable progress on whatever comprehensive success measures are ultimately selected.

Goal 6.0: Build a Durable Organization

Use the elements below to achieve an organization based upon written policies and good governance practices that can exist over a long period regardless of changes in board and staff.

Strategy 6.1 Senate Bill 458 – Organize and execute the WVRTP to actualize the intent of SB 458.

Measurable Outcome – The WVRTP Corporation achieves its statutory charge.

Strategy 6.2: Board of Directors – Engage the board in a plan and schedule to optimize the resources and talents of each board member in achieving desired outcomes.

Measurable Outcome – Board members feel they are engaged and adding value to each meeting in the pursuit of desired outcomes. However, ultimately it is the duty of each board member to make his or her own contribution.

Strategy 6.3: Staffing – Create a lean staffing plan to leverage a matrix of donated services and resources from allies. Core functions to include executive, finance and accounting, operations and facilities and real estate, combining functions into a single position or outsourcing them as needed.

Measurable Outcome – Lean core staff that is supplemented by outsourced services.

Strategy 6.4: Budget – Build a five-year budget with goal of financial sustainability in year six.

Measurable Outcome – A five-year budget with financial sustainability to be achieved not later than December 14, 2015.

Strategy 6.5: Policy Manual – Customize the best-practice policy manuals of peers relative to governance, operations, purchasing, safety, human resources and other key areas.

Measurable Outcome – A policy manual.

Strategy 6.5: Pro Forma Expense and Income Dynamic Model – Build a five-year pro forma dynamic model to use as a tool in understanding individual and collective building and site cost elements. Focus on the goal of optimizing cost reduction and income generation as keys to financial sustainability.

Measurable Outcome – A five-year pro forma income and expense spreadsheet dynamic model.

Strategy 6.6: Regional Economic Impact – Develop a current and projected economic impact analysis. Use the strategies in this plan for Tech Park-driven growth and jobs creation.

Measurable Outcome – A regional economic impact assessment for the Tech Park to include the strategies contained in this plan.

Strategy 6.7: Advisory Councils – Host, convene and facilitate councils to foster safety, collaboration, innovation, technology transfer and commercialization.

--Tenant Executives Council
--Safety, Environmental and Council
--Higher Education Partners Council
--Innovation Council (Entrepreneurs, Research VPs, Tech Transfer Directors, Venture Capital Leaders)
--Information Technology, Computing and Communications Council

Measurable Outcome: Council meetings that help realize the vision and goals.

Implementation Tasks and Timelines

Tasks			Initial 24 Month Timeline							
			Calendar Year 2012				**Calendar Year 2013**			
			Q1	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
1.0	**Sustainable Financial Platform**									
	1.1	Rents & Fees	X	X	X	X	X	X	X	X
	1.2	Private Investment								
	1.3	State Gov't Approps	X	X	X	X	X	X	X	X
	1.4	Fed Gov't Approps								
	1.5	Fed Awards	X	X	X	X	X	X	X	X
	1.6	Foundation Awards								
	1.7	Corp Rsh Coalition			X	X	X	X	X	X
	1.8	Tax Increment Finance								
	1.9	Land Lease/Sale		X	X	X	X	X	X	X
	1.10	Private Equity								
	1.11	Royalty Streams								
	1.12	Donations								
	1.13	Debt Financing		X	X	X	X	X	X	X
2.0	**Community of Innovation**									
	2.1	Members & Allies	X	X	X	X	X	X	X	X
	2.2	Innovation Ecosystem	X	X	X	X	X	X	X	X
	2.3	MATRIC	X	X	X	X	X	X	X	X
	2.4	Recruit Companies	X	X	X	X	X	X	X	X
	2.5	Train Tech Talent			X	X	X	X	X	X
	2.6	Pilot/Toll Facilities					X	X	X	X
	2.7	Innovation Factory								

3.0	**Strat, Master & Focused Plans**									
	3.1	Strategic Vision Plan	X	X	X	X	X	X	X	X
	3.2	Master Plan			X	X	X	X	X	X
	3.3	Focused Plans								
		3.3.1 Buildings	X	X	X	X	X	X	X	X
		3.3.2 Incubators								
		3.3.3 Joint Campus	X	X	X	X	X	X	X	X
		3.3.4 National Lab		X	X	X	X	X	X	X
		3.3.5 U Chem E Ctr								
		3.3.6 Safety	X	X	X	X	X	X	X	X
		3.3.7 Energy Cost	X	X	X	X	X	X	X	X
		3.3.8 More Tenants	X	X	X	X	X	X	X	X
		3.3.9 New Products								
		3.3.10 Refresh Infra								
		3.3.11 Technical Ed	X	X	X	X	X	X	X	X
		3.3.12 Marcellus Shale				X	X	X	X	X
4.0	**Marketing, Communication & Outreach**									
	4.1	Vision	X	X	X	X	X	X	X	X
	4.2	Outreach	X	X	X	X	X	X	X	X
	4.3	Marketing			X	X	X	X	X	X
	4.4	Public Relations	X	X	X	X	X	X	X	X
	4.5	Gov't Relations	X	X	X	X	X	X	X	X
	4.6	Brand-Building	X	X	X	X	X	X	X	X
	4.7	Website	X	X	X	X	X	X	X	X
	4.8	Trade Shows & Int'l	X	X	X	X	X	X	X	X
	4.9	Annual Report			X			X		
	4.10	Allies Matrix Mgt Grid		X	X	X	X	X	X	X
	4.11	Disadvantaged								
5.0	**Measure Success**									
	5.1	Best Practices		X	X	X	X	X	X	X
	5.2	Initial Success Metrics	X	X	X	X	X	X	X	X
	5.3	Comp Success Metrics					X	X	X	X
6.0	**Build A Durable Organization**									
	6.1	Senate Bill 458	X	X	X	X	X	X	X	X
	6.2	Board of Directors	X	X	X	X	X	X	X	X
	6.3	Staffing	X	X	X	X	X	X	X	X
	6.4	Budget	X	X	X	X	X	X	X	X
	6.5	Policy & Ops Manuals	X	X	X	X	X	X	X	X
	6.6	Pro Forma			X	X	X	X	X	X

6.7	Reg'l Econ Impact	X	X	X	X	X
6.8	Advisory Councils	X	X	X	X	X

Core Allies (Matrix Management Team)

Organization	Leaders
West Virginia Regional Technology Park	Phil Halstead
Higher Education Policy Commission	Paul Hill
Board of Directors of WVRTP	David Hendrickson, Georgette George, Henry Harmon, Charles Patton, Bruce Berry, Ellen Cappellanti, Matt Ballard
MATRIC	Keith Pauley, Greg Clutter, Jane Copley, Michael Boyd
Community and Technical College System	Jim Skidmore, Joe Badgley, Jo Harris, Jim Cercone
State Department of Commerce Development Office	Keith Burdette, Mark Julian
Charleston Area Alliance	Matt Ballard, Drew Dunlap
Chemical Alliance Zone	Kevin DiGregorio
Tech Connect	Anne Barth, Russ Lorince
Polymer Alliance Zone	Karen Facemyer
The Real West Virginia Foundation	Sara Dearing
Corporate Tenants of Tech Park	To be listed
Add Your Name Here	_____

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West Virginia Regional Technology Park History

History of the Technology Park

For those unfamiliar with the story, through a generous gift from Dow Chemical, the state acquired the 258-acre piece of property with pre-existing laboratories and office buildings that was formerly known as the Union Carbide Technical Center, as well as $10 million in funding.

Started in 1949 as the pioneering chemical manufacturer's primary research facility, the tech center ultimately became the research home to some 3,000 scientists, engineers and technicians who developed tens of thousands of chemical manufacturing innovations and as many patents, many of which have had a marked impact on the products we use today.

As the global chemical manufacturing market changed, ownership changed and The Dow Chemical Company no longer needed a research center in the Kanawha Valley. Faced with closure, Governor Manchin coordinated an effort of federal, state, community, education and business leaders to develop a plan to preserve the Tech Park and grow the facility as a new education, research and technology park. The West Virginia Legislature and Governor Earl Ray Tomblin then followed up by creating a nonprofit organization to run the park.

WEST VIRGINIA CODE

CHAPTER 18B. HIGHER EDUCATION.

ARTICLE 1F. MANAGEMENT AGREEMENTS FOR THE HIGHER EDUCATION POLICY COMMISSION. §18B-1F-1. Legislative findings and purpose.

(a) The Legislature finds that economic development in West Virginia depends in part on collaborations developed between higher education and businesses and industry, particularly in the advancement of new and emerging technologies. It is in the best interests of the citizens of the state to implement programs which promote this research and contribute to the general economic welfare.

(b) The Legislature further finds that the transfer of property to the Commission to establish the West Virginia Education, Research and Technology Park created a new and unprecedented opportunity to promote research and development in the state. An efficiently managed Technology Park will encourage private sector participation in and support for research and economic development and will facilitate collaboration among the commission, the doctoral institutions and their research corporations.

(c) It is the responsibility of the commission to ensure that the day to day operations of the Technology Park are carried out effectively and efficiently in order to provide the greatest investment return to the people of West Virginia. To this end the Legislature finds that a mechanism is needed to simplify and expedite property management and purchasing of equipment, material and personal services.

(d) Therefore, the purpose of this article is to provide the commission with the authority necessary to carry out its responsibilities related to the operation of the Technology Park. The commission is authorized to enter into agreements and other contractual relationships with an affiliated corporation in order to achieve maximum efficiency in managing the Technology Park. **§18B-1F-2. Definitions.**

The following words used in this article have the meanings ascribed to them in this section unless the context clearly indicates a different meaning:

(a) "Affiliated corporation" or "corporation" means a corporation which meets the essential criteria prescribed in section three of this article and whose purpose is to provide management services to the commission in carrying out the day to day operations of the Technology Park;

(b) "Agreement" means an agreement or contractual relationship entered into between the commission and an affiliated corporation pursuant to the provisions of this article;

(c) "Board of directors" means the governing body of a corporation created pursuant to section three of this article;

(d) "Doctoral institution" means Marshall University or West Virginia University;

(e) "Executive director" means the chief executive officer of an affiliated corporation employed pursuant to section five of this article;

(f) "Potential membership" means the total number of members who comprise the board of directors when all membership seats are filled;

(g) "Private sector member" means a director of an affiliated corporation who is not an employee of the commission nor of any entity bearing a direct or indirect relationship to the commission;

(h) "Research corporation" means a corporation established with respect to Marshall University or West Virginia

University pursuant to section three, article twelve of this chapter; and

(i) "Technology Park" means the state-owned West Virginia Education, Research and Technology Park affiliated with the commission. **§18B-1F-3. Commission authorized to contract with corporation; corporation to meet essential criteria; corporation membership and organization; financial requirements.**

(a) The commission is authorized to enter into agreements and any other contractual relationships with an affiliated corporation formed as set forth in this article.

(b) The affiliated corporation shall meet the following essential criteria:

(1) *Corporation status.* -- The corporation is organized as a non-profit, non-stock corporation under the general corporation laws of the state exclusively for charitable, educational or scientific purposes within the meaning of section 501 (c) of the Internal Revenue Code of 1986, as amended.

(2) *Corporation membership, meetings, officers.* --

(A) Members of the board of directors of the affiliated corporation serve terms as prescribed in the bylaws of the corporation and are selected by the commission in consultation with the chancellor. The commission shall make all appointments to the board of directors by majority vote of its members and shall include the individual votes as a part of the minute record.

(B) Private sector members shall constitute a majority of the potential membership of the board of directors. Vacancies shall be filled in such a way that the majority status of private sector membership is maintained.

(C) By July 1, 2011, and at least biennially thereafter, the board of directors shall elect a chair from among its members.

§18B-1F-4. Powers and duties of board of directors and corporation.

(a) The primary responsibility of the corporation is to manage the day to day operations of the Technology Park through collaboration agreements with the commission. To that end, the board of directors has the following powers and duties:

(1) To employ an executive director subject to the provisions of section five of this article;

(2) To approve employment of other staff recommended by the executive director as being necessary and appropriate to carry out the purposes of this article and subject to agreements with the commission;

(3) To serve as fiscal agent and provide additional services, including, but not limited to, property management, human resources management, and purchasing;

(4) To meet as a governing body. A corporation created under this article is exempt from the provisions of section three, article nine-a, chapter six of this code and from the provisions of article one, chapter twenty-nine-b of this code;

(5) To receive, purchase, hold, lease, use, sell and dispose of real and personal property of all classes, subject to the provisions of subdivision (8) of this subsection and section eight of this article;

(6) To receive from any source whatsoever grants to be expended in accomplishing the objectives of this article;

(7) To receive from any source whatsoever aid or contributions of money, property or other things of value to be held, used and applied only for the purposes for which the aid or contributions may be made;

(8) To accept and expend any gift, grant, contribution, bequest, endowment or other money for the purposes of this article. Any transfer of endowment or other assets by the commission to the corporation or by the corporation to the commission for management shall be formalized in a memorandum of agreement to assure, at a minimum, that any restrictions governing the future disposition of funds are preserved. The commission may not transfer ownership of the Technology Park property to the corporation;

(9) To make, amend and repeal bylaws, rules and its governing documents consistent with the provisions of this article to effectuate the purpose and scope of the corporation;

(10) To alter the purpose or scope of the corporation; and

(11) To delegate the exercise of any of its powers except for the power to approve budgets to the executive director, subject to the directions and limitations contained in its governing documents.

(b) In addition to the powers and duties provided for in this section and any other powers and duties that may be assigned to it by law or agreement, the corporation has other powers and duties necessary to accomplish the objectives of this article or as provided by law. **§18B-1F-5. Appointment of executive director; qualifications.**

(a) The commission shall set the qualifications for the position of executive director and shall conduct a thorough search for qualified candidates. A qualified candidate is one who meets at least the following criteria:

(1) Possesses a broad understanding of the relationship between public and private sector research and the need for cooperation and collaboration among the commission and the research corporations;

(2) Holds at least a bachelor's degree in a field related to the duties and responsibilities of the position of executive director;

(3) Demonstrates strong communication skills and the ability to work with all types of businesses and industry, government agencies and higher education institutions; and

(4) Possesses other skills, qualifications or attributes as the commission considers appropriate or desirable.

(b) The commission shall select the executive director for the corporation and may not delegate this duty to the chancellor. The executive director may have dual appointment with the commission, but may not be a corporation director.

(1) The commission shall appoint the executive director by majority vote of its members and shall include the vote as a part of the minute record.

(2) The executive director shall inform the board of directors and the commission annually of his or her employment status with any other institution, agency or organization.

(c) The day to day operations of the corporation are under the control and supervision of the executive director. With the approval of the board of directors the executive director may employ staff as necessary to carry out the corporation's purposes as set forth in this article. **§18B-1F-6. Agreements; required provisions.**

(a) The commission may enter into agreements or other contractual relationships with a corporation that meets the conditions set forth in section three of this article. Any agreement shall specify that the corporation is accountable to the commission for the efficient operations of the Technology Park.

(b) On the effective date of the agreement, the corporation becomes the fiscal agent for operations of the Technology Park on behalf of the commission pursuant to terms of the agreement.

(c) If an agreement is terminated, the funds, contributions or grants paid or held by the corporation and not encumbered or committed prior to termination shall be distributed as provided for in the agreement.

(d) If made part of the agreement, the corporation may use services of both corporation employees and personnel of the commission. The corporation may pay the costs incurred by the commission, including personnel funded on grants and contracts, fringe benefits of personnel funded on grants and contracts, administrative support costs and other costs which may require reimbursement. The corporation may include as costs any applicable overhead and fringe benefit assessments necessary to recover the costs expended by the commission, pursuant to the terms of the agreement, and the commission may be reimbursed for expenses incurred by it pursuant to the agreement. **§18B-1F-7. Audits required; financial reports;**

conflicts of interest.

(a) The financial statements of the corporation shall be audited annually by an independent certified public accountant or firm. Within thirty days of completion, the financial audit report shall be presented to the corporation's board of directors for approval, after which a copy of the financial audit and required statements shall be submitted to the commission.

(b) Notwithstanding any other provision of this code to the contrary, any officer or employee of the commission, who is not the executive director of the corporation, may hold an appointment as a member and as an officer of the corporation board of directors. **§18B-1F-8. No waiver of sovereign immunity; not obligation of the state.**

(a) Nothing contained in this article waives or abrogates in any way the sovereign immunity of the state or deprives the commission or any officer or employee of the commission of sovereign immunity.

(b) Obligations of the board of directors or the corporation do not constitute debts or obligations of the commission or the state. **§18B-1F-9. Legislative findings and intent; memorandum of agreement required; terms and conditions; reports.**

(a) The Legislature finds that the Technology Park is a diversified, multi-tenant research, development and commercialization park focused on energy, chemicals and other sciences and technologies for the advancement of education and economic development in West Virginia. The areas of primary research and development include energy, chemicals and materials, and biotechnology. It is the intent of the Legislature to provide the commission with the tools needed to manage the Technology Park and facilitate the translation of state investment dollars in higher education and research into business and economic growth that will provide tangible benefits for the citizens of the state.

(b) To achieve the goals set forth in this section, it is essential that the commission include in its research and development efforts the talents and expertise available at the doctoral institutions and their research corporations. Therefore, by July 1, 2011, the commission shall enter into a memorandum of agreement with the research corporations to delineate the role each party will play in furthering the goals of research and economic development as set forth in this article. The agreement shall focus on collaboration and cooperation among the commission and the two research corporations.

(1) The agreement is not effective until all parties have agreed to the included terms and conditions.

(2) The commission shall file a report, including a copy of the completed agreement and any relevant documents, with the Joint Committee on Government and Finance and the Legislative Oversight Commission on Education Accountability by July 15, 2011.

(3) The agreement may be amended by mutual consent of the parties. Within fifteen days of the date a new agreement is signed, the commission shall file a report as provided in subdivision (2) of this subsection.

Note: WV Code updated with legislation passed through the 2011 2nd Special Session

West Virginia Regional Technology Park Corp.

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MEMORANDUM OF AGREEMENT

THIS MEMORANDUM OF AGREEMENT ("MOA") is made this 27th day of July, 2011, by and between the following parties: the West Virginia Higher Education Policy Commission ("Commission"), the Marshal University Research Corporation ("MURC"), the West Virginia University Research Corporation ("WVURC") and the WV Regional Technology Park Corp. ("WVRTP").

WHEREAS, the Legislature has determined that the Technology Park of the Commission located in South Charleston, West Virginia, is a diversified, multi-tenant research, development and commercialization park focused on energy, chemicals and other sciences and technologies for the advancement of education and economic development in West Virginia and that it is the intent of the Legislature to provide the Commission with the tools needed to manage the Technology Park and facilitate the translation of state investment dollars in higher education and research into business and economic growth that will provide tangible benefits for the citizens of the state; and

WHEREAS, the Legislature with the adoption of "Vision 2020: An Education Blueprint for Two Thousand Twenty" called for the development of "specific research expertise within the two state doctoral degree-granting universities" and improved "communication among the research branches of higher education institutions, including identification of mutually complementary areas of interest to increase funding opportunities and collaboration on intellectual property issues"; and

WHEREAS, the Legislature enacted W. Va. Code § 18B-1F-1 et seq. authorizing the Commission to enter into an agreement with a non-profit, non-stock corporation to operate the Technology Park and the WVRTP has been incorporated and authorized under the general incorporation laws of the state and with a duly constituted Board of Directors to undertake that duty; and

WHEREAS, Marshall University and West Virginia University have entered into research and development agreements pursuant to W.Va. Code § 18B-12-1 et seq. with the MURC and WVURC, respectively, for those corporations to provide research assistance to their affiliated institution and to facilitate research and development grants and opportunities on behalf of their institution; and

WHEREAS, the Legislature has declared that the Commission shall enter into a memorandum of agreement with the MURC and WVURC to delineate the role each party will play in furthering the goals of research and economic development set forth in W. Va. Code § 18B-1F-1 et seq.

NOW, THEREFORE, IT IS AGREED as follows:

1. The Vice Chancellor for Science and Research of the Commission shall periodically consult with representatives of the MURC and WVURC to reassess and update the strategic plan of the Science and Research Council to stress and explore a collaborative

process between the parties for science and technology research between the parties and, in particular, use of the Technology Park in that strategic plan.

2. The Vice Chancellor for Science and Research shall facilitate meetings between the Executive Director of the WVRTP, which the Commission has entered into an affiliation agreement with to manage the Technology Park, and the MURC and WVURC regarding access to the Technology Park and its facilities, opportunities for leasing of facilities and the possibility of collaborative projects at the Technology Park.

3. The Commission will afford the MURC and WVURC and their affiliated institutions on a priority basis, as available, with laboratory or meeting space at the Technology Park for meetings, activities, instruction, workshops and/or technology demonstrations.

4. Representatives of the MURC and WVURC will be invited to all meetings of the WVRTP Board of Directors that the Board believes they may be interested in and encouraged to share suggestions, recommendations, and collaborative opportunities with the Board.

5. The MURC, WVURC, and the WVRTP will be offered the opportunity to make a presentation each year at a Commission meeting about the successes, goals, opportunities and recommendations of the MURC and WVURC regarding research and technology facilitated by the MURC and WVURC and their affiliated institutions.

6. Whenever space becomes available at any of the facilities at the Technology Park the Commission will direct that the MURC and WVURC, on behalf of their affiliated institutions, be given first refusal on rental or leasing of such space for purposes consistent with the establishment of the Technology Park, unless the Commission determines an overwhelming need for the space to be utilized otherwise.

7. The Vice Chancellor for Science and Research shall continually monitor and identify potential areas of collaboration or synergy between the MURC and WVURC and their affiliated institutions, particularly at the Technology Park, and shall inform the parties of such opportunities for their consideration.

8. The Vice Chancellor for Science and Research will solicit recommendations each year from the MURC and WVURC on legislative, procedural or programmatic changes that would facilitate the research goals and activities of the MURC and WVURC, their affiliated institutions and the activities of the Technology Park and communicate them to the Chancellor and Commission for possible adoption and coordination of legislative action.

9. This Memorandum of Agreement may be amended by mutual consent of the parties.

IN WITNESS WHEREOF, the parties have caused this Memorandum of Agreement to be executed in the year and date indicated, with the effective date being the most recent signature.

Higher Education Policy Commission

By _____ Date: 7-29-11
Its: Chair

Marshall University Research Corporation

By _____ Date: August 4, 2011
Its: EXECUTIVE DIRECTOR

West Virginia University Research Corporation

By _____ Date: 08/08/2011
Its: VP for Rec ED; President, WVU RC

WV Regional Technology Park Corp.

By Thomas V. Rueker Date: July 27, 2011
Its: Chief Operating Officer

West Virginia
Higher Education
Policy Commission

Report to the Legislative Oversight Commission on Education Accountability

June 25, 2012

Tuition and Fees for 2012-2013 Academic Year

David K. Hendrickson
Chair

Paul L. Hill
Chancellor

West Virginia Higher Education Policy Commission
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Charleston, WV 25301
(304) 558-0699
www.hepc.wvnet.edu

MEMORANDUM

TO: Legislative Oversight Commission on Education Accountability

FROM: Paul Hill

DATE: June 25, 2012

RE: Report on Tuition and Fees for the 2012-2013 Academic Year

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West Virginia Code §18B-10-1(k)(1) requires the West Virginia Higher Education Policy Commission (Commission) to approve any proposed resident tuition and fee increases for state institutions of higher education in excess of five percent. The following types of tuition and fee increases are exempt from the five percent limitation:

- Programmed fee increases constituted as part of pre-existing institutional bond obligations or covenants.
- A fee used solely for the purpose of complying with the athletic provisions of the federal Title IX legislation.
- Tuition increases related to fee simplification proposals that result in an expense neutral change for an in-state student.

West Liberty University and West Virginia State University requested tuition and fee increases in excess of the five percent limitation. The tuition and fee increases for West Liberty ranged from 8.2 percent to 12.3 percent. West Virginia State University's tuition and fees increased eight percent. The tuition and fees for West Virginia University increased 7.3 percent; however fee simplification measures resulted in a net five percent increase. The percent increases excluding equity fees for the rest of the institutions were five percent or less. Fairmont State University did not increase its tuition and fees.

Tuition and fees for the 2012-2013 academic year, as approved by the Commission on May 18, 2012, are outlined by institution in the following tables:

- Table 1 - Summary of Regular Tuition and Fees for Undergraduate Students
- Table 2 - Regular Tuition and Fees for Graduate Students and First Professional
- Table 3 - Special Fees and Charges
- Table 4 - Room and Board Charges

Table 1

Higher Education Policy Commission

Summary of Regular Tuition and Fees - 2012-13 Academic Year
Resident Undergraduate Students

Institution	Tuition and Fees 2011-12	Tuition and Fees 2012-13	Increase Over 2011-12	Percentage of Increase	% of Increase Excluding Special Equity Increase/Including Capital Fee Increase
Bluefield State College	$4,908	$5,180	$272	5.5%	4.9%
Concord University	$5,446	$5,716	$270	5.0%	5.0%
Fairmont State University	$5,326	$5,326	$0	0.0%	0.0%
Glenville State College	$5,352	$5,860	$508	9.5%	4.7%
Marshall University	$5,648	$5,930	$282	5.0%	5.0%
Shepherd University	$5,554	$5,834	$280	5.0%	4.8%
West Liberty University*	$5,266	$5,530	$264	5.0%	12.6%
WLU (RN to BSN) Res/Metro/Non-Res	$4,872	$4,872	$0	0.0%	8.2%
WLU BA in Organiz. Leadership and Admin Res/Metro/Non Res	New	$6,360	New	New	New
WLU Nursing & Dental Hygiene	$6,116	$6,422	$306	5.0%	11.5%
WLU College of Science (Excludes Nursing & Dental Hygiene)	$5,516	$5,792	$276	5.0%	12.3%
WLU Business, Graphic Design and Broadcast Journalism	$5,466	$5,740	$274	5.0%	12.3%
West Virginia State University	$5,038	$5,442	$404	8.0%	8.0%
West Virginia University	$5,674	$6,090	$416	7.3%	7.3%
West Virginia University Health Professions (Estimated)	$7,178	$7,536	$358	5.0%	5.0%
WVU Institute of Technology	$5,344	$5,558	$214	4.0%	4.0%
WVU - Potomac State College	$3,058	$3,178	$120	3.9%	3.9%
Bachelor's Degree	$3,802	$3,946	$144	3.8%	3.8%

*WLU's Fees Include a $200 per semester Capital Fee to be assessed beginning with the Spring Semester (January 2013). It is anticipated that the Health Sciences Building will not be complete until November 2013. The blended percentage increase for 2012-13 academic year for resident undergraduate students will be 8.7%.

West Virginia University's fee increase reflects the movement of existing lab fees, totally $63 per semester to regular student fees and charges. Actual increase is 5.0%

Table 1

Regular Tuition and Fees - 2012-13 Academic Year
Undergraduate Students

Institution	Tuition and Fees 2011-12	Tuition and Fees 2012-13	Increase Over 2011-12	Percentage of Increase	(Less) Special Equity Fee Increase	Percentage of Increase (Less) Special Equity Fee	Mid-Year Capital Fee Increase	Percentage of Increase Including Capital Fee Increase
Bluefield State College								
Resident	$4,908	$5,180	$272	5.5%	$32	4.9%	$0	4.9%
Metro	$7,176	$7,544	$368	5.1%	$32	4.7%	$0	4.7%
Non-Resident	$9,456	$9,944	$488	5.2%	$32	4.8%	$0	4.8%
Concord University								
Resident	$5,446	$5,716	$270	5.0%	$0	5.0%	$0	5.0%
Non-Resident	$12,100	$12,700	$600	5.0%	$0	5.0%	$0	5.0%
Fairmont State University								
Resident	$5,326	$5,326	$0	0.0%	$0	0.0%	$0	0.0%
Non-Resident	$11,230	$11,230	$0	0.0%	$0	0.0%	$0	0.0%
Glenville State College								
Resident	$5,352	$5,860	$508	9.5%	$258	4.7%	$0	4.7%
Metro	$8,832	$9,624	$792	9.0%	$360	4.9%	$0	4.9%
Non-Resident	$12,720	$13,824	$1,104	8.7%	$480	4.9%	$0	4.9%
Marshall University								
Resident	$5,648	$5,930	$282	5.0%	$0	5.0%	$0	5.0%
Metro	$9,670	$10,240	$570	5.9%	$0	5.9%	$0	5.9%
Non-Resident	$13,480	$13,930	$450	3.3%	$0	3.3%	$0	3.3%
Shepherd University								
Resident	$5,554	$5,834	$280	5.0%	$14	4.8%	$0	4.8%
Non-Resident	$14,418	$15,136	$718	5.0%	$14	4.9%	$0	4.9%
West Liberty University*								
Resident	$5,266	$5,530	$264	5.0%	$0	5.0%	$400	12.6%
Metro	$10,500	$11,026	$526	5.0%	$0	5.0%	$400	8.8%
Non-Resident	$13,140	$13,140	$0	0.0%	$0	0.0%	$400	3.0%
WLU (RN to BSN)								
Resident/Metro/Non-Resident	$4,880	$4,880	$0	0.0%	$0	0.0%	$400	8.2%
WLU Bachelor of Arts in Organizational Leadership and Administration								
Resident/Metro/Non-Resident	New	$6,360	New	New	$0	New	$400	New
WLU Nursing & Dental Hygiene								
Resident	$6,116	$6,422	$306	5.0%	$0	5.0%	$400	11.5%
Metro	$11,350	$11,918	$568	5.0%	$0	5.0%	$400	8.5%
Non-Resident	$13,990	$13,990	$0	0.0%	$0	0.0%	$400	2.9%
WLU College of Science (Excludes Nursing & Dental Hygiene)								
Resident	$5,516	$5,792	$276	5.0%	$0	5.0%	$400	12.3%
Metro	$10,750	$11,288	$538	5.0%	$0	5.0%	$400	8.7%
Non-Resident	$13,390	$13,390	$0	0.0%	$0	0.0%	$400	3.0%
WLU Business, Graphic Design and Broadcast Journalism								
Resident	$5,466	$5,740	$274	5.0%	$0	5.0%	$400	12.3%
Metro	$10,700	$11,236	$536	5.0%	$0	5.0%	$400	8.7%
Non-Resident	$13,340	$13,340	$0	0.0%	$0	0.0%	$400	3.0%
West Virginia State University								
Resident	$5,038	$5,442	$404	8.0%	$0	8.0%	$0	8.0%

Table 1

Regular Tuition and Fees - 2012-13 Academic Year
Undergraduate Students

Institution	Tuition and Fees 2011-12	Tuition and Fees 2012-13	Increase Over 2011-12	Percentage of Increase	(Less) Special Equity Fee Increase	Percentage of Increase (Less) Special Equity Fee	Mid-Year Capital Fee Increase	Percentage of Increase Including Capital Fee Increase
Metro	$9,192	$9,928	$736	8.0%	$0	8.0%	$0	8.0%
Non-Resident	$11,778	$12,720	$942	8.0%	$0	8.0%	$0	8.0%
West Virginia University								
Resident**	$5,674	$6,090	$416	7.3%	$0	7.3%	$0	7.3%
Non-Resident	$17,844	$18,868	$1,024	5.7%	$0	5.7%	$0	5.7%
Health Professions								
Resident	$7,178	$7,536	$358	5.0%	$0	5.0%	$0	5.0%
Non-Resident	$20,990	$23,024	$2,034	9.7%	$0	9.7%	$0	9.7%
WVU Institute of Technology								
Resident	$5,344	$5,558	$214	4.0%	$0	4.0%	$0	4.0%
Non-Resident	$13,444	$13,980	$536	4.0%	$0	4.0%	$0	4.0%
WVU - Potomac State College								
Resident	$3,058	$3,178	$120	3.9%	$0	3.9%	$0	3.9%
Metro	$5,294	$5,438	$144	2.7%	$0	2.7%	$0	2.7%
Non-Resident	$8,990	$9,134	$144	1.6%	$0	1.6%	$0	1.6%
Bachelor's Degree								
Resident	$3,802	$3,946	$144	3.8%	$0	3.8%	$0	3.8%
Metro	$6,246	$6,390	$144	2.3%	$0	2.3%	$0	2.3%
Non-Resident	$10,022	$10,166	$144	1.4%	$0	1.4%	$0	1.4%

*WLU's Fees Include a $200 per semester Capital Fee to be assessed beginning with the Spring Semester (January 2013). It is anticipated that the Health Sciences Building will not be complete until November 2013. The blended percentage increase for 2012-13 academic year for resident undergraduate students will be 8.7%.

**West Virginia University's fee increase reflects the movement of existing Lab fees, totally $63 per semester to regular student fees and charges. Actual increase is 5.0%

Table 2

Regular Tuition and Fees - 2012-13 Academic Year
Graduate Students

Institution	Tuition and Fees 2011-12	Tuition and Fees 2012-13	Increase Over 2011-12	Percentage of Increase	Mid-Year Capital Fee Increase	Percentage of Increase Including Capital Fee Increase
Concord University						
Resident	$5,856	$6,144	$288	4.9%	$0	4.9%
Non-Resident	$10,286	$10,796	$510	5.0%	$0	5.0%
Fairmont State University						
Resident	$5,788	$5,788	$0	0.0%	$0	0.0%
Non-Resident	$12,356	$12,356	$0	0.0%	$0	0.0%
Marshall University						
Resident	$5,940	$6,230	$290	4.9%	$0	4.9%
Metro	$10,470	$11,070	$600	5.7%	$0	5.7%
Non-Resident	$14,910	$15,380	$470	3.2%	$0	3.2%
Shepherd University						
Resident	$6,470	$6,758	$288	4.5%	$0	4.5%
Non-Resident	$9,692	$10,106	$414	4.3%	$0	4.3%
West Liberty University						
Resident	$5,400	$5,670	$270	5.0%	$400	12.4%
Non-Resident	$7,560	$8,694	$1,134	15.0%	$400	20.3%
West Virginia State University						
Resident	$5,538	$5,982	$444	8.0%	$0	8.0%
Non-Resident	$12,952	$13,990	$1,038	8.0%	$0	8.0%
West Virginia University						
Resident	$6,486	$6,810	$324	5.0%	$0	5.0%
Non-Resident	$18,580	$19,508	$928	5.0%	$0	5.0%

Table 2

Regular Tuition and Fees - 2012-13 Academic Year
Graduate Students - First Professional

Institution	Tuition and Fees 2011-12	Tuition and Fees 2012-13	Increase Over 2011-12	Percentage of Increase	Mid-Year Capital Fee Increase	Percentage of Increase Including Capital Fee Increase
Marshall University						
School of Medicine - Professional/Medicine						
Resident	$19,476	$20,080	$604	3.1%	$0	3.1%
Non-Resident	$46,266	$47,670	$1,404	3.0%	$0	3.0%
School of Pharmacy - Doctorate						
Resident	$0	$15,930	New	New	$0	New
Non-Resident	$0	$27,920	New	New	$0	New
School of Physical Therapy - Doctorate						
Resident	$10,286	$10,290	$4	0.0%	$0	0.0%
Non-Resident	$16,336	$16,340	$4	0.0%	$0	0.0%
School of Medicine - Graduate/Biomedical Science (Excluding Forensic Science)						
Resident	$8,976	$9,250	$274	3.1%	$0	3.1%
Metro	$13,066	$13,470	$404	3.1%	$0	3.1%
Non-Resident	$18,666	$19,220	$554	3.0%	$0	3.0%
School of Medicine - Graduate/Forensic Science						
Resident	$8,016	$8,220	$204	2.5%	$0	2.5%
Metro	$12,026	$12,330	$304	2.5%	$0	2.5%
Non-Resident	$17,576	$17,980	$404	2.3%	$0	2.3%
West Liberty University						
Physicians Assistant Program						
Resident	(New)	$12,000	(New)	(New)	$0	(New)
Non-Resident	(New)	$18,000	(New)	(New)	$0	(New)
					`	
West Virginia University						
Medical						
Resident	$22,798	$24,248	$1,450	6.4%	$0	0.0%
Non-Resident	$49,408	$52,188	$2,780	5.6%	$0	0.0%
Dental						
Resident	$15,680	$17,402	$1,722	11.0%	$0	0.0%
Non-Resident	$41,516	$43,156	$1,640	4.0%	$0	0.0%
Law[1]						
Resident	$14,920	$15,666	$746	5.0%	$0	0.0%
Non-Resident	$29,858	$31,350	$1,492	5.0%	$0	0.0%
Law						
Resident	$16,420	$17,240	$820	5.0%	$0	0.0%
Non-Resident	$31,358	$32,924	$1,566	5.0%	$0	0.0%
Pharmacy D						
Resident	$12,690	$15,446	$2,756	21.7%	$0	0.0%
Non-Resident	$30,406	$34,498	$4,092	13.5%	$0	0.0%
WV School of Osteopathic Medicine						
Resident	$19,950	$20,950	$1,000	5.0%	$0	5.0%
Non-Resident	$49,950	$50,950	$1,000	2.0%	$0	2.0%

Table 3

Higher Education Policy Commission
Special Fees and Charges

Institution	Fee Rate 2011-12	Fee Rate 2012-13	Increase Over 2011-12	Percentage of Increase
Bluefield State College				
Engineering Technology & Computer Science Fee (1)	$15	$25	$10	66.7%
Health Science Programmatic Fee:				
(A. S. N.)	$400	$450	$50	12.5%
(A. S. R. T. - Summer I & II, Fall, Spring)	$175	$225	$50	28.6%
LPN to RN Program Annual Fee (Bluefield & Beckley Campus)	$500	$500	$0	0.0%
BS Nursing (1)	$15	$25	$10	66.7%
BS Radiologic Science (1)		$25	$25	New
Business Lab Fee (1)	$20	$20	$0	0.0%
Business Programmatic	$60	$100	$40	66.7%
BS Education Programmatic Fee		$100	$100	New
Education Accreditation Fee	$10	$0	-$10	-100.0%
Web-CT Blackboard (1)	$25	$30	$5	20.0%
CART Web Classes (1)	$25	$30	$5	20.0%
Regents' BA Degree Evaluation	$300	$300	$0	0.0%
Portfolio RBA Fee (1)	$10	$10	$0	0.0%
Science Programmatic Fee (1)	$25	$35	$10	40.0%
Technology Fee (Degree Seeking Students)	$25	$30	$5	20.0%
Late Registration	$30	$30	$0	0.0%
Transcript (After First)	$5	$5	$0	0.0%
Graduation	$45	$50	$5	11.1%
Diploma Replacement	$10	$10	$0	0.0%
Parking Processing Fee	$10	$10	$0	0.0%
Returned Check Fee	$25	$25	$0	0.0%
Concord University:				
International Orientation Fee	$130	$130	$0	0.0%
Business Accreditation Fee	$50	$50	$0	0.0%
Late Registration Fee	$25	$25	$0	0.0%
College Court Rent Late Fee	$20	$20	$0	0.0%
Rental Property Late Fee	$20	$20	$0	0.0%
Transcript Fee	$5	$5	$0	0.0%
Priority Transcript Fee	$10	$10	$0	0.0%
Graduation Fee	$50	$50	$0	0.0%
Regents BA Degree Evaluation	$300	$300	$0	0.0%
Regents BA Degree Per Hour Posting Fee	$10	$10	$0	0.0%
Advanced Standing Exam	$55	$55	$0	0.0%
Dorm Damage Deposit	$50	$50	$0	0.0%
Damage Deposit College Courts	$75	$75	$0	0.0%
Security Deposit on Rental Properties	$225	$225	$0	0.0%
Orientation Fee	$85	$85	$0	0.0%
Diploma Replacement	$25	$25	$0	0.0%
Late Graduation Fee	$20	$20	$0	0.0%
Returned Check Fee	$25	$25	$0	0.0%

Table 3

Higher Education Policy Commission
Special Fees and Charges

Institution	Fee Rate 2011-12	Fee Rate 2012-13	Increase Over 2011-12	Percentage of Increase
Technology Course Fee (1)	$6	$6	$0	0.0%
Lab Fee	$25	$25	$0	0.0%
Art Lab (Clay) Fee	$25	$25	$0	0.0%
Service Fee - Installment Plan	$50	$50	$0	0.0%
EDUC 456-Directed Student Teaching	$100	$100	$0	0.0%
Athletic Training Special Fee	$100	$100	$0	0.0%
Tutorial Fee	$125	$125	$0	0.0%
Post Office Box Rental	$8	$8	$0	0.0%
Parking Permit Decal	$15	$15	$0	0.0%
Graduate Application Fee	$25	$25	$0	0.0%
Replacement ID	$15	$25	$10	66.7%
Fairmont State University				
Application Fee - Graduate	$40	$40	$0	0.0%
Application Fee - Undergraduate	$20	$20	$0	0.0%
Credential Fee - Placement	$3	$3	$0	0.0%
Community College Bacc. Enhancement Fee (1)				
Resident	$58	$58	$0	0.0%
Non-Resident	$91	$91	$0	0.0%
Credit for Life Experience Evaluation	$300	$300	$0	0.0%
Course Fee (1) (previously known as Technology Fee)	$4	$4	$0	0.0%
Diploma Replacement	$50	$50	$0	0.0%
E-Rate University (per 3 hour course)	$972	$972	$0	0.0%
E-Rate Graduate (per 3 hour course)	$1,476	$1,476	$0	0.0%
E-Learning Course Fee (per 3 hour course) (FS Students)	$75	$75	$0	0.0%
Exam for Course Credit (1)	$22	$22	$0	0.0%
Excess course withdrawal fee (assessed after 8 courses have been dropped)	$50	$50	$0	0.0%
Faculty and Staff Parking Fee - Full-time (will be prorated if less than full-time) Annual	$180	$180	$0	0.0%
Fine Arts Course Fees (1):				
- Art - Pottery Materials Fee	$15	$15	$0	0.0%
- Art Painting/Drawing Materials Fee	$7	$7	$0	0.0%
- Debate - Materials Fee	$15	$15	$0	0.0%
- Music Lessons Fee	$10	$10	$0	0.0%
- Theatre Materials Fee	$15	$15	$0	0.0%
Foreign Languages Course Fee (1)	$8	$8	$0	0.0%
Graduation (fee for Graduate Students)	$70	$70	$0	0.0%
Graduation (fee for Undergraduate Students)	$50	$50	$0	0.0%
Graduation Application Late Fee	$50	$50	$0	0.0%
ID Card Replacement Fee	$15	$15	$0	0.0%
Late Registration	$50	$50	$0	0.0%
Late Payment Fee	$50	$50	$0	0.0%
Occupational Develop/Tech Studies Degree Evaluation	$150	$150	$0	0.0%
Off-Campus Instruction (1)	$15	$15	$0	0.0%

Table 3

Higher Education Policy Commission
Special Fees and Charges

Institution	Fee Rate 2011-12	Fee Rate 2012-13	Increase Over 2011-12	Percentage of Increase
MBA Course Fee (1)	$25	$25	$0	0.0%
New Student Fee	$120	$120	$0	0.0%
Nursing Lab Fee (1)	$12	$12	$0	0.0%
Nursing Testing Fee (per semester)	$156	$166	$10	6.4%
Nursing Uniform Fee (once per program)	$155	$155	$0	0.0%
Priority Transcript Fee	$9	$9	$0	0.0%
Regents' BA Degree Evaluation	$300	$300	$0	0.0%
Reinstatement Fee	$25	$25	$0	0.0%
Senior Citizens Audit Fee (1)	$22	$22	$0	0.0%
Teacher Education - Clinical Experiences Fee	$150	$150	$0	0.0%
University/Graduate Enhancement Fee (1)				
Resident	$100	$100	$0	0.0%
Non-Resident	$218	$218	$0	0.0%
HHP Outdoor Course Fee (1)	$30	$30	$0	0.0%
Fine Arts Major Course Fee (1)	$50	$50	$0	0.0%
School of Education Portfolio Fee (one-time)	$130	$130	$0	0.0%
Storytelling Course Fee (1)	$40	$40	$0	0.0%
Glenville State College				
ACT Residual Test - institutional charge	$50	$50	$0	0.0%
Application Fee	$20	$20	$0	0.0%
Application Fee - International	$75	$100	$25	33.3%
Applied Music Fee	$60	$80	$20	33.3%
Art - Kiln Fee	$60	$60	$0	0.0%
Art Studio Fee	$40	$40	$0	0.0%
Bad Check Fee	$25	$25	$0	0.0%
Business Program Assessment Fee	$30	$35	$5	16.7%
Certificate	$0	$20	$20	New
Challenge Exam (1)	$30	$35	$5	16.7%
Computer Science - CSCI 101,201, 205, 286, 304, 305, 335, 352 & 386	$30	$30	$0	0.0%
Computer Science - Mkt 203 & 379	$30	$30	$0	0.0%
American Humanities / Nonprofit Cert. Entrance Fee	$40	$40	$0	0.0%
American Humanities / Nonprofit Final Portfolio Assmt Fee	$100	$100	$0	0.0%
Criminal Justice Fee - CRJU215	$100	$100	$0	0.0%
Criminal Justice Fee - CRJU335, 435	$30	$30	$0	0.0%
Darkroom Fee	$30	$0	-$30	-100.0%
Diploma Replacement Fee	$25	$25	$0	0.0%
Educational Foundations Fee (per course)	$100	$100	$0	0.0%
Facsimile Fee (per page)	$1	$1	$1	100.0%
Fingerprint Fee (EDUC 203)	$25	$25	$0	0.0%
First Year Experience Fee	$100	$100	$0	0.0%
Graduation Fee (exclusive of cap and gown)	$40	$40	$0	0.0%
Graduation Fee (additional degrees)	$0	$25	$25	New
Graduate Verification Letter	$5	$5	$0	0.0%

Table 3

Higher Education Policy Commission
Special Fees and Charges

Institution	Fee Rate 2011-12	Fee Rate 2012-13	Increase Over 2011-12	Percentage of Increase
Land Resource Lab Fee	$40	$40	$0	0.0%
Late Graduation Fee	$100	$100	$0	0.0%
Music Instrument Rental Fee	$35	$40	$5	14.3%
Non-resident Food Service Fee	$50	$50	$0	0.0%
NTE Scores (copy)	$5	$5	$0	0.0%
Nursing Program Fee (per semester)	$400	$400	$0	0.0%
Off-Campus Course Fee (1)	$20	$20	$0	0.0%
On-Line Course Fee (Instructor Developed)	$120	$140	$20	16.7%
On-Line Course Fee (Publisher Developed)	$95	$0	-$95	-100.0%
Parking Permit - Main Campus - Commuter	$50	$60	$10	20.0%
Parking Permit - Main Campus - On Campus Resident	$100	$100	$0	0.0%
Parking Permit - Pioneer Village / Stadium	$0	$0	$0	0.0%
Parking Permit - Reserved	$175	$190	$15	8.6%
Photocopy Charges (per page)	$1	$1	$0	0.0%
Physical Education Fee (PE 230, 231)	$20	$0	-$20	-100.0%
Physical Education Fee (PE 201, 421)	$20	$20	$0	0.0%
Physical Education Fee (PE 234)	$0	$20	$20	New
Physical Educ. Fee (PED 106, 120, 122, 123, 124, 125,129)	$10	$0	-$10	-100.0%
Physical Educ. Fee (PED 119, 219, 301, 319, 326, 419)	$10	$10	$0	0.0%
Physical Educ. Fee (PED 132,136)	$0	$10	$10	New
Psychology Fee (PSYC 460)	$0	$10	$10	New
Regent's BA Degree Evaluation	$300	$300	$0	0.0%
Regent's BA Degree Posting Fee (1)	$10	$10	$0	0.0%
Replacement ID Card	$5	$5	$0	0.0%
Replacement - Room Key (Pioneer Village)	$5	$5	$0	0.0%
Replacement - Room Key Cylinder	$0	$50	$50	New
Replacement Room Access Card (Goodwin)	$5	$5	$0	0.0%
Room Reservation Fee	$75	$100	$25	33.3%
Late Room Reservation Fee (returning students only)	$100	$0	-$100	-100.0%
Science Laboratory Fee (per course)	$50	$50	$0	0.0%
Spanish Lab Fee (SPAN 101, 201, 301, 401)	$30	$0	-$30	-100.0%
Teacher Education Admission Fee	$200	$200	$0	0.0%
Teacher Endorsement Evaluation	$25	$25	$0	0.0%
TOEFL Test - institutional charge	$5	$10	$5	100.0%
Transcript	$5	$5	$0	0.0%
Transcript - Express	$25	$30	$5	20.0%
Transcript - FAX	$5	$5	$0	0.0%
Marshall University:				
Undergraduate Program Fees (Per Semester):				
Business				
Resident	$245	$245	$0	0.0%
Metro and Non-Resident	$421	$421	$0	0.0%

Table 3

Higher Education Policy Commission
Special Fees and Charges

Institution	Fee Rate 2011-12	Fee Rate 2012-13	Increase Over 2011-12	Percentage of Increase
Integrated Science Technology				
Resident	$100	$100	$0	0.0%
Metro and Non-Resident	$200	$200	$0	0.0%
College Tech/Engineering CITE				
Resident	$150	$150	$0	0.0%
Metro and Non-Resident	$250	$250	$0	0.0%
Journalism and Mass Communications				
Resident	$25	$25	$0	0.0%
Metro and Non-Resident	$25	$25	$0	0.0%
Fine Arts Program Fee				
Resident	$125	$125	$0	0.0%
Metro and Non-Resident	$200	$200	$0	0.0%
Nursing				
Resident	$150	$150	$0	0.0%
Metro and Non-Resident	$450	$450	$0	0.0%
College of Health Professions				
Resident	$125	$125	$0	0.0%
Metro and Non-Resident	$250	$250	$0	0.0%
Graduate Program Fees (Per Semester):				
Business				
Resident	$245	$245	$0	0.0%
Metro and Non-Resident	$421	$421	$0	0.0%
Nursing				
Resident	$275	$275	$0	0.0%
Metro and Non-Resident	$650	$650	$0	0.0%
College of Health Professions				
Resident	$150	$150	$0	0.0%
Metro and Non-Resident	$300	$300	$0	0.0%
College/Tech/Eng CITE				
Resident	$250	$250	$0	0.0%
Metro and Non-Resident	$410	$410	$0	0.0%
Fine Arts Program Fee				
Resident	$125	$125	$0	0.0%
Metro and Non-Resident	$200	$200	$0	0.0%
Psychology Doctorate Fee				
Resident	$1,068	$1,068	$0	0.0%
Metro	$1,068	$1,068	$0	0.0%
Non-Resident	$1,446	$1,446	$0	0.0%
EdDEds Program Fee				
Resident Metro and Non-Resident	$90	$90	$0	0.0%
Executive MBA Program Fee	$200	$200	$0	0.0%
Resident	$4,050	$4,050	$0	0.0%
Metro	$4,350	$4,350	$0	0.0%
Non-Resident	$4,650	$4,650	$0	0.0%
Special Fees:				

Table 3

Higher Education Policy Commission
Special Fees and Charges

Institution	Fee Rate 2011-12	Fee Rate 2012-13	Increase Over 2011-12	Percentage of Increase
Enrollment Deposit:				
Undergraduate	$100	$100	$0	0.0%
School of Pharmacy	$500	$500	$0	0.0%
School of Physical Therapy	$300	$300	$0	0.0%
Application Fees:				
Undergraduate/Graduate	$40	$40	$0	0.0%
Undergraduate/Graduate - Transfers	$50	$50	$0	0.0%
School of Medicine - Resident	$75	$75	$0	0.0%
School of Medicine - Non-Resident	$100	$100	$0	0.0%
School of Nursing	$30	$30	$0	0.0%
School of Pharmacy	$100	$100	$0	0.0%
Dietetic Internship Program	$25	$25	$0	0.0%
India MBA, Non-resident Only	New	$505	New	New
International Application/Express Mail Fee	$100	$100	$0	0.0%
Applied Music Fee	$35	$35	$0	0.0%
COHP-SOK Activity Course Fee	New	$40	New	New
COHP - SOK - Clinical Lab Fee	New	$25	New	New
College of Science - Performance Assessment Fee	New	$100	New	New
CLEP/DANTES Testing	$15	$15	$0	0.0%
COE - Clinical Lab Fee	$25	$25	$0	0.0%
COE - Student Teaching Fee	$200	$200	$0	0.0%
COE - Activity Course Fee	$40	$40	$0	0.0%
COE - SCUBA	$200	$200	$0	0.0%
College of Fine Arts - Art Fee	$75	$75	$0	0.0%
College of Fine Arts - Theatre	$40	$40	$0	0.0%
College of Fine Arts - English - Rendering Landscape	$75	$75	$0	0.0%
College of Health Professions - Matriculation Fee	$150	$150	$0	0.0%
Course for Senior Citizens	$50	$50	$0	0.0%
Diploma Fees:				
Certificate Fee	$15	$15	$0	0.0%
Associate Degree	$30	$30	$0	0.0%
Baccalaureate Degree	$50	$50	$0	0.0%
Master's Degree	$50	$50	$0	0.0%
Diploma Replacement	$50	$50	$0	0.0%
First Professional Degree	$100	$100	$0	0.0%
Doctoral Degree	$100	$100	$0	0.0%
Electronic Course Fee Undergraduate (1)	$205	$215	$10	4.9%
Electronic Course Fee Graduate (1)	$283	$297	$14	4.9%
Electronic Course Fee High School (1)	$122	$122	$0	0.0%
GSEPD - Clinical Lab Fee	$25	$25	$0	0.0%
GSEPD - Student Teaching Fee	$100	$100	$0	0.0%
Graduate Fee - Thesis & Dissertation Processing		$0		
Improper Check-out Fee - Dorm	$50	$50	$0	0.0%
International Student Services Fee	$25	$25	$0	0.0%
Laboratory Fee - Graduate Psychology	$30	$30	$0	0.0%

Table 3

Higher Education Policy Commission
Special Fees and Charges

Institution	Fee Rate 2011-12	Fee Rate 2012-13	Increase Over 2011-12	Percentage of Increase
Laboratory Fee - COLA	$30	$30	$0	0.0%
Laboratory Fee - Journalism	$50	$50	$0	0.0%
Laboratory Fee - Science	$60	$60	$0	0.0%
Laboratory Fee - Health Sciences (Clinical Lab Science, Communication Disorders, Dietetics)	$50	$50	$0	0.0%
Laboratory Fee - Health Professions [Nursing]	$100	$100	$0	0.0%
Late Registration/Payment Fee	$25	$25	$0	0.0%
Mail Box - Re-Key (Per Lock)	$30	$30	$0	0.0%
Meal Card/I. D. Replacement	$20	$20	$0	0.0%
MUGC Alternative Assessment (1)	$25	$25	$0	0.0%
Off-Campus Course Fee (1)	$35	$35	$0	0.0%
Orientation/Student Success Fee	$50	$50	$0	0.0%
Regents' BA Degree Evaluation	$300	$300	$0	0.0%
Regents' BA Posting Fee (1)	$10	$10	$0	0.0%
Regional Campus Course Fee (1)		$20	$20	New
Reinstatement Fee - Course Schedule	$25	$25	$0	0.0%
Residence Services Fees:				
Reservation Deposit	$200	$200	$0	0.0%
Returned Check Fee	$25	$25	$0	0.0%
Revalidation of Credit Fee (1)	$25	$25	$0	0.0%
Room Re-Key (per lock)	$40	$40	$0	0.0%
Study Abroad Fee	$100	$100	$0	0.0%
Transcript (after first)	$8	$8	$0	0.0%
Transfer Evaluation Fee	$50	$50	$0	0.0%
University College - Placement Testing Fee	$10	$10	$0	0.0%
Visiting Student Credential Fee - SOM	$50	$50	$0	0.0%
WVROCKS Course Fee - Undergraduate (1)	New	$223	New	New
Shepherd University				
Admissions Application Fee (Under-grad)	$45	$45	$0	0.0%
Admissions Deposit (non-refundable)	$100	$100	$0	0.0%
Applied Music Fee (1)	$306	$306	$0	0.0%
Art Studio Fee	$40	$45	$5	12.5%
CIS Lab Fee	$30	$30	$0	0.0%
Communication Course Fee	$25	$25	$0	0.0%
Diploma Replacement	$20	$20	$0	0.0%
Education Major Fee	$40	$40	$0	0.0%
Electronic Course fee (1)	$25	$25	$0	0.0%
Emergency Transcript	$15	$15	$0	0.0%
Family & Consumer Sciences Fee	$40	$40	$0	0.0%
Graduate Admissions Fee (non-refundable)	$40	$40	$0	0.0%
Graduate Posting Fee (Continuing Ed) (1)	$38	$38	$0	0.0%
Graduation Fee	$35	$35	$0	0.0%
Health, Physical Education, Recreation & Sports Fee	$37	$37	$0	0.0%
History Course Fee (304 only)	$75	$75	$0	0.0%

Table 3

Higher Education Policy Commission
Special Fees and Charges

Institution	Fee Rate 2011-12	Fee Rate 2012-13	Increase Over 2011-12	Percentage of Increase
I.D. Card Replacement	$25	$25	$0	0.0%
Archaeology Lab Fee	$20	$20	$0	0.0%
Late Payment Fee	$25	$25	$0	0.0%
Late Registration Fee (non-refundable)	$25	$25	$0	0.0%
MAT Transcript Analysis Fee	$20	$20	$0	0.0%
Music Lab Fee	$30	$30	$0	0.0%
Nursing Lab Fee	$75	$75	$0	0.0%
Nursing Program Fee	$90	$90	$0	0.0%
Orientation Fee (non-refundable)	$75	$75	$0	0.0%
Parking Fee	$70	$70	$0	0.0%
Physical Education Major Program Fee	$20	$20	$0	0.0%
RBA Posting Fee (1)	$10	$10	$0	0.0%
Recreation Major Program Fee	$40	$40	$0	0.0%
Regents' BA Degree Evaluation	$300	$300	$0	0.0%
Return Check Handling Fee	$10	$10	$0	0.0%
Science Lab Fee	$40	$40	$0	0.0%
Special Examination (1)	$25	$25	$0	0.0%
Transcript (after first)	$5	$5	$0	0.0%
Math Course	$30	$30	$0	0.0%
Bowling	$45	$45	$0	0.0%
FYEX Course fee	$10	$10	$0	0.0%
Nursing Fee (senior year only)	$0	$400	$400	New
**pass through fee only for nursing seniors taking NCLEX exam prep course.				
West Virginia School of Osteopathic Medicine				
Advance Tuition Deposit (Non Resident)	$3,000	$3,000	$0	0.0%
Advance Tuition Deposit (Resident)	$1,000	$1,000	$0	0.0%
Diploma replacement	$30	$30	$0	0.0%
Graduation Fee	$50	$50	$0	0.0%
Late Registration Fee / per semester	$30	$30	$0	0.0%
Non Resident Application Fee	$80	$80	$0	0.0%
Resident Application Fee	$40	$40	$0	0.0%
Transcript Fee **(After First)**	$6	$6	$0	0.0%
Instructional Tech. Fee **(1st Year Students)**	$200	$200	$0	0.0%
West Liberty University				
BA in Organization. Leadership Admin. Materials Fee		$200	$200	New
Ceramics Material Fee	$100	$100	$0	0.0%
Credit Card Procession	$20	$0	-$20	-100.0%
Credit Hour Overload Registration Fee (19+ hours)		$100	$100	New
Dental Hygiene Instrument Kit	$1,050	$1,140	$90	8.6%
Dental Hygiene Side Kick Instrument Sharpened **	$600	$875	$275	45.8%
Dental Hygiene Ultrasonic Instrument	$175	$285	$110	62.9%
Dental Hygiene X-Ray XCP Instruments	$150	$175	$25	16.7%

Table 3

Higher Education Policy Commission
Special Fees and Charges

Institution	Fee Rate 2011-12	Fee Rate 2012-13	Increase Over 2011-12	Percentage of Increase
Dental Hygiene Clinic IV		$55	$55	New
Diploma Replacement	$25	$25	$0	0.0%
Electronic On-line Course	$100	$100	$0	0.0%
Freshmen Orientation	$100	$100	$0	0.0%
FY 09 Free Laptop Service	$75	$0	-$75	-100.0%
FY 10, 11, 12 Free Laptop Service	$25	$0	-$25	-100.0%
Graduation - Graduate	$150	$150	$0	0.0%
Graduation - Undergraduate	$125	$125	$0	0.0%
HESI Dosage Calculation	$30	$30	$0	0.0%
HESI Junior Custom	$55	$55	$0	0.0%
HESI Maternity	$30	$30	$0	0.0%
HESI Pediatrics	$30	$30	$0	0.0%
HESI Pharmacology	$30	$30	$0	0.0%
HESI RN Exit I - III	$150	$150	$0	0.0%
HESI Sophomore Custom	$30	$30	$0	0.0%
Drug Screening/Critical Thinking Exams		$40	$40	New
Hilltopper Academy Registration	$50	$50	$0	0.0%
Hilltopper For Life (1 time fee)		$150	$150	New
Jr/Sr Business College	$100	$0	-$100	-100.0%
Jr/Sr Science College	$125	$0	-$125	-100.0%
Late Graduation	$110	$110	$0	0.0%
Late Registration	$80	$80	$0	0.0%
Miller Analog Test	$75	$75	$0	0.0%
Natural Science Lab	$75	$75	$0	0.0%
Outside Laptop Service (Per occurrence)	$75	$75	$0	0.0%
Parking (Employee per year)	$50	$50	$0	0.0%
Parking Permit (student per year)	$75	$75	$0	0.0%
Priority Transcripts	$25	$25	$0	0.0%
Private Music Lessons	$120	$120	$0	0.0%
Red Cross Certification	$30	$50	$20	66.7%
Regents BA Degree (plus $10) (1)	$300	$300	$0	0.0%
Regional Practical/Internship	$100	$100	$0	0.0%
Registration Reinstatement	$25	$25	$0	0.0%
Return Check Charge	$25	$25	$0	0.0%
Scuba Diving	$160	$160	$0	0.0%
Security card replacement	$15	$15	$0	0.0%
Student Teaching	$175	$175	$0	0.0%
Transcripts	$7	$7	$0	0.0%
Tuition Payment Plan	$30	$30	$0	0.0%
Work for Life (plus $15 per work life credit)	$375	$375	$0	0.0%
West Virginia State University				
Application Fees:				
Undergraduate - In/State	$20	$22	$2	8.0%
Undergraduate - Out/State	$20	$22	$2	8.0%

Table 3

Higher Education Policy Commission
Special Fees and Charges

Institution	Fee Rate 2011-12	Fee Rate 2012-13	Increase Over 2011-12	Percentage of Increase
Graduate - In/state	$20	$22	$2	8.0%
Graduate - Out/state	$30	$32	$2	8.0%
Course Fees:				
Applied Music Fee	$30	$32	$2	8.0%
Applied Music Fee (Non-music majors only)	$100	$108	$8	8.0%
Art Fee	$35	$38	$3	8.0%
Communications Fee	$30	$32	$2	8.0%
Science Lab Fee	$40	$43	$3	8.0%
English Course Fee	$5	$5	$0	8.0%
HHP 106 & HHP 122	$10	$11	$1	8.0%
Diploma Replacement	$25	$27	$2	8.0%
Transcript (after first)	$6	$6	$0	8.0%
Thesis Binding Fee (formerly Electronic Thesis Fee)	$130	$140	$10	8.0%
Graduation and Diploma	$100	$108	$8	8.0%
Graduation (Graduate) and Diploma	$110	$119	$9	8.0%
Capitol Center Course Fee (1)	$100	$108	$8	8.0%
Internet Course Fee - Undergraduate (1)	$110	$119	$9	8.0%
Internet Course Fee - Graduate (1)	$160	$173	$13	8.0%
Key Deposit	$10	$10	$0	0.0%
Late Registration	$25	$27	$2	8.0%
Campus Fee - Non-WVSU Only	$0	$250	$250	New
Parking - Full Year WVSU Faculty and Staff	$90	$97	$7	8.0%
Second Vehicle Full Year WVSU Faculty and Staff	$45	$49	$4	8.0%
Parking - Full Year WVSU Students	$75	$81	$6	8.0%
Second Vehicle WVSU student One Semester	$10	$11	$1	8.0%
Second Vehicle WVSU student Full Year	$20	$22	$2	8.0%
Parking Replacement	$10	$11	$1	8.0%
Parking - One Semester Fall, Spring WVSU students	$40	$43	$3	8.0%
Parking - January thru August WVSU student	$55	$59	$4	8.0%
Parking - Summer	$30	$32	$2	8.0%
Placement Testing Fee	$20	$22	$2	8.0%
Proctor Testing Fee	$30	$32	$2	8.0%
Regents' BA Degree Evaluation	$300	$300	$0	0.0%
Regents' BA Degree Posting Fee (1)	$10	$10	$0	0.0%
Resident Hall Breakage Deposit	$100	$100	$0	0.0%
First Time Residence Fee	$100	$108	$8	8.0%
Room Reservation Deposit	$50	$50	$0	0.0%
Returned Check Fee	$25	$25	$0	0.0%
ROTC Activity Fee	$30	$32	$2	8.0%
Military Science Designated Course Fee (PT Classes)	$30	$32	$2	8.0%
Off-Campus Instruction (1)	$19	$21	$2	8.0%
West Virginia University:				
Application Fees:				

Table 3

Higher Education Policy Commission
Special Fees and Charges

Institution	Fee Rate 2011-12	Fee Rate 2012-13	Increase Over 2011-12	Percentage of Increase
Undergraduate Resident	$25	$25	$0	0.0%
Undergraduate Non-Resident	$45	$60	$15	33.3%
Undergraduate International	$60	$60	$0	0.0%
Graduate School	$60	$60	$0	0.0%
College of Law	$50	$50	$0	0.0%
Schools of Medicine & Dentistry	$50	$50	$0	0.0%
Senior Citizens under Series 67	$5	$5	$0	0.0%
Program-Specific Fees:				
Air Force Aerospace	$30	$30	$0	0.0%
Creative Arts Center - Art Fee	$81	$0	-$81	-100.0%
Creative Arts - BFA and BA Theatre Majors Fee	$75	$0	-$75	-100.0%
Engineering Co-Op Fee	$60	$60	$0	0.0%
Music Lesson Fee	$215	$0	-$215	-100.0%
Music Lesson Fee (MUSC 155 and MUSC 158)	$100	$0	-$100	-100.0%
Off-Campus Course Fee (1)	$40	$49	$9	22.5%
SREC course fee - Rehabilitation Counseling	$14	$0	-$14	-100.0%
SREC course fee - Special Education	$34	$0	-$34	-100.0%
SREC course fee - Elementary Education/Secondary Education	$29	$0	-$29	-100.0%
SREC course fee - Educational Leadership	$14	$0	-$14	-100.0%
Study Abroad Off-Campus Fee (1)	$50	$50	$0	0.0%
SREC Course Fee- Human Resources and Education		$27	$27	#DIV/0!
Regents' BA Degree Evaluation	$300	$300	$0	0.0%
Regents BA Course Transfer Evaluation	$10	$10	$0	0.0%
Laboratory Fees for Approved Classes:				
Computer Science	$96	$0	-$96	-100.0%
Dental Hygiene Instrument and Materials Fee Y1	$530	$0	-$530	-100.0%
Dental Hygiene Instrument and Materials Fee Y2	$1,780	$1,423	-$357	-20.1%
Dental Hygiene Instrument and Materials Fee Y3	$1,464	$1,019	-$445	-30.4%
Dental Hygiene Instrument and Materials Fee Y4	$1,092	$626	-$466	-42.7%
Dentistry Instrument and Materials Fee D1	$5,892	$5,603	-$289	-4.9%
Dentistry Instrument and Materials Fee D2	$2,027	$1,678	-$349	-17.2%
Dentistry Instrument and Materials Fee D3	$2,353	$1,782	-$571	-24.3%
Dentistry Instrument and Materials Fee D4	$1,525	$1,402	-$123	-8.1%
Emergency Medicine Certificate Program Fee (1)	$125	$125	$0	0.0%
English 301,302,303, 304 & 305	$30	$0	-$30	-100.0%
Environment 341- Non-Majors	$60	$0	-$60	-100.0%
Forensics Acting & Fraud Invest. (1)	$143	$143	$0	0.0%
Genetics 371- Non-Majors	$35	$0	-$35	-100.0%
Geography	$60	$0	-$60	-100.0%
Geography 106	$40	$0	-$40	-100.0%
Health Certification	$200	$200	$0	0.0%
Horticulture 251-Non-Majors	$60	$0	-$60	-100.0%
Horticulture 293- Non-Majors	$100	$0	-$100	-100.0%
Institute for Math Learning	$40	$0	-$40	-100.0%

Table 3

Higher Education Policy Commission
Special Fees and Charges

Institution	Fee Rate 2011-12	Fee Rate 2012-13	Increase Over 2011-12	Percentage of Increase
Journalism 215	$50	$0	-$50	-100.0%
Medicine Laptop and Support Fee - MD (Class of 2012)	$360	$0	-$360	-100.0%
Medicine Laptop and Support Fee - MD (Class of 2013)	$376	$0	-$376	-100.0%
Medicine Laptop and Support Fee - MD(Class of 2014)	$337	$0	-$337	-100.0%
Medicine Laptop and Support Fee - MD(Class of 2015)	$341	$0	-$341	-100.0%
Medicine Simulation Lab Fee - MD	$160	$0	-$160	-100.0%
Nursing Instructional Fee	$160	$0	-$160	-100.0%
Nursing Laptop and Support Fee (Class of 2013)	$320	$0	-$320	-100.0%
Nursing Laptop and Support Fee (Class of 2014)	$323	$0	-$323	-100.0%
Nursing Fast Track Laptop Program (Class of 2013)	$387	$0	-$387	-100.0%
Nursing Potomac State College Laptop Program (Class of 2014)	$484	$0	-$484	-100.0%
Occupational Therapy Laptop and Support Fee(Class of 2012)	$387	$0	-$387	-100.0%
Occupational Therapy Laptop and Support Fee(Class of 2013)	$330	$0	-$330	-100.0%
Occupational Therapy Laptop and Support Fee(Class of 2014)	$378	$0	-$378	-100.0%
Pathologist's Assistant Laptop and Support Fee (Class of 2014)	$519	$0	-$519	-100.0%
PharmD General Fee	$760	$0	-$760	-100.0%
Pharmacy Laptop and Support Fee (Class of 2012)	$393	$0	-$393	-100.0%
Pharmacy Laptop and Support Fee (Class of 2013)	$387	$0	-$387	-100.0%
Pharmacy Laptop and Support Fee (Class of 2014)	$338	$0	-$338	-100.0%
Pharmacy Laptop and Support Fee (Class of 2015)	$331	$0	-$331	-100.0%
Photo Lab for Non-Majors2	$50	$0	-$50	-100.0%
Physical Education	$20	$0	-$20	-100.0%
Physical Therapy Laptop and Support Fee (Class of 2012)	$310	$0	-$310	-100.0%
Physical Therapy Laptop and Support Fee (Class of 2013)	$353	$0	-$353	-100.0%
Physical Therapy Laptop and Support Fee (Class of 2014)	$330	$0	-$330	-100.0%
Physical Therapy Laptop and Support Fee (Class of 2015)	$347	$0	-$347	-100.0%
Psychology 101	$10	$0	-$10	-100.0%
Psychology 202	$60	$0	-$60	-100.0%
Psychology 301,423,511,512,612	$30	$0	-$30	-100.0%
Psychology 302	$100	$0	-$100	-100.0%
Statistics	$25	$0	-$25	-100.0%

Table 3

Higher Education Policy Commission
Special Fees and Charges

Institution	Fee Rate 2011-12	Fee Rate 2012-13	Increase Over 2011-12	Percentage of Increase
Statistics	$25	$0	-$25	-100.0%
Laboratory Breakage Fee				
Biology	$75	$0	-$75	-100.0%
Geology including GEOL 655, Physical Science, & Statistics	$60	$0	-$60	-100.0%
Chemistry & Physics	$80	$0	-$80	-100.0%
Administrative and Other Fees				
Course Fee for age 65 plus under BOG 14,4.1	$50	$50	$0	0.0%
Copy of Credentials for Student Placement	$10	$10	$0	0.0%
Diploma Replacement	$35	$35	$0	0.0%
Exam for Advance Standing	$50	$50	$0	0.0%
Exam of Candidate for Graduate Degree	$1	$1	$0	0.0%
I. D. Card Replacement for Lost Card	$20	$20	$0	0.0%
I. D. Card Replacement for Damaged Card	$10	$10	$0	0.0%
Interest Installment Payment Program	$0	$0	$0	
Late Payment Fee	$50	$50	$0	0.0%
Late Registration Fee	$50	$50	$0	0.0%
Non-enrolled Graduate Student Evaluation Fee	$150	$150	$0	0.0%
Pre-College Algebra Workshop	$200	$200	$0	0.0%
Professional Development Fee (per registration form)	$20	$20	$0	0.0%
Program Reactivating Fee (per occurrence)	$35	$35	$0	0.0%
Reinstatement Fee	$20	$20	$0	0.0%
Returned Check Fee	$25	$25	$0	0.0%
Student Reports (transcript after first)	$9	$9	$0	0.0%
Visiting Student Fee	$15	$15	$0	0.0%
Transcript Fee (on-the-spot)	$15	$15	$0	0.0%
Transcript Fee (unofficial - faxed)	$15	$15	$0	0.0%
WVU Institute of Technology:				
Application Fees				
International Student Application	$100	$100	$0	0.0%
Program-Specific Fees:				
Cooperative Education Fee/Practicum Fee	$100	$100	$0	0.0%
College Course for High School Student (1)	$75	$75	$0	0.0%
Off-Campus Instruction (1)	$45	$45	$0	0.0%
Regents' BA Degree Evaluation	$300	$300	$0	0.0%
Regents Portfolio Posting Fee (1)	$10	$10	$0	0.0%
Web Based Course Fee (1)	$45	$45	$0	0.0%
Laboratory Fees				
Science Lab. w/Course Number < 200	$100	$100	$0	0.0%
Art/Drama Course Fee	$100	$0	-$100	-100.0%
Psychology 302	$100	$100	$0	0.0%
Administrative and Other Fees				
Credit by Examination	$90	$90	$0	0.0%
Diploma Replacement	$50	$35	-$15	-30.0%

Table 3

Higher Education Policy Commission
Special Fees and Charges

Institution	Fee Rate 2011-12	Fee Rate 2012-13	Increase Over 2011-12	Percentage of Increase
Graduation Fee	$100	$100	$0	0.0%
Graduation - Late Application	$150	$150	$0	0.0%
Reinstatement Fee	$50	$50	$0	0.0%
Returned Check Fee	$25	$25	$0	0.0%
Transcript (after first)	$10	$15	$5	50.0%
Course Fee for age 65 plus under BOG 14,4.1	$50	$50	$0	0.0%
I. D. Card Replacement	$20	$20	$0	0.0%
Interest Installment Payment Program	$0	$0	$0	
Late Payment Fee	$50	$50	$0	0.0%
Late Registration Fee	$50	$50	$0	0.0%
Potomac State College of WVU:				
Late Payment Fee	$50	$50	$0	0.0%
Graduation Application Fee	$25	$25	$0	0.0%
I.D. Card (first one)	$15	$0	-$15	-100.0%
I.D. Card (replacement)	$10	$20	$10	100.0%
Off-Campus Resource Fee[1]	$40	$40	$0	0.0%
Study Abroad Off-Campus Fee[1]	$50	$50	$0	0.0%
Orientation Fee	$50	$50	$0	0.0%
Diploma Replacement Fee	$20	$35	$15	75.0%
Returned Check Fee	$25	$25	$0	0.0%
Transcript Fee	$6	$9	$3	50.0%
Priority Transcript Fee	$10	$10	$0	0.0%
Residence Hall Application Fee/Deposit	$200	$200	$0	0.0%
Tier I Lab Fees	$20	$20	$0	0.0%
Tier II Lab Fees	$30	$30	$0	0.0%
Tier III Lab Fees	$40	$40	$0	0.0%
Tier IV Lab Fees	$50	$50	$0	0.0%
Tier V Lab Fees	$60	$60	$0	0.0%
Tier VI Lab Fees	$70	$0	-$70	-100.0%
Late Registration Fee	$50	$50	$0	0.0%
RBA Degree Evaluation	$300	$300	$0	0.0%
RBA Course Transfer Evaluation	$10	$10	$0	0.0%

(1) Per Credit Hour

Table 4

Higher Education Policy Commission
Room and Board Rates

Institution	Fee Rate Per Semester 2011-12	Fee Rate Per Semester 2012-13	Increase Over 2011-12	Percentage of Increase
Bluefield State College: None				
Concord University:				
Residence Hall excluding North & South Towers	$2,442	$2,491	$49	2.0%
Single Room	$1,844	$1,881	$37	2.0%
Double Room	$1,844	$1,881	$37	2.0%
Triple/Suite				
North & South Towers	$2,648	$2,701	$53	2.0%
Single Room	$2,050	$2,091	$41	2.0%
Double Room	$2,050	$2,091	$41	2.0%
Triple/Suite				
Special rate limited to 20 new students with a				
"B" average or better, and a 25 ACT composite				
or higher.				
	$1,776	$1,812	$36	2.0%
Board				
Fairmont State University:				
Bryant Place (Singles)	$2,344	$2,461	$117	5.0%
Bryant Place (Doubles)	$1,978	$2,078	$100	5.1%
Prichard (Double)	$1,739	$1,826	$87	5.0%
Morrow (Double)	$1,739	$1,826	$87	5.0%
Pence (Double)	$1,739	$1,826	$87	5.0%
Note: Damage Deposit Dorms $200.00				
Board - 15 Meal Plan with 65 points (5-day)	$1,593	$1,640	$47	3.0%
Board - 19 Meal Plan with 75 points (7-day)	$1,744	$1,796	$52	3.0%
Board - 15 Meal Plan with 150 points (7-day)	$1,676	$1,726	$50	3.0%
Board - 12 Meal Plan with 225 points (5-day)	$1,616	$1,664	$48	3.0%
Glenville State College:				
Pickens Hall (Scott Suites)				
Double	$0	$2,000	$2,000	0.0%
Pickens Hall:				
Scott Wing - furnished suite for married couples	$2,975	$3,000	$25	0.8%
Goodwin Hall:				
Single	$2,775	$2,975	$200	7.2%

Table 4

Higher Education Policy Commission
Room and Board Rates

Institution	Fee Rate Per Semester 2011-12	Fee Rate Per Semester 2012-13	Increase Over 2011-12	Percentage of Increase
Double	$2,250	$2,415	$165	7.3%
Pioneer Village	$2,625	$2,825	$200	7.6%
Board Plan	$1,700	$1,785	$85	5.0%
Micro-Frig rental	$20	$20	$0	0.0%
Shepherd University:				
Gardiner, Kenamond and Turner,	$2,216	$2,327	$111	5.0%
Shaw and Thacher Halls:	$3,324	$3,490	$166	5.0%
Double				
Single				
Burkhart, Moler, Yost, Miller, Martin,	$2,551	$2,679	$128	5.0%
Lurry, and Boteler Halls:	$3,827	$4,018	$191	5.0%
Suite/Double				
Suite/Single	$1,849	$1,885	$36	1.9%
Board				
West Liberty University:				
Residence Hall Capital Fee	$415	$415	$0	0.0%
Single	$2,520	$2,695	$175	6.9%
Double	$1,680	$1,800	$120	7.1%
University Place	$2,700	$2,890	$190	7.0%
Board				
Regular meal plan	$1,625	$1,740	$115	7.1%
5 meal plan	$555	$595	$40	7.2%
50 meal block plan	$325	$350	$25	7.7%
Cable & Internet Fee	$135	$145	$10	7.4%
Marshall University				
Holderby Hall				
Deluxe Single	$3,064	$3,156	$92	3.0%
Twin Towers:				
Deluxe Single	$3,339	$3,439	$100	3.0%
Double	$2,396	$2,468	$72	3.0%
Buskirk:				
Deluxe Single	$3,339	$3,439	$100	3.0%

Table 4

Higher Education Policy Commission
Room and Board Rates

Institution	Fee Rate Per Semester 2011-12	Fee Rate Per Semester 2012-13	Increase Over 2011-12	Percentage of Increase
Double	$2,396	$2,468	$72	3.0%
Marshall Commons:				
Double Room Suite	$2,808	$2,892	$84	3.0%
Single Room Suite	$3,748	$3,860	$112	3.0%
First Year Residents Hall (Capstone)	$2,704	$2,785	$81	3.0%
Off-Campus Overflow (Used only when needed)				
Single occupancy/per day	$42	$42	$0	0.0%
Double occupancy/per day	$21	$21	$0	0.0%
Board - Unlimited w/$50 Flex Dollars	$1,651	$1,709	$58	3.5%
Board - Unlimited w/$150 Flex Dollars	$1,751	$1,809	$58	3.3%
Board - Unlimited w/$250 Flex Dollars	$1,851	$1,909	$58	3.1%
Board - 15 Meal Plan	$1,568	$1,623	$55	3.5%
Board - 15 Meal Plan w/$100 Flex Dollars	$1,668	$1,723	$55	3.3%
Board - 15 Meal Plan w/$200 Flex Dollars	$1,760	$1,823	$63	3.6%
Board - 10 Meal Plan	$1,260	$1,304	$44	3.5%
Board - Commuter Meal Plan				
50 Meals w/$50 Flex Dollars	$370	$383	$13	3.5%
30 Meals w/$50 Flex Dollars	$246	$255	$9	3.7%
20 Meals w/$50 Flex Dollars	$191	$198	$7	3.7%
West Virginia State University:				
All Residence Halls:				
Gore Hall Single	$2,268	$2,449	$181	8.0%
Gore Hall Double	$1,566	$1,691	$125	8.0%
Sullivan West Single	$2,268	$2,449	$181	8.0%
Sullivan West Double	$1,566	$1,691	$125	8.0%
Sullivan East Double	$1,566	$1,691	$125	8.0%
Sullivan East Single	$2,268	$2,449	$181	8.0%
occupancy)	$2,376	$2,566	$190	8.0%
Dawson Single	$2,322	$2,508	$186	8.0%
Dawson Double	$1,620	$1,750	$130	8.0%
Room (Summer only) per week	$135	$146	$11	8.0%
Private Room (Summer only) per week	$180	$194	$14	8.0%
Board Plans:				
Board - Option #1	$1,735	$1,874	$139	8.0%
Board - Option #2	$1,535	$1,658	$123	8.0%
Board - Option #3	$1,585	$1,712	$127	8.0%
Board (Summer only) per week	$135	$146	$11	8.0%

Table 4

Higher Education Policy Commission
Room and Board Rates

Institution	Fee Rate Per Semester 2011-12	Fee Rate Per Semester 2012-13	Increase Over 2011-12	Percentage of Increase
Dining Dollars (minimum opening balance)	$150	$150	$0	0.0%
Faculty/Staff Plans				
Block 25	$105	$113	$8	8.0%
Block 50	$200	$216	$16	8.0%
West Virginia University				
Residence Hall Rooms				
Single Room	$2,790	$2,874	$84	3.0%
Double Room	$2,224	$2,291	$67	3.0%
Triple Room	$2,111	$2,174	$63	3.0%
Quad Room	$1,988	$2,048	$60	3.0%
Single Occupancy in Double Room	$3,189	$3,285	$96	3.0%
Single Suite	$2,790	$2,874	$84	3.0%
Double Suite	$2,368	$2,439	$71	3.0%
Triple Suite	$2,345	$2,415	$70	3.0%
Quad Suite	$2,325	$2,395	$70	3.0%
Fieldcrest Hall				
Single Suite	$2,919	$3,007	$88	3.0%
Double Suite	$2,481	$2,555	$74	3.0%
Triple Suite	$2,458	$2,532	$74	3.0%
Quad Suite	$2,435	$2,508	$73	3.0%
Stalnaker Hall				
Single Suite	$2,933	$3,021	$88	3.0%
Double Suite	$2,493	$2,568	$75	3.0%
Lincoln Hall				
Single Room, Shared Bath	$2,933	$3,021	$88	3.0%
Single Suite, Private Bath	$2,933	$3,021	$88	3.0%
Double Suite	$2,812	$2,896	$84	3.0%
Honors Hall				
Single Suite	$2,976	$3,065	$89	3.0%
Double Suite	$2,852	$2,938	$86	3.0%
Board - 19 Meal Plan	$1,978	$2,037	$59	3.0%
Board - 15 Meal Plan	$1,847	$1,902	$55	3.0%
Board - 10 Meal Plan	$1,665	$1,715	$50	3.0%
Blue Plan - 209 Meals	$2,210	$2,276	$66	3.0%
Gold Plan - 229 Meals	$2,288	$2,357	$69	3.0%

Table 4

Higher Education Policy Commission
Room and Board Rates

Institution	Fee Rate Per Semester 2011-12	Fee Rate Per Semester 2012-13	Increase Over 2011-12	Percentage of Increase
WVU Institute of Technology				
Maclin Hall - Double Suite Room	$2,800	$2,898	$98	3.5%
Maclin Hall - Double Suite Room as a Single	$3,000	$3,105	$105	3.5%
Maclin Hall - Single Room	$3,100	$3,209	$109	3.5%
Maclin Hall - Double Room	$2,400	$2,484	$84	3.5%
Maclin Hall - Double Room as a Single	$2,900	$3,002	$102	3.5%
Maclin Hall - Private Double Suite Room	$2,800	$2,898	$98	3.5%
Ratliff - Double Room	$2,000	$2,070	$70	3.5%
Ratliff - Private Double Suite Room	$2,200	$2,277	$77	3.5%
Ratliff - Double Room as a Single Room	$2,700	$2,795	$95	3.5%
Ratliff - Private Double Suite as a Single	$2,900	$3,002	$102	3.5%
Board				
Semester (10 Meal Plan)	$1,430	$1,480	$50	3.5%
Semester (15 Meal Plan)	$1,550	$1,604	$54	3.5%
Semester (19 Meal Plan)	$1,665	$1,723	$58	3.5%
Commuter (25 Meal Plan)	$177	$183	$6	3.4%
Commuter (50 Meal Plan)	$341	$353	$12	3.5%
Commuter (80 Meal Plan)	$528	$546	$18	3.4%
Summer Daily Rate	$22	$22	$1	3.5%
Potomac State College of West Virginia University				
Double Room- Fall & Spring Semesters	$1,548	$1,618	$70	4.5%
Place	$15	$16	$1	3.3%
Single Room	$2,095	$2,150	$55	2.6%
Double Suite	$2,165	$2,220	$55	2.5%
Triple Room	$1,391	$1,391	$0	0.0%
Single Suite - University Place	$2,645	$2,751	$106	4.0%
Double Suite - Fall & Spring - University Place	$1,930	$2,007	$77	4.0%
Private Double - Fall & Spring - University Place	$2,270	$2,361	$91	4.0%
Daily Rate -Double Suite - Univerity Place	$18	$19	$1	3.4%
Daily Rate - Private Double - University Place	$22	$22	$0	1.8%
Single Room-Catamount Place	New	$2,150	New	New
Double Room - Catamount Place	New	$1,618	New	New
Double Suite - Catamount Place	New	$2,007	New	New
Double with half bath - Catamount Place	New	$1,770	New	New
Single with half bath - Catamount Place	New	$2,300	New	New
Resident Hall and Commuter Meal Plans				
Board -19 Meal Plan w/$50 Bonus Bucks	$1,715	$1,775	$60	3.5%

Table 4

Higher Education Policy Commission
Room and Board Rates

Institution	Fee Rate Per Semester 2011-12	Fee Rate Per Semester 2012-13	Increase Over 2011-12	Percentage of Increase
Board -15 Meal Plan w/$50 Bonus Bucks	$1,615	$1,672	$57	3.5%
Board - 10 Meal Plan w/$50 Bonus Bucks	$1,400	$1,449	$49	3.5%
Commuter-Only and Summer Meal Plans				
25 Meals (per semester)	$215	$223	$8	3.7%
50 Meals (per semester)	$335	$347	$12	3.6%
80 Meals (per Semester)	$460	$476	$16	3.5%
25 Meals (per semester) w/$100 Bonus Bucks	$315	$323	$8	2.5%
50 Meals (per semester) w/$100 Bonus Bucks	$435	$447	$12	2.8%
80 Meals (per Semester) w/$100 Bonus Bucks	$560	$576	$16	2.9%

West Virginia
Higher Education
Policy Commission

Report to the Legislative Oversight Commission on Education Accountability

June 25, 2012

Senate Bill 330, Personnel Legislation, Status Update

West Virginia Higher Education Policy Commission
West Virginia Council for Community and Technical College Education

Status Update on Personnel Related Initiatives
June 25, 2012

1. Joint HEPC/Council rule on continuing education and employee development. No date specified; not completed. (According to the statute, institutions may not continue these practices until the rule is completed.)

   A committee composed of Chief Human Resource Officers (CHRO), various members of the Advisory Council of Classified Employees (ACCE), and institutional legal counsel is currently working on a proposed draft of an emergency rule. Originally, an outside consultant was engaged to develop the rule. However, the final product did not address the intent of the legislation. The rule is currently in draft form and the anticipated completion date for a proposed emergency rule is July 2012. Information regarding best practices will also be a deliverable of ModernThink, a consulting firm that has been engaged to review a variety of different human resources practices including continuing education and employee development.

2. HEPC & Council each to promulgate an updated rule on rules. No date specified; not completed.

3. Rules on granting merit increases to higher education employees. No date specified; not completed. (According to the statute, institutions may not continue this practice until the rule is completed.)

   ModernThink is reviewing performance appraisal practices at all Commission/Council institutions that will allow for an effective, consistent, and fair merit increase program. A merit increase program must be based on an effective appraisal system that not only includes the appropriate instrument to gauge performance, but also training for supervisors regarding the process. There are several institutions that are using what appear to be best practices. These will be identified by ModernThink and will be applied consistently. From this information, a rule will be developed to guide the process and make institutions accountable for the fair and equitable granting of merit increases that will allow for a pay-for-performance program. Institutions are not currently granting merit increases based on the statute.

4. First annual human resources report card. December 1, 2012.

   ModernThink has completed an extensive review of institutional human resources practices, including a legal review of relevant documents, policies, and procedures, on-site interviews with CHROs and ACCE representatives. ModernThink has also established an online questionnaire for further review of human resources practices. A preliminary draft report from ModernThink should be available July 2012.

5. Report of BOGS progress in meeting graduation rates of peers and in meeting assigned state goals. December 1, 2012.

6. Report on designing, developing, implementing, and administering the personnel classification system. Initial report due December 1, 2011. Follow up reports due June 1, 2012; December 1, 2012, and June 1, 2013. Requested extension of initial report to December 1, 2012.

   Fox Lawson and Associates has been contracted to conduct a benchmark study and provide guidance on the design, development, implementation, and administration of a personnel classification system. Originally, proposed to include 75 job titles, with input from CHRO's, ACCE members, and several system compensation experts, the number of benchmark positions to provide a statistically valid sample was increased to 250 titles. A new proposal is due from Fox Lawson and Associates by the end of June. Work should start immediately and they have indicated the completion of this project will take approximately twelve weeks.

7. Report on feasibility of HR electronic information system. December 1, 2011; requested extension to June 30, 2012.

   With the current work on the state Enterprise Resource Planning (ERP) System, review is ongoing to determine what utility this technology platform will have on the need to implement a Human Resource Information System (HRIS). ModernThink is surveying all institutions to see what, if any, HRIS systems are currently being utilized. It has been informally noted, during the course of data gathering for the ModernThink projects, that HRIS systems are necessary

and a fully integrated system that would cross all institutions and provide useful and necessary information for Commission/Council to oversee and audit certain human resources functions would be ideal.

8. Report on employment practices with recommendations. January 1, 2012; requested extension to June 30, 2012.

   ModernThink will be providing detailed reports on a variety of areas including employment practices. As noted, the field work is complete and ModernThink, in conjunction with a sub-contracted law firm, is reviewing systemwide documentation relative to legal, statutory, and best practice standards. Draft reports are anticipated by July 2012.

9. First annual personnel report. December 1, 2013.

   It is anticipated that the report will be complete by the prescribed deadline.

10. Interim compliance report on percentage of nonclassified personnel. September 1, 2013.

    As part of the human resources metrics being collected by ModernThink, the interim compliance report on percentage of non-classified personnel should be met by the deadline.

11. Final compliance report on percentage of nonclassified personnel. September 1, 2015.

    It is anticipated that the final report on percentage of nonclassified personnel will be complete on or before September 1, 2015.

12. Initial report on effectiveness of classification system. (Reports due once in each five year period.) July 1, 2014.

    It is anticipated that the initial report on effectiveness of the classification system will be complete on or before July 1, 2014, and every five years thereafter.

13. Initial human resources review of each higher education organization. October 1, 2011; requested extension to June 30, 2012.

    Initial human resources reviews of each higher education institution and organization have been completed and are currently being analyzed with a draft report anticipated by July 2012.

14. Up-to-date job descriptions completed for each classified employee position. July 1, 2012; requested extension of December 1, 2012.

    In order to provide appropriate information to conduct the compensation and classification system, Position Information Questionnaires (PIQs), and job descriptions are being updated for each classified position. As part of the ModernThink human resources review function, this is being reviewed.

15. Propose emergency rules and legislative rules to implement the provisions of personnel articles. November 1, 2011; requested extension to January 1, 2013.

    A committee composed of Chief Human Resource Officers (CHRO), various members of the Advisory Council of Classified Employees (ACCE), and institutional legal counsel is currently working on a proposed draft of an emergency rule. Originally, an outside consultant was engaged to develop the rule. However, the final product did not address the intent of the legislation. The rule is currently in draft form and the anticipated completion date for a proposed emergency rule is July 2012. Information regarding best practices will also be a deliverable of ModernThink, a consulting firm that has been engaged to review a variety of different human resources practices including continuing education and employee development.

1. Dates shown in red are deadlines that have not been met. The HEPC and Council requested extensions be granted to certain of these deadlines in a letter to LOCEA on December 16, 2011. This request, in the form of HB 4078, did not pass. The requested extension dates are shown for informational purposes.

Report to the Legislative Oversight Commission on Education Accountability

June 25, 2012

TUITION AND FEES
ACADEMIC YEAR 2012-13

West Virginia Council for Community and Technical College Education
Annual Year 2012-13 Resident Tuition and Fee Increase

Institution	AY 2011-12 TOTAL TUITION & FEES	AY 2012-13 TOTAL TUITION & FEES	$ AMOUNT OF TOTAL TUITION INCREASE	% AMOUNT OF TOTAL TUITION INCREASE	OPERATING REVENUE GENERATED
Blue Ridge Community and Technical College	$3,120	$3,120	$0	0.00%	$0
Bridgemont Community and Technical College	$3,486	$3,486	$0	0.00%	$0
Eastern WV Community and Technical College	$2,184	$2,424	$240	10.99%	$88,080
Kanawha Valley Community and Technical College	$3,082	$3,236	$154	5.00%	$185,000
Mountwest Community and Technical College	$2,952	$3,048	$96	3.25%	$110,000
New River Community and Technical College	$3,080	$3,234	$154	5.00%	$335,566
Pierpont Community and Technical College*	$3,720	$3,860	$140	3.76%	$302,665
Southern WV Community and Technical College	$2,304	$2,520	$216	9.38%	$346,244
WV Northern Community College	$2,478	$2,546	$68	2.74%	$374,725
WVU - Parkersburg (Associates Degree)	$2,276	$2,496	$220	9.67%	$631,000
WVU - Parkersburg (Bachelor's Degree)	$3,118	$3,432	$314	10.07%	$111,000
System Associate Degree Average / Total Revenue	**$2,868**	**$2,997**	**$129**	**4.49%**	**$2,373,280**

WV Council for Community and Technical College Education
Average Tuition Increases 2008-09 through 2011-12

Institution	2008-09	2009-10	2010-11	2011-12	Average Increase / (Decrease) 3 Year $	Average Increase / (Decrease) 3 Year %	3 Year Total $ Increase
Blue Ridge CTC							
Resident	$3,060	$3,072	$3,072	$3,120	$20	0.65%	$60
Non-Resident	$5,520	$5,520	$5,520	$5,616	$32	0.58%	$96
Bridgemont CTC							
Resident	$3,410	$3,504	$3,486	$3,486	$25	0.74%	$76
Non-Resident	$11,772	$11,866	$11,866	$8,500	-$1,091	-9.26%	-$3,272
Eastern WV CTC							
Resident	$1,920	$2,064	$2,064	$2,184	$88	4.58%	$264
Non-Resident	$6,816	$6,816	$6,816	$6,816	$0	0.00%	$0
Kanawha Valley CTC							
Resident	$2,898	$2,956	$2,956	$3,082	$61	2.12%	$184
Non-Resident	$8,468	$8,638	$8,638	$8,764	$99	1.17%	$296
Mountwest CTC							
Resident	$2,856	$2,856	$2,856	$2,952	$32	1.12%	$96
Non-Resident	$8,142	$8,160	$8,160	$8,160	$6	0.07%	$18
New River CTC							
Resident	$2,748	$2,878	$2,878	$3,080	$111	4.03%	$332
Non-Resident	$6,912	$7,240	$7,240	$7,672	$253	3.67%	$760
Pierpont CTC							
Resident	$3,312	$3,432	$3,432	$3,500	$63	1.89%	$188
Non-Resident	$8,212	$8,504	$8,504	$8,612	$133	1.62%	$400
Southern WV CTC							
Resident	$1,920	$2,102	$2,102	$2,304	$128	6.67%	$384
Non-Resident	$6,816	$6,816	$6,816	$6,816	$0	0.00%	$0
WV Northern CC							
Resident	$2,198	$2,358	$2,358	$2,478	$93	4.25%	$280
Non-Resident	$6,510	$6,670	$6,670	$7,254	$248	3.81%	$744
WVU at Parkersburg							
Resident	$1,912	$2,076	$2,076	$2,276	$121	6.35%	$364
Non-Resident	$6,766	$7,347	$7,347	$8,054	$429	6.35%	$1,288
System Average							
Resident	**$2,623**	**$2,730**	**$2,728**	**$2,846**	**$74**	**2.83%**	$223
Non-Resident	**$7,593**	**$7,758**	**$7,758**	**$7,626**	**$11**	**0.14%**	$33

Report to the Legislative Oversight Commission on Education Accountability

June 25, 2012

DEVELOPMENTAL EDUCATION TASKFORCE UPDATE

DEVELOPMENTAL EDUCATION TASKFORCE UPDATE

Improving the success of students who require developmental education has become a major national focus. Recognizing the needs of these students within West Virginia, the Community and Technical College System created the Developmental Education Task Force. This group was charged with reforming developmental education courses across the System, through the use of data driven decisions.

Supported by a $1 million grant from Complete College America, this group researched best teaching practices for developmental education and recommended that institutions move forward using modular and accelerated course formats. Faculty across the Community and Technical College System have been trained by national experts on how to implement the recommended course formats. A limited number of courses were implemented in the Spring of 2012, and additional courses will be implemented in the Fall of 2012.

Dr. Sarah Tucker will provide an overview on the following:

- The number of faculty trained
- The institutions providing new course formats
- Preliminary success of the new course formats
- On-going efforts around developmental education reform

Report to the Legislative Oversight Commission on Education Accountability

June 25, 2012

SYSTEM INITIATIVES
2012 - 2013

Meeting the Challenge:

MASTER PLAN

for the Community and Technical College System of West Virginia

System Initiatives

2012 – 2013

MEETING THE CHALLENGE:

Goal 1. Produce graduates with the general education and technical skills needed to be successful in the workplace or subsequent education.		
Strategies	**Target Date**	**Outcome**
I. Continuation of the Developmental Education Task Force:		Redesign the delivery of Developmental Education in the CTCs
a. The assessment sub-committee will recommend a developmental education placement test that is based upon the common core competencies previously established by the Task Force and linked to the degree objectives of the students	10/12	
b. The Task Force will produce a formal written set of recommendations regarding changes to developmental education course formats, common core competencies and placement tests, which will be shared with all institutions and the System office	3/13	
c. Institutions will continue to implement accelerated and modular developmental education courses, bringing these efforts to scale	1/13	
d. The System office will assess the progress of the redesign effort through a formative and summative evaluation	On-going	
II. Continue to provide professional development activities to address college completion.		Increase the number of graduates
a. Sponsor Fall and Spring Forums on elements necessary for student success and implementation of successful college completion strategies	11/12 & 5/13	
b. Continue to sponsor Innovation sessions on timely topics related to students success	On-going	
c. Provide consulting services on college completion by funding a "coach" to work with individual colleges on	On-going	
d. implementing college completion programs		
III. Explore the concept of multiple colleges funding and sharing an institutional research person to address a weakness at several institutions.	8/12	To increase the concept of "data driven decision making" on campuses; which is necessary for successful college completion programs
IV. Provide professional development opportunities on decreasing the time to degree by researching and then presenting workshops on accelerating programs, stacking credentials, block scheduling and other research proven innovations that increase retention and graduation rates.	On-going through 6/13	To increase the number of graduates

Narrative:

The strategies for Goal 1 will focus on efforts to produce more college graduates by assisting community and technical colleges with their college completion efforts.

MEETING THE CHALLENGE:

Goal 2. Provide workforce development programs that meet the demands of West Virginia's employers and enhance West Virginia's economic development efforts.		
Strategies	**Target Date**	**Outcome**
I. Continue the sector-based approach to Workforce Development by continuing to meet with groups of employers from different employment sectors to identify and address state-wide workforce needs: a. Allied Health b. Energy c. Manufacturing	6/13 10/12 Continuing Continuing	To identify employer needs, develop a system approach to program development when multiple regions and CTCs are impacted. Target workforce funding to be more cost effective in program development.
II. Facilitate the development of new programs to address the needs identified through sector-based meetings and employer conversations: a. Mining Technology b. Petroleum Technology c. Instrumentation Technology d. Health Information Technology	6/13 1/13 8/12 1/13 8/13	To develop programs to meet employer workforce needs
III. Determine the feasibility of establishing the Appalachian Regional Petroleum Training Center in North Central West Virginia in collaboration with Pierpont CTC, WV Northern CC, oil and gas Companies, IOGA and WVAOGA, and if feasible, move forward with the development of the Center: a. Develop curriculum for Petroleum Technology b. Identify training site c. Develop funding requirements d. Identify and solicit funding commitments e. Implementation	8/12 7/12 7/12 9/12 1/13	Establish an employer-driven center that meets elements of the oil and gas industries' workforce needs and serves employers in West Virginia and perhaps Pennsylvania and Ohio
IV. Continue the process of developing a centralized database for non-credit workforce development.	7/13	To better track, evaluate and report non-credit workforce activity
V. Continue to partner with the Development Office to enhance economic development efforts.	On-going	To address workforce needs to attract and retain employers
VI. Continue to monitor workforce grants and facilitate the submission process.	On-going	To increase funding through grants to address employer workforce needs

MEETING THE CHALLENGE:

VII. Continue to monitor through sector-based meetings and industry surveys the current and future workforce demands of the state's employers and also identify emerging occupations impacted by emerging technologies.	On-going	Identify new program development opportunities and target workforce funding
VIII. Strategically target workforce development funding to those programs identified as high-demand or complimentary to the state's economic development efforts.	On-going	Make the most efficient use of workforce funding and address high-demand programs

Narrative:
The System's workforce development efforts for the next year will continue to focus on developing training and education programs that address high-demand, high-wage, high-skill occupations.

Goal 3. Provide access to affordable, comprehensive community and technical college education in all regions of West Virginia.		
Strategies	**Target Date**	**Outcome**
I. Deliver the first "System Courses" during the Spring semester and continue to add additional courses each semester	1/13	Increase the System's capacity for on-line course delivery; therefore, making courses more accessible
II. Work with CTCs to increase enrollment in applied technology programs that will also impact adult students and military enrollments: a. Work with the WV National Guard to enroll more military personnel in applied technology programs b. Work with Community Action Agencies to refer clients to applied technology programs c. Refocus efforts with secondary school career-technical education to emphasize new programs of study in newly implemented community and technical college applied technology programs d. Continue the marketing initiative for manufacturing programs with the Development Office and Workforce West Virginia e. Provide professional development for faculty to develop new, innovative delivery methodologies f. Research innovative methods of technical program delivery through the use of technology to increase the availability of course offerings to meet different student time schedules g. Engage employers using a sector-based strategy to assist in attracting students to applied technology programs h. Implement the Tech Scholars Scholarship Program	6/13 Ongoing 7/13 On-going On-going 6/13 On-going On-going 9/12	Increase enrollment in applied technology programs, increase adult students, and military personnel enrollment
III. Work with state registered apprenticeship programs to incorporate CTC courses into apprenticeship programs so participants will earn an associate degree while completing the apprenticeship program	On-going	Increase the number of adults with a college degree

MEETING THE CHALLENGE:

IV. Develop a state-level marketing plan utilizing social networking and other technologies to increase enrollment in specific programs and CTCs in general	10/12	Increase enrollment in specific programs and increase overall awareness of CTC programs, particularly for adults
V. Continue the Financial Aid Task Force to address the student financial aid participation rate	On-going	To increase student enrollment and completion by increasing the student financial aid participation rate
VI. Continue to work with the K-12 system to increase the number of high school students matriculating to CTCs: a. Emphasize programs of study and for career-technical students b. Increase the number of early entrance college courses for all students, particularly career-technical students	On-going	Increase the number of high school students matriculating to CTCs
VII. Continue the E-Mentoring Program with the Educational Alliance	On-going	Increase the number of high school students matriculating to CTCs
VIII. Continue the Associate Degree Nursing Task Force a. Develop plans and options for Associate Degree in Nursing program graduates to pursue a baccalaureate degree	6/13	To keep Associate Degree in Nursing viable and relevant

Narrative:
The major initiatives for providing access and increasing enrollments will be targeted to increasing enrollments in applied technology programs which will also target adult students, veterans and other military personnel.

Goal 4. Provide resources to meet the needs of community and technical college students and employees.		
Strategies	**Target Date**	**Outcome**
I. Work with the Council and college presidents in developing a request for the 2014 fiscal year budget year	8/12	Increase funding for CTCs
II. Develop and submit a capital project list for funding consideration	8/12	To secure funding for CTC capital improvements and make the Legislature aware of System facilities needs
III. Facilitate the development and submission of grants to address System goals and priorities	On-going	Increase grant funding to assist in meeting the System goals
IV. Explore additional System cost serving measures	On-going	Become more cost effective in the delivery of community and technical education

Narrative:
The focus for Goal 4 will be to provide information and justification to the Governor's Office and the Legislature for additional funding for community and technical colleges.

Report to the Legislative Oversight Commission on Education Accountability

June 25, 2012

CERTIFICATES: GATEWAY TO GAINFUL EMPLOYMENT AND COLLEGE DEGREES

Report by Georgetown University Center on Education and the Workforce

EXECUTIVE SUMMARY

June 2012

GEORGETOWN UNIVERSITY
Center on Education and the Workforce

Anthony P. Carnevale
Stephen J. Rose
Andrew. R. Hanson

CERTIFICATES GATEWAY TO GAINFUL EMPLOYMENT AND COLLEGE DEGREES

Executive Summary

In America, the postsecondary certificate has become a cost-effective tool for increasing postsecondary educational attainment and gainful employment. Certificates are a homegrown American invention and are expanding rapidly in response to a wide range of educational and labor market demands.[1]

Certificates vary widely in their benefits, but have the capacity to raise the country's global educational standing by both encouraging further education and degree completion as well as by providing gainful employment. Two out of every three workers who have a certificate and a college degree earned the certificate first, an indication that certificates can serve as a stepping stone on the way to a college degree.

Certificates can also serve as the first rung on the ladder to a college degree

Even if only certificates with demonstrated value were included among America's postsecondary credentials, the United States would move from 15th to 10th in postsecondary completions among Organization for Economic Cooperation and Development (OECD) countries for those 25- to 34-years-old.[2] Despite the growing importance of certificates — one million are awarded each year — only one of the major government socioeconomic surveys has information on certificate holding. Consequently, there are very few studies or reports focused on this education/training option.

Certificates tend to be occupationally focused and rely on training in specific fields as opposed to the broader general education approach of two- and four-year degrees. There is wide variation in the economic returns to certificates based on field of study, sex,

1. Certificates in this report refer to awards from business, vocational, trade, and technical schools, and technical and non-degree degree awards from two- and four-year colleges. Baccalaureate and graduate certificates are not included in this report.
2. This calculation is based on metrics in the OECD's 2011 report, Education at a Glance, using "post-secondary, non-tertiary education" to correspond to certificates programs (see Table A1.1a for national estimates). Because we only count certificates with significant payoffs, we believe this is a conservative estimate. (http://www.oecd.org/dataoecd/61/47/48630299.pdf)

million American workers who attended college did not complete a degree, certificates are piecemeal, attainable, bite-sized educational awards that can add substantially to postsecondary completion.

Certificates are relatively cheap, can be completed quickly

The extraordinary growth in certificates has coincided with increased public scrutiny of the economic value of postsecondary gainful employment programs, especially those offered by for-profit colleges. Thus far, the result has been an expansion in public regulation intended to make certain that postsecondary programs supported by public grants and federally subsidized loans lead to gainful employment.

Certificates are not currently counted in some metrics as the country pushes toward greater postsecondary attainment. But many certificates do count when it comes to economic value. For example, even if we only counted certificates with clear and demonstrable economic value over high school diplomas, the postsecondary attainment rate among American workers would increase by roughly five percentage points from 41 to percent to 46 percent.[3]

Even more high school graduates, particularly those from low-income families, have the academic potential to complete certificates but currently are not doing so. Other high school graduates are completing certificate programs, but working outside their field of study or in low-paying fields. These groups represent "low-hanging fruit" that would move us beyond 46 percent toward the national goal of 60 percent of the workforce with a postsecondary credential.[4]

> "For the unemployed and underemployed, certificates can offer a jumpstart in the labor market."

Certificates with economic value are cost-effective, partly because they are the quickest education and job training awards offered by American higher education. Certificates almost always take less than two years to complete, and more than half take less than one year. They also often pay off more than two-year degrees and sometimes pay off more than four-year degrees.

These bite-sized educational awards also provide the on-ramp to college education and middle-class jobs for low-income, minority and immigrant Americans who are often the first in their families to attend college. For incumbent workers, certificates can be the most effective way to catch up, keep up and get ahead in their chosen

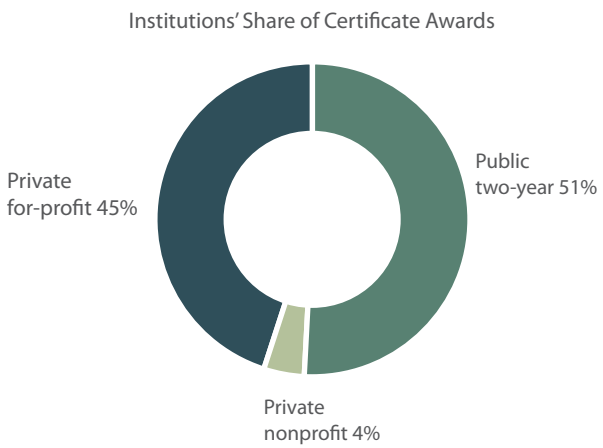
3. In this calculation, "clear and demonstrable economic value" is defined as any certificate with returns 20 percent above the earnings of an average high school graduate.
4. In 2008, the Lumina Foundation for Education announced a single, overarching goal of 60 percent of the American workforce with a high-quality postsecondary credential by the year 2025. In 2009, the Obama administration embraced this goal shortly after President Barack Obama's inauguration. It is now broadly considered the benchmark against which progress in higher education is measured.

field. For the unemployed and underemployed, certificates can offer a jumpstart in the labor market.

Certificates are relatively cheap, can be completed quickly, sometimes lead to industry-based certifications (occupational licensing), and are the fastest-growing postsecondary credential awarded over the past several decades:

- Over 1 million certificates were awarded in 2010; up from 300,000 in 1994.[5]
- Certificates have grown from 6 percent of postsecondary awards in 1980 to 22 percent of awards today.
- Certificates have superseded Associate's and Master's degrees as the second most common award in the American postsecondary education and career training system.
- Only 2 percent of workers reported a vocational certificate as their highest educational attainment in 1984. Today, that figure stands at 11 percent.[6]

Figure 1. Certificate programs are based predominantly in two-year public and private for-profit schools.



Source: Integrated Postsecondary Education Data System (IPEDS)

- Public two-year colleges award 52 percent of certificates.[7]
- Private for-profit technical, vocational, business, and trade schools award 44 percent.
- Private nonprofit schools award 4 percent of certificates.

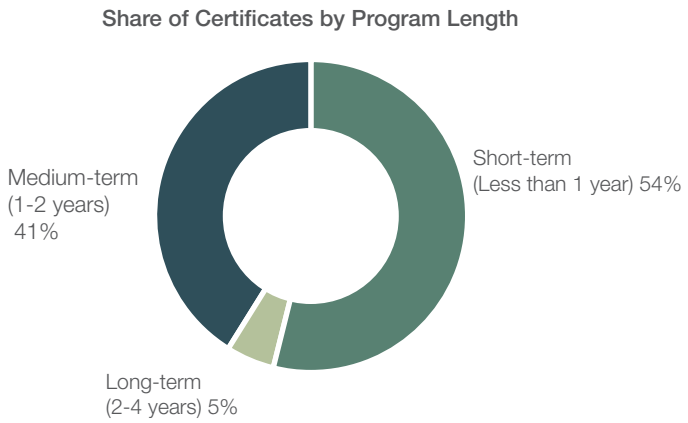
5. Source: Integrated Postsecondary Education Data System (IPEDS).
6. Source: Survey of Income and Program Participation (SIPP).
7. Source: Integrated Postsecondary Education Data System (IPEDS).

With few exceptions, these programs function as occupationally oriented classroom learning in trade, vocational, technical, and business fields.

The hallmark of the postsecondary certificate is its diversity. The crucial question in describing certificates and their effects is: Which one? There is no common brand:

- Class time varies from a few months to four years[8] (See Figure 2). In 2010, 54 percent of certificates awarded were short-term, while 41 percent of certificates were medium-term, and 5 percent were long-term.
- Although the vast majority of certificates are occupationally based, some, such as certificates in liberal studies, have little market value alone but encourage further education.
- Many—such as phlebotomy, diesel mechanics, and driver's education—have economic value but do not naturally lead to a further degree.

Figure 2. The majority of certificates take less than a year of instructional time.



Source: Integrated Postsecondary Education Data System (IPEDS)

> "Short-term certificates (of less than one year) have value."

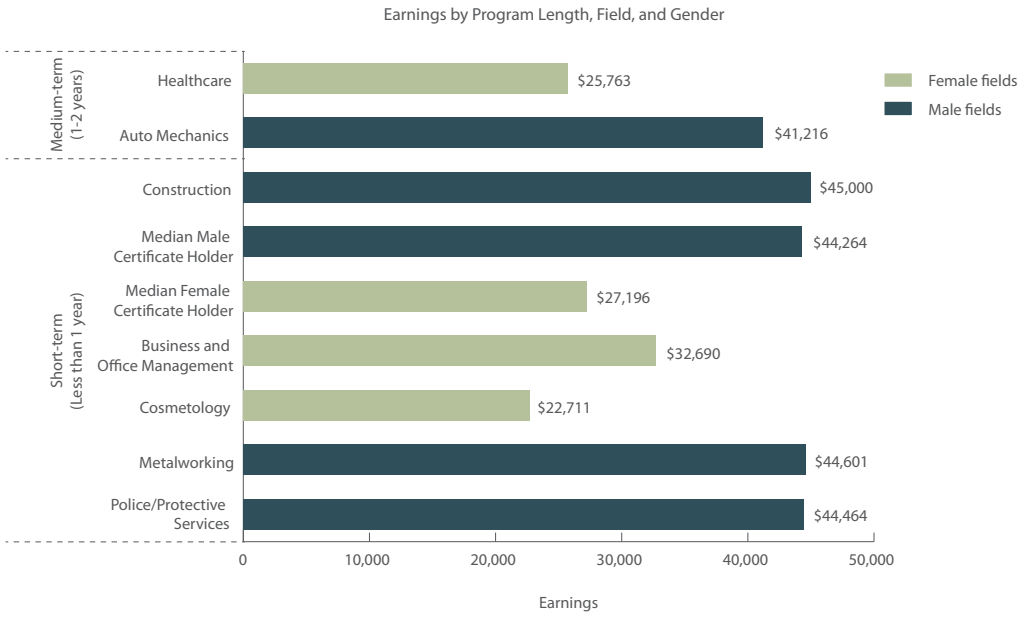
There is a growing sense that short-term certificates of less than one year have little economic payoff. This view is based on the intuition that more instruction is needed for the variety and depth of general and occupational skills rewarded by the labor market. Indeed, Jepsen, Troske, and Coomes (2009) found by studying certificates

8. All class time refers to full-time equivalent hours (FTE).

in Kentucky's labor market that certificates of at least one year provided a wage premium identical to Associate's degrees—almost 40 percent for women and around 20 percent for men. However, short-term certificates resulted in a much smaller premium. Men who completed certificate programs of less than one year earned roughly 10 percent more than those who do not have such certificates, while the wage premium for women was only about 3 percent.

However, even short-term certificates (of less than one year) have value in some cases. In other words, program length is not the best variable to evaluate the effectiveness of certificates. For example, police and protective services certificates are predominantly short-term and earned by men, but exceed the average 27 percent wage premium for male certificate holders. Certificates in business and office management are predominantly short-term and earned by women, but exceed the earnings of the median female certificate holder.

Figure 3. The relationship between program length and earnings is not clear.



Source: Survey of Income and Program Participation (SIPP)

Just as there is wide variation in the payoff to certificates, there is wide variation in what students pay for the same certificates, depending on the kind of institution they attend. Attending a two-year

for-profit institution costs[9] nearly three times more ($19,635 per year) than attending a public two-year college ($6,780 per year).[10] However, certificate students, including the least advantaged students, tend to finish their programs at for-profit institutions more quickly.

> "Certificates count when it comes to leveraging gainful employment in a variety of ways."

In an economy in which the lockstep march from school to work has been replaced by lifelong learning, certificates provide flexible learning modules that fit wherever necessary in an increasingly nonlinear education and training system. The lifelong value of certificates is evident in the age distribution of certificate earners. While 66 percent of certificate holders earn their certificates before age 30, 18 percent are in their 30s and 16 percent are 40 or older.

Certificates count when it comes to leveraging gainful employment in a variety of ways. On average, certificate holders earn 20 percent more than high school-educated workers – about $240,000 over a high school diploma in lifetime earnings. More than 60 percent of certificates have a clearly demonstrated economic payoff over high school diplomas—i.e., earnings 10 percent higher than the median high school graduate. Moreover, even when certificates don't provide much of an earnings boost, they can make individuals more employable, giving them access to valuable learning on the job.

After adjusting for academic preparation/skill, certificates look even better. According to the 2003 National Assessment of Adult Learning (NAAL), certificate holders scored just slightly higher than high school graduates with no postsecondary education and lower than those with some college but no degree.[11] The fact that certificate holders have less academic preparation/skill than those with some college but make roughly the same money suggests that the more specific and applied occupational learning typical of certificate programs can make up for the effects of a lack of general academic preparation. In a sense these findings suggest that, in economic terms, training can substitute for education. It also suggests that there is merit in current practices and proposals that integrate developmental education into certificate training curriculums through, for example, work-integrated learning initiatives.

After adjusting for academic preparation/skill, certificates look even better.

9. This statistics refer to "net cost": the cost after student aid, including grants and scholarships has been applied.
10. Source: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS), Fall 2009, Institutional Characteristics component and Spring 2010, Student Financial Aid component.
11. On a scoring scale from 0 to 500, the prose "literacy" of those with a high school diploma and no postsecondary education was 262 versus a score of 268 for those with a certificate and no college degree. By contrast, those with an Associate's degree had a score of 298. Those with some college, but no degree, scored 287.

Despite the fact that students with low academic preparation/skill successfully complete certificate programs, students from low-income families aren't fulfilling their potential. Among adults with similar academic preparation who do not enroll in college degree programs, students from high-income families earn certificates at a higher rate. Of those with the highest academic preparation/skill, for example, 84 percent of students from high-income families complete certificates, while only 50 percent of students from low-income families do. This suggests enormous potential to achieve 60 percent postsecondary completion, especially considering the relatively low level of academic preparation/skill required to complete many certificate programs.

Certificates are also flexible: They can serve as a stepping stone to further education and training or as a supplement to workers who already have a college degree. Today, one-third of certificate holders also have an Associate's, Bachelor's, or Master's degree. Of these workers, two out of three earned their certificates first, while one in three earned a degree first.

Certificates add value to degrees. The combination of a certificate and a degree has a measurable positive effect: a 6 percent premium at the Associate's degree level, 3 percent at the Bachelor's degree level.

On average, college degree holders earn more than workers with certificates; but many certificate holders earn more than workers with Associate's degrees and some earn more than workers with Bachelor's degrees. The median male certificate holder earns more than 40 percent of the men with Associate's degrees and 24 percent of men with Bachelor's degrees, while the median female certificate holder earns more than 34 percent of the women with Associate's degrees and 24 percent of women with Bachelor's degrees.

There are some cases in which specific certificate holders who are employed in their field of study have earnings substantially greater than many with college degrees:

- In computer/information services, men who work in field earn $72,498 per year, which is more than 72 percent of men with an Associate's degree and 54 percent of men with Bachelor's degrees. Women with certificates in this field and in a related occupation earn $56,664, which is greater than 75 percent of females with an Associate's degree and 64 percent of women with a Bachelor's degree.

"Today, one-third of certificate holders also have an Associate's, Bachelor's, or Master's degree. Of these workers, two out of three earned their certificates first, while one in three earned a degree first."

- In electronics, men earn $64,700, more than 65 percent of the men with Associate's degrees and 48 percent of men with a Bachelor's degree.

- In business/office work, women earn $38,204, which is more than 54 percent of women Associate's degrees and 41 percent of women with Bachelor's degrees.

However, these high-earning cases depend on certificate holders working in their field of study: Only 24 percent of men and 7 percent of women with certificates in computer/information services, for example, work in field. By contrast, 43 percent of men with electronics certificates and 67 percent of women with certificates in business/office work or electronics work in field.

Much of the value of the certificate is tied to being in the right field and working in that field:

- Almost half (44 percent) of certificate holders work in a field related to their certificate training.

- The earnings of the median certificate holder who works outside his or her field of study are only 1 percent higher than the median high school-educated worker.

- Certificate holders who work in field, by contrast, earn 37 percent more than those who work out of field—only 4 percent less than the median worker with an Associate's degree.

- The median certificate holder in aviation (the highest-paid field) makes nearly $65,642, nearly four times what the median certificate holder in food service (the lowest-paid field) makes: $17,600.

- The most common occupations of certificate holders working in field include: business/office work (62 percent), transportation (56 percent), healthcare (54 percent), and metalworking (50 percent).

Much of the value of the certificate is tied to being in the right field.

Certificates provide more bang for the buck for men than women. Men who earn certificates earn 27 percent more than high school-educated men. Women with a certificate, by comparison, only receive an average 16 percent increase in earnings over women with a high school diploma.

For perspective, consider that, among men and women who are 23- to 64-years-old, men earn 42 percent more on average.[12] For certificate holders, the gender gap is even starker at 59 percent—$44,191 for men compared to $35,546 for women. In fact, on average, the median male certificate holder's earnings are almost exactly the same as the median female Bachelor's degree holder ($44,672)!

The gender gap exists partly because men and women enter different fields of study, which have varied earnings returns. Of the 14 different certificate fields identified, 12 are extremely sex segregated—at least 75 percent of certificate holders in a field are either men or women.[13]

- Women with certificates are concentrated in three fields: healthcare (38 percent), business/office work (27 percent), and cosmetology (20 percent).

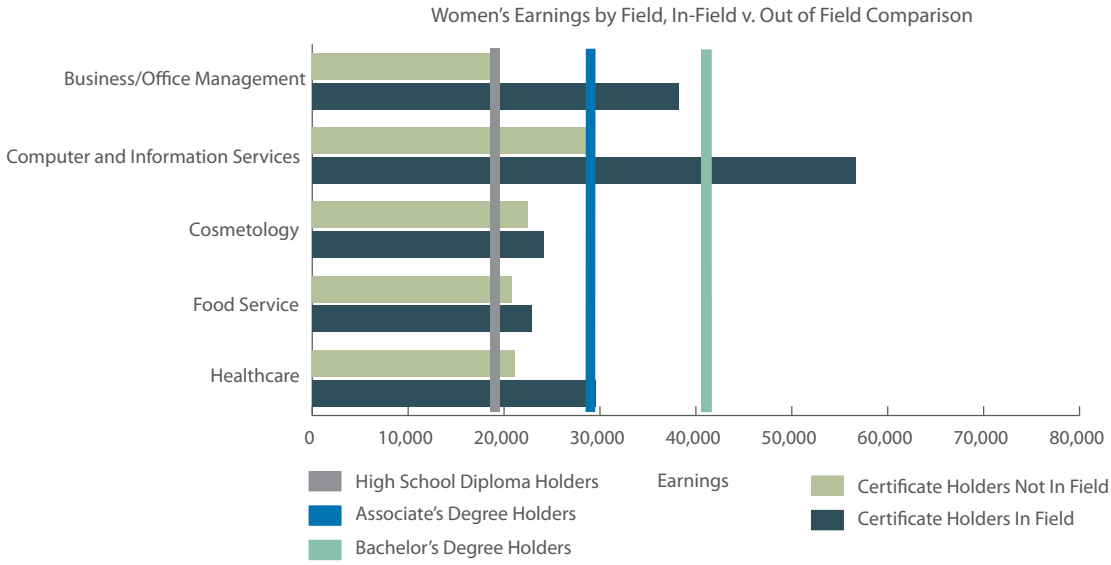
- By contrast, men earn certificates in a wider range of areas: auto mechanics, construction, electronics, transportation, and refrigeration, heating and air conditioning. Certificates in refrigeration, heating and air conditioning, drafting, aviation, and electronics provide the greatest return for men.

For women, fields connected to business/office work offer the highest earnings. Women with certificates that go into healthcare make slightly more than the median female certificate holder, while those that go into cosmetology make less ($22,711) than the median high school-educated woman. While this anomaly may suggest that added training leads to lower earnings, it shows that simple comparisons of certificate earnings with high school diplomas often do not capture the whole picture. It is unlikely that these women are following a counterproductive strategy. Instead, either because of poor academic preparation or family responsibilities, women may seek certificates because they allow them more flexible work options, greater employability, or higher pay than other options.

> "Men who earn certificates earn 27 percent more than high school-educated men."

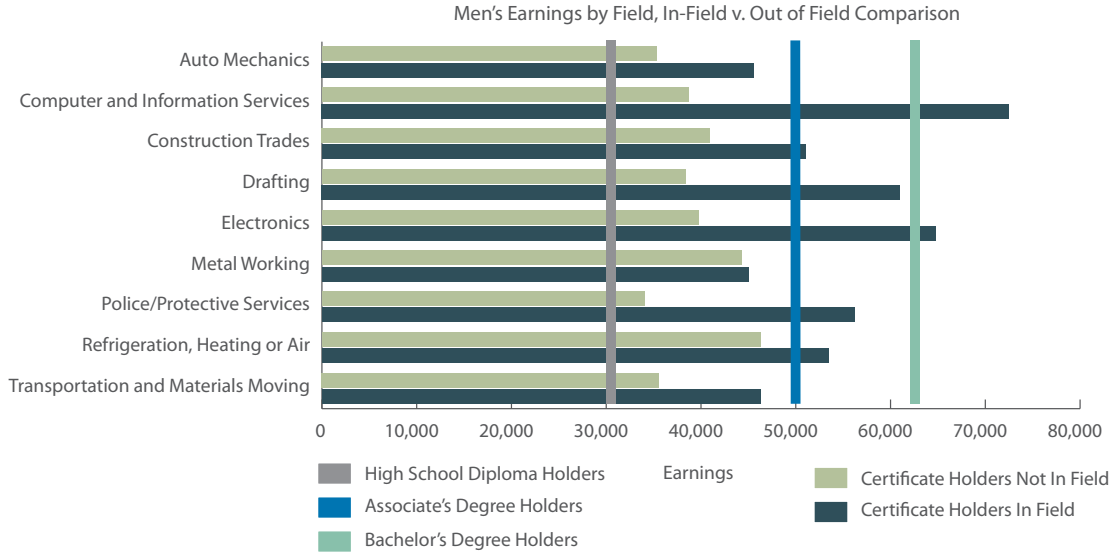
12. The more common 27 percent gender gap is based on comparing full-time, full-year workers. Since women workers are much more likely to be part-time and part-year, the gender gap here is much larger.
13. The SIPP actually has 18 possible fields, but four of the fields had very few cases and were combined with certificates in other fields of study.

Figure 4. Female certificate holders get a large in-field earnings premium in business/office work, computer/information services, and healthcare.[14]



Source: Survey of Income and Program Participation (SIPP)

Figure 5. Male certificate holders working in their field of study earn more than those who work out of field.



Source: Survey of Income and Program Participation (SIPP)

14. Only fields with shares of certificates greater than 3 percent were included in this figure.

Certificate holding exhibits a clear racial and ethnic profile. Hispanics who earn certificates get the biggest earnings boost over Hispanic high school graduates. Because high school-educated Hispanics' wages are very low, they get a big boost—over 40 percent—from certificates. Conversely, because white high school graduates do relatively well—particularly white men—they only receive a 20 percent earnings increase in spite of the fact that their certificate earnings are consistently higher than African-Americans and Hispanics.

Certificates are more concentrated among African-Americans than other racial and ethnic groups. One out of every six African-Americans reports a certificate as their highest level of education. For Hispanic, Asian, and white Americans, only one in nine reports a certificate as their highest level of attainment.

Despite certificates being concentrated among African-Americans, they get the smallest earnings boost. For example, African-American women with certificates receive only an 11 percent increase over workers with only a high school diploma.

Because of differences in state economies, labor markets, and postsecondary institutional makeup, states vary in their production of certificates, share of workers with certificates, and the extent that certificates provide a valuable return. Certificates are most prevalent in the Southern and Western regions of the country.

States vary significantly in their level of certificate production, share of workers with certificates, institutional makeup, and the extent to which certificates pay off:

- *Production.* Kentucky, Arizona, Georgia, Louisiana, and Florida produce the most certificates per population. Hawaii, Vermont, Montana, Maine, and New Hampshire produce the fewest.

- *Institutional Makeup.* In New Jersey, for-profit institutions award 87 percent of certificates; in Wisconsin, community colleges award 84 percent of certificates.

- *Payoff.* In North Dakota, 65 percent of certificates offer significant earnings returns; in South Carolina, only 38 percent pay off.

- *Certificate holding.* In Oklahoma, 18 percent of workers have certificates as their highest level of education; in Nebraska, only 6 percent do.

> "For the unemployed and underemployed, certificates can offer a jumpstart in the labor market."

States—principally in the South and West—that use certificates effectively add appreciably to their postsecondary attainment. About half of certificates are in fields and occupations that have expected earnings at the level of a typical Associate's degree. States with the highest concentration of certificates with high returns include: North Dakota, Montana, Rhode Island, South Dakota, and Idaho.

In an American economy where the advancement of technology and globalization means that a high school diploma alone is no longer able to provide family-sustaining earnings to many, certificates represent one piece of a multi-pronged solution on the road to a workforce with 60 percent postsecondary attainment. Though certificates currently aren't counted in many measures of postsecondary attainment, often they provide the outcomes that degree-seeking students are looking for: gainful employment. Certificates can also serve as the first rung on the ladder to a college degree or as training for workers with degrees engaged in the process of lifelong learning and career advancement. The rapid growth of certificates over the past 30 years is a promising signal that students and institutions are recognizing the value of certificates at an increasing rate.

Today, policymakers do have a role: to ensure that all parties involved know, to the greatest extent possible, that the value of the programs they are funding are transparent for all to see. Certificate programs are successful if they promote either: (1) gainful employment and long-term job and income security or (2) the pursuit of a higher-level credential, typically a college degree. If they are successful in these two areas, certificate programs will ensure that students considering them will be able to make informed choices about what to study and where to study it, with reasonable expectations about their prospects after graduation.

> The rapid growth of certificates over the past 30 years is a promising signal that students and institutions are recognizing the value of certificates at an increasing rate.

Certificates: Gateway To Gainful Employment and College Degrees
comprises a full report and executive summary.
Both can be accessed at cew.georgetown.edu/certificates

GEORGETOWN UNIVERSITY

Center on Education and the Workforce

3300 Whitehaven Street NW, Suite 5000
Washington, DC 20007
cew.georgetown.edu

SYSTEM PERFORMANCE

Career-Technical Programs	2004	2011	Percent Change
Certificates Offered	52	144	177% ↑
Certificate Enrollment	565	2076	267% ↑
Certificates Awarded	202	591	193% ↑

Degree Inventory for Community and Technical Colleges
June 14, 2012

BLUE RIDGE COMMUNITY AND TECHNICAL COLLEGE	
CAS	INFORMATION TECHNOLOGY
CAS	COMPUTER APPLICATION SPECIALIST
CAS	CISCO CERTIFIED NETWORK ASSOCIATE
CAS	CISCO NETWORKING
CAS	BAKING AND PASTRY
CAS	CULINARY ARTS
CAS	FOOD SERVICE RETAIL MANAGEMENT
CAS	ELECTRIC DISTRIBUTION TECHNOLOGY
CAS	MECHATRONICS
CAS	SYSTEMS NETWORKING
CAS	COMPUTER AIDED DRAFTING
CAS	LEGAL OFFICE ASSISTANT
CAS	PROFESSIONAL DEVELOPMENT
CAS	TECHNICAL STUDIES
CAS	CRIMINAL JUSTICE
CAS	HOMELAND SECURITY
CAS	MEDICAL ASSISTING
CAS	PRE-HOSPITAL CARE/PARAMEDICINE
CAS	ORGANIZATIONAL LEADERSHIP DEVELOPMENT
CAS	BUSINESS OPERATIONS
CAS	BUSINESS AND TECHNOLOGY
CAS	BUSINESS COMMUNICATION
CAS	ENTREPRENEURSHIP
CAS	CONVERGED NETWORKING
CAS	JUSTICE SYSTEM
AAS	INFORMATION TECHNOLOGY
AAS	COMPUTER APPLICATIONS SPECIALIST
AAS	COMPUTER NETWORKING ENGINEERING TECHNOLOGIES
AAS	CYBER SECURITY
AAS	BAKING AND PASTRY
AAS	CULINARY ARTS
AAS	FOOD SERVICE RETAIL MANAGEMENT
AAS	ELECTRIC DISTRIBUTION TECHNOLOGY
AAS	MECHATRONICS
AAS	PARALEGAL STUDIES
AA	LIBERAL ARTS

Degree Inventory for Community and Technical Colleges
June 14, 2012

AAS	BOARD OF GOVERNORS ASSOCIATE OF APPLIED SCIENCE
AAS	OCCUPATIONAL DEVELOPMENT
AAS	TECHNICAL STUDIES
AAS	CRIMINAL JUSTICE
AAS	MEDICAL ASSISTING
AAS	PHYSICAL THERAPY ASSISTANT
AAS	HEALTHCARE PROFESSIONS
AAS	EMERGENCY MEDICAL SERVICES
AS	NURSING
AAS	BUSINESS
AAS	APPLIED TECHNOLOGY
AAS	ACCOUNTING
AAS	ENTREPRENEURSHIP

BRIDGEMONT COMMUNITY AND TECHNICAL COLLEGE	
CAS	DIGITAL IMAGING TECHNOLOGY
CAS	SIMULATION, GAMING AND APPS DEVELOPMENT
CAS	PRE-PRESS TECHNOLOGY
CAS	PRESS TECHNOLOGY
CAS	COMPUTER MAINTENANCE AND NETWORKING
CAS	CULINARY ARTS
CAS	TELECOMMUNICATIONS TECHNOLOGY
CAS	CHEMICAL PROCESS TECHNOLOGY
CAS	TECHNICAL STUDIES
CAS	BLASTING FUNDAMENTALS
CAS	DIESEL TECHNOLOGY
CAS	HEALTH TRANSFER
CAS	MEDICAL BILLING
CAS	PHLEBOTOMY
CAS	ENTREPRENEURSHIP
CAS	MANUFACTURING
CAS	CLAIMS PROCESSING
CAS	ENTREPRENEURSHIP
AS	DIGITAL DESIGN & PRINT COMMUNICATIONS
AS	INFORMATION TECHNOLOGY
AAS	INFORMATION SYSTEMS SECURITY

Degree Inventory for Community and Technical Colleges
June 14, 2012

AAS	CULINARY ARTS
AS	CIVIL ENGINEERING TECHNOLOGY
AS	ELECTRICAL ENGINEERING TECHNOLOGY
AAS	ELECTROMECHANICAL INSTRUMENTATION TECHNOLOGY
AAS	ADVANCED MANUFACTURING
AS	MECHANICAL ENGINEERING TECH
AS	DRAFTING & DESIGN ENG TECH
AAS	APPLIED TECHNOLOGY
AS	GENERAL STUDIES
AAS	BOARD OF GOVERNORS ASSOCIATE OF APPLIED SCIENCE
AAS	OCCUPATIONAL DEVELOPMENT
AAS	TECHNICAL STUDIES
AAS	BLASTING TECHNICIAN
AAS	DIESEL TECHNOLOGY
AAS	WELDING TECHNOLOGY
AS	DENTAL HYGIENE
AS	MEDICAL ASSISTING
AAS	VETERINARY TECHNOLOGY
AS	RESPIRATORY THERAPY
AS	BUSINESS TECHNOLOGY
AS	BUSINESS & HEALTH MGT

EASTERN WV COMMUNITY AND TECHNICAL COLLEGE

CAS	INFORMATION TECHNOLOGY
CAS	WIND ENERGY TECHNOLOGY
CAS	ELECTROMECHANICAL TECHNOLOGY
CAS	TECHNICAL STUDIES
CAS	AUTOMOTIVE TECHNOLOGY
CAS	BUSINESS MANAGEMENT
CAS	ACCOUNTING
CAS	ADMINISTRATIVE SUPPORT TECHNOLOGY
CAS	OFFICE AUTOMATION
AAS	INFORMATION TECHNOLOGY
AAS	WIND ENERGY TECHNOLOGY
AAS	EARLY CHILDHOOD DEVELOPMENT

Degree Inventory for Community and Technical Colleges
June 14, 2012

AA	ASSOCIATE IN ARTS
AAS	BOARD OF GOVERNORS ASSOCIATE OF APPLIED SCIENCE
AS	ASSOCIATE IN SCIENCE
AAS	OCCUPATIONAL DEVELOPMENT
AAS	TECHNICAL STUDIES
AAS	AUTOMOTIVE TECHNOLOGY
AAS	NURSING
AAS	BUSINESS MANAGEMENT
AAS	ACCOUNTING
AAS	ADMINISTRATIVE SUPPORT TECHNOLOGY

KANAWHA VALLEY COMMUNITY AND TECHNICAL COLLEGE

CAS	SUSTAINABLE BUILDING TECHNOLOGY
CAS	ADVERTISING
CAS	PARAPROFESSIONAL EDUCATOR
CAS	PRE-ENGINEERING
CAS	GERONTOLOGY
CAS	OCCUPATIONAL DEVELOPMENT
CAS	CHEMICAL OPERATIONS
CAS	TECHNICAL STUDIES
CAS	DENTAL LAB TECHNOLOGY
CAS	PARAMEDIC TECHNOLOGY
CAS	COMMUNITY BEHAVIORAL HEALTH TECHNOLOGY
CAS	ACCOUNTING
CAS	BANKING AND FINANCE
CAS	SALES
AAS	COMPUTER AND INFORMATION TECHNOLOGY
AAS	POWER PLANT TECHNOLOGY
AAS	PARALEGAL STUDIES
AS/AA	GENERAL EDUCATION (ASSOC IN SCI, ASSOC IN ARTS)
AAS	BOARD OF GOVERNORS ASSOCIATE OF APPLIED SCIENCE
AAS	GERONTOLOGY
AAS	GENERAL TECHNOLOGY
AAS	OCCUPATIONAL DEVELOPMENT
AAS	APPLIED PROCESS TECHNOLOGY
AAS	TECHNICAL STUDIES

AAS	CRIMINAL JUSTICE
AAS	NUCLEAR MEDICAL TECHNOLOGY
AAS	COMMUNITY BEHAVIORAL HEALTH TECHNOLOGY
AAS	NURSING
AAS	ALLIED HEALTH AND HUMAN SERVICES
AAS	MANAGEMENT
AAS	ACCOUNTING
AAS	ADMINISTRATIVE PROFESSIONAL TECHNOLOGY
AAS	FINANCE
AAS	HOSPITALITY MANAGEMENT
AAS	MARKETING
AAS	ADVERTISING SALES
AAS	POWER PLANT TECHNOLOGY
AAS	FASHION MERCHANDISING

MOUNTWEST COMMUNITY AND TECHNICAL COLLEGE

CAS	CERTIFIED CODING SPECIALIST
CAS	MICROSOFT CERTIFIED SYSTEMS ENGINEER
CAS	CULINARY ARTS
CAS	CISCO CERTIFIED NETWORK ASSOCIATE
CAS	AMERICAN SIGN LANGUAGE
CAS	PUBLIC LIBRARY TECHNOLOGY
CAS	TECHNICAL STUDIES
CAS	POLICE SCIENCE
CAS	DENTAL LABORATORY TECHNOLOGY
CAS	MEDICAL TRANSCRIPTION
CAS	CLINICAL ASSISTANT
CAS	ALLIED HEALTH OCCUPATIONS
CAS	PARAMEDIC SCIENCE
CAS	ACCOUNTING/BOOKKEEPING
AAS	INFORMATION TECHNOLOGY
AAS	EARLY CHILDHOOD EDUCATION
AAS	ELECTRONICS TECHNOLOGY
AAS	BIOMEDICAL INSTRUMENTATION TECHNOLOGY
AAS	MANUFACTURING ENGINEERING TECHNOLOGY
AAS	AMERICAN SIGN LANGUAGE

Degree Inventory for Community and Technical Colleges
June 14, 2012

AAS	LEGAL ASSISTANT
AA	GENERAL STUDIES/TRANSFER
AAS	BOARD OF GOVERNORS ASSOCIATE OF APPLIED SCIENCE
AAS	PUBLIC LIBRARY TECHNOLOGY
AAS	BIOSCIENCE
AAS	OCCUPATIONAL DEVELOPMENT
AAS	TECHNICAL STUDIES
AAS	PUBLIC SAFETY
AAS	POLICE SCIENCE
AAS	INTERIOR DESIGN
AAS	DENTAL ASSISTANT
AAS	DENTAL LABORATORY TECHNOLOGY
AAS	HEALTH INFORMATION TECHNOLOGY
AAS	MEDICAL ASSISTANT
AAS	CLINICAL ASSISTANT
AAS	PHARMACY TECHNICIAN
AAS	PHYSICAL THERAPIST ASSISTANT
AAS	PARAMEDIC SCIENCE
AAS	RADIOLOGIC TECHNOLOGY
AAS	RESPIRATORY THERAPY
AAS	MASSAGE THERAPY
AAS	HEALTH SCIENCE
AAS	MANAGEMENT TECHNOLOGY
AAS	TRANSPORTATION TECHNOLOGY
AAS	ADMINISTRATIVE ASSISTANT TECHNOLOGY
AAS	BANKING AND FINANCE
AAS	HOSPITALITY MANAGEMENT
AAS	INFORMATION TECHNOLOGY
AAS	ENGINEERING TECHNOLOGY

NEW RIVER COMMUNITY AND TECHNICAL COLLEGE	
CAS	PARAPROFESSIONAL EDUCATION
CAS	TECHNICAL STUDIES
CAS	WEATHERIZATION TECHNOLOGY
CAS	MACHINING TECHNOLOGY
CAS	WELDING TECHNOLOGY

Degree Inventory for Community and Technical Colleges
June 14, 2012

CAS	MEDICAL ASSISTING
CAS	PARAMEDIC
CAS	LICENSED PRACTICAL NURSE
CAS	TECHNICAL OFFICE PROCEDURES AND SKILLS
AAS	COMMUNICATIONS TECHNOLOGY
AAS	INFORMATION TECHNOLOGY
AS	COMPUTER SCIENCE
AAS	PARAPROFESSIONAL EDUCATION
AS	LEGAL ASSISTING
AS	GENERAL EDUCATION
AAS	BOARD OF GOVERNORS ASSOCIATE OF APPLIED SCIENCE
AA	LIBERAL STUDIES
AAS	OCCUPATIONAL DEVELOPMENT
AAS	TECHNICAL STUDIES
AS	CORRECTIONS
AS	LAW ENFORCEMENT
AAS	EMERGENCY MANAGEMENT
AAS	WEATHERIZATION TECHNOLOGY
AAS	WELDING TECHNOLOGY
AFA	FINE ARTS
AS	MEDICAL ASSISTING STUDIES
AAS	MEDICAL LABORATORY TECHNOLOGY
AS	GENERAL BUSINESS
AS	PROFESSIONAL OFFICE SYSTEM TECHNOLOGY
AAS	BANKING
AAS	HOSPITALITY AND TOURISM MANAGEMENT
AS	GENERAL EDUCATION
AAS	APPLIED SCIENCE
AS	GENERAL BUSINESS

PIERPONT COMMUNITY AND TECHNICAL COLLEGE	
CAS	PARAPROFESSIONAL IN EDUCATION
CAS	POWER PLANT TECHNOLOGY
CAS	AMERICAN SIGN LANGUAGE COMMUNICATION
CAS	TECHNICAL STUDIES
CAS	EMERGENCY MEDICAL SERVICES
CAS	LABORATORY ASSISTANT

Degree Inventory for Community and Technical Colleges
June 14, 2012

CAS	LICENSED PRACTICAL NURSING
CAS	EVENTS MANAGEMENT
AS	GRAPHICS TECHNOLOGY
AAS	INFO SYSTEMS
AAS	FOOD SERVICE MANAGEMENT
AA	PARA-EDUCATION
AAS	MECHATRONICS
AAS	DRAFTING/DESIGN ENGINEERING TECHNOLOGY
AAS	INTERPRETER TRAINING PGM
AAS	EARLY CHILDHOOD
AAS	PARALEGAL STUDIES
AA	LIBERAL STUDIES
AAS	BOARD OF GOVERNORS ASSOCIATE OF APPLIED SCIENCE
AAS	OCCUPATIONAL DEVELOPMENT
AAS	TECHNICAL STUDIES
AAS	CRIMINAL JUSTICE
AAS	HOMELAND SECURITY
AAS	ELECTRIC UTILITY TECHNOLOGY
AAS	AVIATION MAINTENANCE TECHNOLOGY
AAS	APPLIED DESIGN
AAS	HEALTH INFORMATION TECHNOLOGY
AAS	PHYSICAL THERAPIST ASSISTANT
AAS	VETERINARY TECHNOLOGY
AAS	RESPIRATORY CARE
AAS	EMERGENCY MEDICAL SERVICES
AAS	MEDICAL LABORATORY TECHNOLOGY
AAS	BUSINESS TECHNOLOGY
AAS	OFFICE MANAGEMENT AND TECHNOLOGY
AS	GRAPHIC COMMUNICATION TECH
AAS	INTERIOR DESIGN
AS	AVIATION MAINTENANCE TECHNOLOGY

SOUTHERN WV COMMUNITY AND TECHNICAL COLLEGE

CAS	INFORMATION TECHNOLOGY
CAS	ELECTRICAL ENGINEERING TECHNOLOGY

Degree Inventory for Community and Technical Colleges
June 14, 2012

CAS	SURVEY TECHNOLOGY
CAS	TECHNICAL STUDIES
CAS	FORENSIC PSYCHOLOGY AND INVESTIGATION
CAS	CRIMINAL JUSTICE
CAS	FIRE SERVICE
CAS	PARAMEDIC SCIENCE
CAS	CENTRAL STERILE SUPPLY TECHNICIAN
CAS	ADDICTION COUNSELING
CAS	HEALTH CARE TECHNOLOGY
CAS	OFFICE ADMINISTRATION
AAS	INFORMATION TECHNOLOGY
AAS	SALON MANAGEMENT/COSMETOLOGY
AAS	ELECTRICAL ENGINEERING TECHNOLOGY
AAS	SURVEY TECHNOLOGY
AAS	EARLY CHILDHOOD DEVELOPMENT
AA	ASSOCIATE IN ARTS
AAS	BOARD OF GOVERNORS ASSOCIATE OF APPLIED SCIENCE
AS	ASSOCIATE IN SCIENCE
AAS	OCCUPATIONAL DEVELOPMENT
AAS	TECHNICAL STUDIES
AAS	FORENSIC PSYCHOLOGY AND INVESTIGATION
AAS	CRIMINAL JUSTICE
AAS	HOMELAND SECURITY AND EMERGENCY SERVICE
AAS	DENTAL HYGIENE
AAS	PARAMEDIC SCIENCE
AAS	RADIOLOGIC TECHNOLOGY
AAS	RESPIRATORY CARE TECHNOLOGY
AAS	SURGICAL TECHNOLOGY
AAS	MEDICAL LABORATORY TECHNOLOGY
AAS	ADDICTION COUNSELING
AAS	HEALTH CARE PROFESSIONAL
AAS	NURSING
AAS	BUSINESS ADMINISTRATION
AAS	MINE MANAGEMENT
AAS	BUSINESS ACCOUNTING
AAS	OFFICE ADMINISTRATION
AAS	GENERAL BUSINESS

Degree Inventory for Community and Technical Colleges
June 14, 2012

WV NORTHERN COMMUNITY COLLEGE	
CAS	INFORMATION TECHNOLOGY
CAS	CULINARY ARTS
CAS	PARALEGAL STUDIES
CAS	TECHNICAL STUDIES
CAS	HUMAN SERVICES
CAS	MAJOR APPLIANCE REPAIR
CAS	INDUSTRIAL MAINTENANCE TECH
CAS	MEDICAL BILLING AND CODING SPECIALIST
CAS	MEDICAL ASSISTING
CAS	SURGICAL TECHNOLOGY
CAS	HEALTH CARE
CAS	BUSINESS CAREER STUDIES
CAS	OFFICE TECHNOLOGY
CAS	SMALL BUSINESS MANAGEMENT
AAS	INFORMATION TECHNOLOGY
AAS	CULINARY ARTS
AAS	MECHATRONICS
AAS	INDUSTRIAL TECHNOLOGY
AAS	POWER PLANT TECHNOLOGY
AAS	PARALEGAL STUDIES
AA	ASSOCIATE IN ARTS
AAS	BOARD OF GOVERNORS ASSOCIATE OF APPLIED SCIENCE
AS	ASSOCIATE IN SCIENCE
AAS	OCCUPATIONAL DEVELOPMENT
AAS	TECHNICAL STUDIES
AAS	CRIMINAL JUSTICE
AAS	HUMAN SERVICES
AAS	REFRIGERATION, AIR CONDITIONING/HEATING
AAS	HEALTH INFORMATION TECHNOLOGY
AAS	CLINICAL MEDICAL ASSISTANT
AAS	RADIOLOGIC TECHNOLOGY
AAS	RESPIRATORY CARE
AAS	SURGICAL TECHNOLOGY

AAS	NURSING
AAS	BUSINESS STUDIES
AAS	HOSPITALITY

WVU at Parkersburg

CAS	DIVERSIFIED AGRICULTURE
CAS	CULINARY ARTS
CAS	PARAPROFESSIONAL STUDIES
CAS	ELECTRICITY AND INSTRUMENTATION
CAS	ENERGY ASSESSMENT AND MANAGEMENT TECHNOLOGY
CAS	SOLAR ENERGY TECHNOLOGY
CAS	CHEMICAL AND POLYMER OPERATOR TECHNOLOGY
CAS	ENGINEERING TECHNOLOGY
CAS	CHILD DEVELOPMENT
CAS	LEGAL STUDIES
CAS	GENERAL EDUCATION
CAS	TECHNICAL STUDIES
CAS	CRIMINAL JUSTICE
CAS	EMERGENCY RESPONSE
CAS	RESIDENTIAL/COMMERCIAL ELECTRICITY
CAS	HEATING, VENTILATION, AIR CONDG. & REFRIGERATION
CAS	INDUSTRIAL MAINTENANCE
CAS	WELDING TECHNOLOGY
CAS	ALLIED HEALTH
CAS	PHARMACY TECHNICIAN
CAS	ADVANCED LEADERSHIP AND MANAGEMENT
AAS	DIVERSIFIED AGRICULTURE
AAS	JOURNALISM
AAS	3-D MODELING
AAS	INFORMATION TECHNOLOGY
AAS	COMPUTER SCIENCE
AAS	CULINARY ARTS
AAS	EARLY CHILDHOOD DEVELOPMENT
AAS	ENERGY ASSESSMENT AND MANAGEMENT TECHNOLOGY
AAS	SOLAR ENERGY TECHNOLOGY
AAS	ENGINEERING TECHNOLOGY

Degree Inventory for Community and Technical Colleges
June 14, 2012

AAS	LEGAL STUDIES
AA	GENERAL EDUCATION
AAS	BOARD OF GOVERNORS ASSOCIATE OF APPLIED SCIENCE
AS	ASSOCIATE IN SCIENCE
AAS	OCCUPATIONAL DEVELOPMENT
AAS	TECHNICAL STUDIES
AAS	CRIMINAL JUSTICE
AAS	MULTI-CRAFT TECHNOLOGY
AAS	MACHINING TECHNOLOGY
AAS	WELDING TECHNOLOGY
AAS	WELDING MANAGEMENT TECHNICIAN
AAS	SURGICAL TECHNOLOGY
AAS	NURSING
AAS	BUSINESS ADMINISTRATION
AS	BUSINESS ADMINISTRATION (MANAGEMENT)
AAS	BUSINESS TECHNOLOGY
AAS	WELDING TECHNOLOGY
BA	ELEMENTARY EDUCATION
BAT	APPLIED TECHNOLOGY
BA	REGENTS BACHELOR OF ARTS
BAS	BACHELOR OF APPLIED SCIENCE
BA	MULTI-DISCIPLINARY STUDIES
BS	BUSINESS ADMINISTRATION