THE PRESIDENTIAL SEARCH

The Board of Governors has begun a search for the next president of West Virginia State University (WVSU) and encourages expressions of interest in this unique opportunity for leadership. The next president has an opportunity to lead WVSU to new levels of institutional achievement and distinction, in part by building on the legacy of the institution and the existing strengths and accomplishments. The ideal leader will bring both stable leadership and dynamic changes to the University at a critical time in its history. WVSU seeks a leader who will embrace and foster the rich heritage and identity of West Virginia State University as a Historically Black College or University (HBCU) that has transformed to meet the needs of the community. The next president will demonstrate a commitment to the University's historical focus on the values of diversity, equity, inclusion, sustainability, civic engagement, and social justice.
MISSION STATEMENT

Founded in 1891, West Virginia State University is a public, land-grant, historically black university, which has evolved into a fully accessible, racially integrated, and multi-generational institution. The University, “a living laboratory of human relations,” is a community of students, staff, and faculty committed to academic growth, service, and preservation of the racial and cultural diversity of the institution. Its mission is to meet higher education and economic development needs of the state and region through innovative teaching and applied research.

The undergraduate education at the University offers comprehensive and distinguished baccalaureate programs in business, liberal arts, professional studies, sciences and social sciences. The University provides master’s degrees and other opportunities for graduate education.

West Virginia State University offers flexible course schedules in traditional classrooms, in nontraditional settings, and online. With the goal of improving the quality of our students’ lives, as well as the quality of life for West Virginia’s citizens, the University forges mutually beneficial relationships with other educational institutions, businesses, cultural organizations, governmental agencies, and agricultural and extension partners.

The following values guide our decisions and behavior:

- academic excellence;
- academic freedom;
- advancement of knowledge through teaching, research, scholarship, creative endeavor and community service;
- a core of student learning that includes effective communication, understanding and analysis of the interconnections of knowledge, and responsibility for one’s own learning;
- lifelong growth, development and achievement of our students;
- development of human capacities for integrity, compassion and citizenship;
- our rich and diverse heritage;
- personal and professional development of our faculty and staff;
- accountability through shared responsibility and continuous improvement.

West Virginia State University is a vibrant community in which those who work, teach, live, and learn do so in an environment that reflects the diversity of America. Our comprehensive campus provides vast opportunities for our students. We take great pride in our accomplishments and envision building upon our baccalaureate and graduate programs and our excellence in teaching, research, and service.


VISION

West Virginia State University will become the most student-centered, research and teaching, land-grant university in the State of West Virginia and beyond.

MISSION

West Virginia State University will meet the higher education and economic development needs of the state and region through innovative teaching and applied research.
Founded in 1891, West Virginia State University (WVSU) has entered its second century of service. A historically black institution, WVSU has its origins with federal legislation known as the Second Morrill Act passed by the U.S. Congress in 1890. The Act provided that no land-grant institution of higher education could enjoy the benefits of federal funds provided by the Act unless adequate provision was made for the education of black and white students.

At the time, West Virginia University (WVU), a land-grant institution, had been in existence for more than two decades. Therefore, to ensure federal funds for WVU, the West Virginia Legislature enacted legislation to create a new land-grant institution in Kanawha County for black students.

Governor Fleming signed the Legislation on March 17, 1891. March 17 is recognized annually on campus as Founders Day. The new institution was known initially as the West Virginia Colored Institute. Land was purchased by the state, and the first building erected of red brick and stone was a three-story structure costing $9,456. During its first year, the primary purpose of the institute was to teach agriculture, horticulture, mechanical arts and domestic science. Teacher training was added the second year and has remained an important emphasis throughout the school’s history. In the early years, students came to school by train or by boat on the Kanawha River and were primarily residential students.

In 1915, the name was changed to the West Virginia Collegiate Institute. While training was offered in subjects such as agriculture, blacksmithing, brick-laying and plastering, dress making and millinery, there was an increased emphasis on music, military instruction, mathematics, literary subjects and science. The first college degrees were awarded in 1919. The institution was first accredited by the North Central Association of Colleges and Secondary Schools in 1927 and has remained accredited to the present.

In 1929, the legislature changed the name of the institution to West Virginia State College (WVSC). Throughout the decades, the institution has grown under the dynamic leadership of talented administrators and faculty, and from the 1920’s onward, it has been recognized nationally as one of the premier institutions in the education of black students.
In 1954, when the U.S. Supreme Court in Brown vs. Board of Education ruled that segregated schools were unconstitutional, WVSC had an enrollment of 837 students. Within the next few years, the enrollment increased dramatically and WVSC was transformed into a racially integrated institution. It gained nationwide recognition as a “living laboratory of human relations.” Today, as a university, WVSU maintains its reputation for academic excellence, and its racially and generationally diverse student body continues to be a model for human relations.

In 1978, the Community College Division was added to administer a variety of associate degrees and Continuing Education and Community Service programs. Priority continues to be given to planning and cooperating with business, industrial, governmental, labor union, educational and professional leadership. In fall 2004, the West Virginia State Community & Technical College (WVSCTC) became an independently accredited institution, administratively linked to WVSU, and in 2010, the former WVSCTC was renamed Kanawha Valley Community and Technical College; currently, it is an institution completely separate from the University and was renamed, now known as BridgeValley Community and Technical College.

The college achieved a significant milestone in 2003 when it received approval from the Higher Learning Commission of the North Central Association of Colleges and Secondary Schools to offer graduate programs for the first time. Master’s level programs in Biotechnology and Media Studies were implemented in 2003.

On April 7, 2004, Governor Bob Wise signed Senate Bill 448, which changed the institution’s name to West Virginia State University. The West Virginia Higher Education Policy Commission had conferred on West Virginia State College university status on December 5, 2003.

Throughout the University’s history, WVSU alumni have held positions of leadership and public trust in West Virginia, most other states, and some foreign countries. Future graduates will join alumni well-grounded in the liberal arts, skilled in their chosen occupations or professions, and sensitive to and appreciative of people of all races and ethnic backgrounds.
THE HISTORY OF WEST VIRGINIA STATE UNIVERSITY’S LAND-GRA NT STATUS

West Virginia State University is one of two land-grant institutions in the state of West Virginia. West Virginia State University was designated by the United States Congress as one of the original 1890 land-grant schools under the Second Morrill Act. These schools were created to provide “instruction in agriculture, the mechanical arts, English language, and the various branches of mathematical, physical, natural, and economic science” to the black citizens of the states where these individuals had no access to other higher education institutions because of segregation laws.

West Virginia was one of the six original states to establish a new land-grant college under state control. West Virginia State University faithfully met its duties to the citizens of West Virginia as a land-grant college, however, on October 23, 1956, the State Board of Education voted to surrender the land-grant status of West Virginia State University (effective July 1, 1957) and on March 5, 1957, instructed the state legislature through Senate Bills 93 and 219 to transfer $21,900 worth of personnel and expense funds to West Virginia University. These actions resulted in a subsequent loss of millions of dollars, which could have been used by the institution to serve the needs of a severely depressed region of Appalachia.

For 31 years, alumni of the University, interested in regaining land-grant status, looked for the right time, place, and key persons to reverse the decision made in 1957. Dr. Hazo W. Carter, Jr., became President of West Virginia State University on September 1, 1987. During the fall of 1988, President Carter undertook the endeavor to regain the land-grant status or, failing that, have the record show that all possible efforts to regain the status had been made. A coalition of alumni developed which included the state and local NAACP leadership and the Charleston Black Ministerial Alliance. This grassroots support was invaluable, culminating in the introduction of House Bill 2124 early in the 1991 West Virginia legislative session.

On February 12, 1991, Governor Gaston Caperton signed House Bill 2124 on the campus of West Virginia State University, and on March 28, 1991, he wrote to Edward Madigan, Secretary of the U.S. Department of Agriculture. In this letter, the Governor informed Secretary Madigan that the West Virginia legislature had officially designated West Virginia State University as a land-grant institution and requested the appropriate funding at the federal level. On July 30, 1991, Charles Hess, Assistant Secretary for Science and Education of the USDA, responded negatively to Governor Caperton’s March 1991 letter. In his response, the Assistant Secretary stated that the USDA decided not to provide funding for the University’s reinstatement of land-grant status. On August 9, 1991, Governor Caperton again wrote Secretary Madigan requesting clarification of the decision against the University.
Correspondence continued throughout 1992 and 1993, and ultimately, after years of determined effort by many dedicated persons, Secretary Mike Espy informed Governor Caperton on March 28, 1994, that the Office of Legal Counsel had advised the Department of Agriculture that West Virginia's land-grant designation of West Virginia State University would entitle the University to a $50,000 permanent annual appropriation under the Second Morrill Act. Unfortunately, in the following year, the federal funds that provided for the $50,000 appropriation were eliminated.

On August 4, 1999, U.S. Senator Robert C. Byrd amended the House of Representatives Bill 1906 to once again establish West Virginia State University as an original 1890 land-grant institution. Included in the bill was specific language that would provide $1,000,000 for research and $1,000,000 for extension activities for fiscal year 2000 and thereafter. On October 1, 1999, Congress approved the amendment, and President Bill Clinton signed the fiscal year 2000 Agricultural Appropriations bill, which in summary stated that West Virginia State University was indeed a land-grant institution.

Although WVSU received land-grant research and extension funding in fiscal year 2000, the Office of General Counsel of the USDA stated that more explicit amending language was necessary for full inclusion of WVSU as an 1890 land-grant institution. Senator Byrd introduced such an amendment, and on November 28, 2001, with the passage and subsequent signing of the fiscal year 2002 Agricultural Appropriations Bill, the University regained its birthright of becoming again an official and fully recognized 1890 land-grant institution, eligible for 1890 research and extension formula funds, 1890 Facilities and Capacity Building funds, as well as many other tangible and intangible entitlements.
ACADEMICS

West Virginia State University is comprised of four colleges; the College of Arts and Humanities, the College of Business and Social Sciences, the College of Natural Sciences and Mathematics, and the College of Professional Studies. The University offers 23 undergraduate degrees, seven graduate degrees and six fully online programs. WVSU’s 4,120 students enjoy a 14:1 student-faculty ratio and learn in a challenging, nurturing and safe environment that allows them to engage with new people, perspectives and ideas.

COLLEGE OF ARTS & HUMANITIES
Bachelor of Arts
Art
› Art History
› Ceramics
› Digital Photography
› Drawing
› Painting
› Photography
› Print Making
English
› Literature
› Professional Writing
› Technical Writing
International Studies
› Africana Studies
› Communication
› Foreign Language
› International Business
› International Relations
Bachelor of Fine Arts
Music Performance
Regents Bachelor of Arts
Bachelor of Science
Communications
› Broadcasting
› Film
› Journalism/Writing
› Public Relations
› Theatre
› Visual Media

COLLEGE OF BUSINESS & SOCIAL SCIENCES
Bachelor of Arts
Business Administration
› Accounting
› Agribusiness
› Finance
› International Business
› Management
› Management Information Systems
› Marketing
Economics
› Agricultural Economics
History
Political Science
Psychology
Sociology

COLLEGE OF NATURAL SCIENCES & MATHEMATICS
Bachelor of Science
Biology
› General
› Plant-Soil Science
› Pre-Medicine
Chemistry
› ACS Certify
› Applied Chemistry
› Pre-Medicine/Pre-Pharmacy
Chemical Engineering
Civil Engineering
Computer Science
Mathematics
› Applied
› Classical
› Computational Science

COLLEGE OF PROFESSIONAL STUDIES
Bachelor of Science
Criminal Justice
› Corrections
› Courts/Legal Studies
› Forensic Investigation
› Law Enforcement
› Forensic Science
Education
› Elementary K-6
› Art (Pre-K/Adult)
› Business Education (5-Adult)
› English (5-Adult)
› Wellness (Pre-K/Adult)
› Music (Pre-K/Adult)
› Biology (9-Adult)
› Chemistry (9-Adult)
› General Science (5-Adult)
› Mathematics (5-Adult)
› Social Studies (5-Adult)
Health Science
› Community Health Education
› Leadership in Allied Health and Rehabilitation (2+2)
Nursing
Social Work
Sport Studies
Sport Studies/Pre-Professional Track

GRADUATE PROGRAMS
Master of Arts
Media Studies
› Digital Media Productions
› Media Theory & Criticism
Biotechnology
Master of Education in Instructional Leadership
Master of Public Administration
Master of Science
Criminal Justice Administration
Biotechnology
Computer Science
Sport Studies
ONLINE PROGRAMS
Bachelor of Arts
English
› Technical Writing
Bachelor of Science
Business Administration
› Accounting
› Management
Criminal Justice
› Corrections
› Courts/Legal Studies
› Forensic Investigation
› Law Enforcement
Health Science
› Community Health Education
› Leadership in Allied Health and Rehabilitation (2+2)
Regents Bachelor of Arts
Master of Education in Instructional Leadership
West Virginia State University is accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools. The Teacher Education program is accredited by the National Council for Accreditation of Teacher Education, by the West Virginia State Department of Education, and by the West Virginia Higher Education Policy Commission. The bachelor’s degree in Social Work is accredited by the Council on Social Work Education. Option A of the bachelor’s degree in Chemistry is certified by the American Chemical Society. The bachelor of science degree program in the Department of Business Administration and the bachelor of arts degree in Economics are accredited by the Accreditation Council for Business Schools and Programs.

The University holds institutional membership in the following national associations:

- Accreditation Council for Business Schools and Programs
- American Association of Colleges for Teacher Education
- American Association of Collegiate Registrars and Admissions Officers
- American Association of State Colleges and Universities
- American Association of University Women
- American Chemical Society
- American College Personnel Association
- American Council on Education
- American Political Science Association
- Association of American Colleges
- Association of College and University Community Arts Administrators
- Association of Departments of Foreign Language
- Committee on Allied Health Education and Accreditation of the American Medical Association
- Cooperative Education Administration
- Council for Advancement and Support of Education
- Council on Social Work Education
- National Association of Student Personnel Administrators
- National Association of College Admission Counseling
- National Association of Student Financial Aid Administrators
- National Collegiate Athletic Association
- National Commission for Cooperative Education
- National Council for the Accreditation of Teacher Education
- National HBCUs Business Deans Roundtable
- Higher Learning Commission of the North Central Association of Colleges and Schools
- The College Board
ATHLETICS

WVSU is a member of the Mountain East Conference (MEC) and fields conference championship teams in several sports. Our women's tennis team is a dynasty within the conference regularly winning the regular season and conference tournament titles. In 2018 and 2019, the team reached the NCAA Division II sweet 16 as one of the premiere programs in the country. Likewise, the Yellow Jackets softball team is a regular contender for the conference title, and was the 2018 MEC tournament champion. The Yellow Jackets baseball team has a long history of being one of the most successful programs in NCAA Division II and has won several conference championships through the years. In 2017 and 2018, our football team posted back to back winning records, and the sky is the limit going forward heading into the 2019 season.

Our student-athletes routinely are named to the MEC All-Academic Team for achieving grade point averages of 3.7 to 4.0, or named to the MEC Commissioner's Honor Roll for having grade point averages between 3.25 and 3.69.

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**POINTS OF PRIDE**

*From a Storied, Historic Past...*

- We are proud of our contribution to the Tuskegee Airmen, the first African-Americans to serve in the U.S. Army Air Corp. In 1939, West Virginia State College, now University, became the first of six historically black colleges, authorized by the Civil Aeronautics Authority, to establish an aviation program. Consisting of several West Virginia State graduates, in command and support positions, the Tuskegee Airmen personified unparalleled bravery, tireless commitment, and inspiring fortitude.

- We are proud of the Booker T. Washington Institute of West Virginia State University, a program formed from an alliance between the Booker T. Washington Association, the Midland Trail, and the former Cabin Creek Quilts Cooperative. Together, we plan and implement the ideals of Booker T. Washington, an influential figure in national history.

- We are proud of our U.S. Army ROTC Yellow Jacket Battalion, which has produced over 900 Officers, including 15 Generals. More than 100 West Virginia State University alumni have achieved the rank of Lieutenant Colonel or higher; these distinguished Yellow Jackets are recognized in our ROTC Hall of Fame.

*...Looking to an Exciting Future*

- We are proud of our connection to Charleston, West Virginia’s largest city and capital. With a city and regional population of over 300,000 people, the Charleston area provides our campus community easy-access to a wealth of cultural and historical activities, music, festivals, entertainment, and the arts.

- We are proud to be home to the Judge Damon J. Keith Scholars Hall, the first new residence hall at West Virginia State University since 1969. With suite-style living including two-, three-, and four-bedroom suites, in addition to a cyber café, gaming room, and academic and meeting spaces, the $25.2 million, 291-bed hall features the unique academic and living environment students expect on a university campus.

- We are proud to be recognized by Tree Campus USA. A national program created by the Arbor Day Foundation, this designation recognizes the University’s achievement for effective campus forest management and our campus community’s commitment to conservation and decreasing our environmental footprint.
…Featuring Award-Winning Academics…

- We are proud of our over 200 full- and part-time award-winning faculty members spanning 23 academic degree programs, many of whom have achieved national recognition and distinction within their fields of study.

- We are proud of the immense variety and diverse range of research conducted by our outstanding faculty. With groundbreaking discoveries in fields such as aquaculture; environmental microbiology and biotechnology; horticulture crops and production systems; urban forestry and natural resource management; vegetable genomics and plant breeding; and beetle biodiversity, our faculty and research scientists are making great advances for the future.

- We are proud of our comprehensive Honors Program which provides enriched academic opportunities with advanced scholastic achievements, allowing our students to augment traditional studies with enhanced cultural opportunities as they pursue excellence in their chosen areas of study.

- We are proud of our low student-to-faculty ratio (14-to-1), which allows our faculty to provide individualized learning environments, one-on-one mentoring, and highly effective instruction.

- We are proud of our Research Rookies program, through which highly motivated students with a strong commitment to STEM initiatives are provided with the opportunity to participate in cutting-edge research, explore their intended major, develop relationships with faculty, and cultivate critical thinking skills.

- We are proud of our distinction as one of Great Value Colleges’ 2015 100 Most Affordable Small Colleges East of the Mississippi. West Virginia State University ranked fourth most affordable out of 100 institutions of higher education. In addition, WVSU’s Biology program ranked third of the 50 Best Value Small Colleges for a Biology Degree 2015; the Social Work program ranked tenth of the 50 Most Affordable Selective Schools for a BSW (Bachelor of Social Work); and the Bachelor of Science in Business Administration ranked third of the 50 Best Value Small Colleges for a Business Administration Degree 2015, demonstrating our commitment to providing affordable, quality education for our students!
...Exceptional Athletics...

- We are proud of our diverse and multi-faceted athletics teams. Our campus boasts five men's sports (baseball, basketball, football, golf, and tennis) and six women's sports (basketball, cross country, soccer softball, tennis, and volleyball).

- We are proud of our student-athletes, who consistently excel both in and out of classroom. With championship-winning teams, who are determined to achieve excellence, our student-athletes prove daily that purposeful hard work and committed sportsmanship create champions.

- We are proud of be home to world-class athletic facilities. With the $19 million renovation of Fleming Hall and the February 2014 dedication and opening of the D. Stephen and Diane H. Walker Convocation Center, a new era has dawned for student-athletes and sports fans at West Virginia State University.

...Unmatched Research...

- We are proud to contribute to the development of our faculty’s research offerings through the institution of Promoting Excellence in Education through Research (PEER) program. This exciting project provides support to encourage and foster the advancement of research, and to leverage these resources to attract funding to promote and support the enrichment of academia and student learning to the University.

- We are proud to be committed to the betterment of West Virginia through our Agricultural & Environmental Research Station (AERS), part of the Gus R. Douglass Land-Grant Institute. Through the AERS program, we maintain a competitive portfolio of research programs driven by national and state agendas. Through the development of knowledge, engagement in technology, and economic development, we are able to achieve great benefits for all of West Virginia.

- We are proud of the West Virginia State University Energy and Environmental Science Institute (WVSUEEI), a compelling program that enhances State's capacity to participate in the evolving opportunities in energy and environmental research, teaching, and outreach by facilitating collaboration across disciplines and engaging stakeholders at the local, state, national, and international level. Through the WVSUEEI, work is currently taking place in such diverse and exciting fields as soil science, plant genomics, environmental policy, organic chemistry, microbial ecology, energy security, anaerobic digestion, and STEM outreach.
…and Community Enhancing Public Service…

• We are proud of our culturally enriching 4-H Youth Development programs. We have adopted a non-traditional approach to 4-H, focusing on youth arts initiatives and STEM education. With programs such as agricultural camps and youth mentoring, our 4-H offerings are encouraging healthy, active lifestyles—one child at a time!

• We are proud of our Center for the Advancement of Science, Technology, Engineering and Mathematics (CASTEM), which works to increase participation and retention of underrepresented youths in grades K-12 in STEM fields. With locations on campus and in southern West Virginia, CASTEM staff have brought science education to thousands of the state’s young people.

• We are so proud to put a spotlight on homesteading, urban growing and small fruit production through the annual West Virginia Urban Agriculture Conference and Community Expo. WVSU Extension Service partners with the USDA Natural Resource Conversation Service, to host this dynamic gathering of farmers, gardeners and homesteaders.

…One Thing is CLEAR!

West Virginia State Has a LOT to be Proud of!
City life and outdoor treasures mix it up in Charleston, our state’s capital. You will find city living minutes away from our active campus.

Being close to West Virginia’s Capital City offers our students opportunities to explore and learn so close to campus. Enjoy free admissions for tours of our State Capitol Building, the governor’s mansion and West Virginia State Museum.

As you explore the Kanawha Valley, check out these favorite places:

- **Downtown Charleston** - A 10-minute drive from campus, downtown Charleston is a vibrant center of shopping, dining, music, arts and culture. The city is home to multiple concert venues like the Charleston Coliseum and Convention Center, Haddad Riverfront Park, the Clay Center for the Arts and Sciences, and the West Virginia Culture Center. Visit Capitol Street, with a diverse collection of boutique shops and restaurants like the popular Taylor Books, Pies and Pints, and Rock City Cake Company, and explore the city’s multiple galleries during the monthly ArtWalk. Each summer, the entire downtown transforms into a “work of art” during the 10-day FestivALL celebration.

- **Appalachian Power Park** - Watch minor league baseball at its best, featuring the Class-A affiliate of the Seattle Mariners.

- **Charleston’s Clay Center for the Arts and Sciences** - Offers exhibits and activities for all ages.

- **Charleston’s “Live on the Levee and FestivALL”** - Summer music festivals.

- **Capitol Market** - Home to a year-round outdoor market and an eclectic collection of indoor shops featuring fresh fish, meat, produce, books, chocolates, West Virginia Foods & Things and one of the city’s most popular restaurants.
West Virginia State University offers an extraordinary yet challenging leadership opportunity for its next president. The University seeks a visionary president to build upon its history and the achievements of the past. WVSU has made significant progress during the past decade and seeks to continue on a path of growth and innovation while it continues to address its long-term issues of funding and development.

West Virginia State University is an HBCU and an 1890 Land-Grant Institution. As such, it maintains its state-wide mission in agriculture, community development, research and extension services. The University also seeks to expand its Land-Grant activity and further develop its other and related research endeavors to better assert its place within the state-supported higher education community in West Virginia.

WVSU offers a comprehensive set of undergraduate degree programs across the arts, liberal arts, social sciences, sciences, and technology. As well, the university maintains quality programs in business and education. Advanced programs include biotechnology, social work, media, criminal justice, and political science. The University has also developed online programs across several disciplines, some in conjunction with its extension work.

Priorities, Challenges and Opportunities

The University Community has outlined several priorities for the immediate and ongoing attention and action of its next president. These are critical priorities that will require a president with the skills, experiences and creativity to make immediate assessments of university conditions and to engage collaboratively with others to develop and execute effective plans for improvement.

ENROLLMENT
Making significant improvements in all aspects of the enrollment paradigm is a major concern for all constituent groups. Enrollment declines in recent years have plagued several programs. While there are new programs and programs that have developed new delivery mechanisms, these have not been sufficient to achieve expected growth.

Student retention has been equally important to the WVSU community. Perceived quality of programs and efficiency of course offerings have been cited among the reasons that students depart the institution. Additionally, the draw of technical and two-year college programs have seemed to be more viable avenues for success for many students.

The university has taken its state-wide service role very seriously and has become the state’s largest dual enrollment program. However, the university has not effectively translated these enrollments into post-secondary enrollments for students who have chosen other institutions for continued matriculation.

Local school systems have not served as systematic feeder systems for the university. Building effective communications and formal relationships with these schools can be the base for strengthening ongoing student pipelines.

WVSU’s next president must lead the university in pursuit of new student populations. Possibilities exist in-state in several counties that are currently underserved by all institutions in the state system.
FUNDRAISING
West Virginia State University currently operates from five primary revenue streams: State allocation, tuition, Land-Grant allocations and grantsmanship, auxiliary enterprises, and private donors.

The state allocation is in part responsive to enrollment and is therefore in some danger of reduction given the condition of state treasuries. It is also the case that the university has struggled to effectuate an increase in its state allocation or special purpose allocations.

Tuition increases are challenging given the significant number of first-generation and Pell qualified students within the population pools served by WVSU. Enrollment loss and deeper discounting would be the result of any significant increase particularly in undergraduate tuition.

The university has had recent success in securing state matches for its Federal Land-Grant allocation. However, continued pressure on state revenue and budgeting does not provide assurance that further success may ensue without significant lobbying and marketing investment. Nonetheless, the next president must work effectively with the legislature to secure adequate funding levels.

Continued diversification of revenue streams and enhanced revenue will require the next president to exert extraordinary measures to improve revenues. It is expected that work to secure better, or at least more stable, state allocations will continue. As well, continued development and economic impact of Land-Grant activity will assist the pressure for the state of West Virginia's Land-Grant matching allocation.

The next president of WVSU must review its use of faculty expertise and its availability to pursue Land-Grant and non-Land-Grant grantsmanship and program-related private foundation support. Additionally, to accomplish greater outcomes from grantsmanship, the president must review and pursue further development of the WVSU Foundation.

The next president must engineer the development of a much more effective approach and program for increasing private donations, developing effective and lucrative partnerships with business and industry, expanding its range of donors and the size of personal donations, and increasing the number of alumni donors.

The university's revenue streams must be expanded to include larger unrestricted donations, targeted scholarship funding, and special economic development initiatives. Matching the institution's value proposition to state and regional economic needs will constitute an important strategy direction.

FINANCIAL HEALTH
The next president of WVSU will be expected to immediately develop and execute a plan to significantly improve the financial health and efficacy of the university. Paramount in this effort is to look to right-size personnel and expenditures to the current enrollment and other revenue realities even while seeking to increase enrollment.

The successful candidate will need to improve the financial services infrastructure. WVSU is a complex organization with many functional components.

Once a more appropriate financial services structure is developed, the new president will be in position to lead the institution in the utilization of a strategic budget decision process to increase institutional efficiency and more effective use of revenue.
DEVELOP NEW LEADERSHIP TEAM
To move the university into a new era of impact, economic development and increased power, the new president must enlist a dynamic leadership team. This team must be assured to be capable of working collaboratively and be able to break down the administrative and operational silos which may develop in institutions of higher education. Additionally, the new leadership team must be developed to be more inclusive and champion shared-governance.

The new leadership team must be poised to assist the president in further promoting and branding the university in the Kanawha Valley and increasing the regional perception of its impact and importance.

REBUILD STUDENT LIFE AND DEVELOPMENT
Over time, the university has developed a student body that, while diverse, remains in distinct and very different realities inside the university. The University maintains a traditional on-campus undergraduate population that is predominately African American. It maintains a commuter or “day” student population that is more diverse and somewhat non-traditional in other demographic measures. The university also has been developing a burgeoning online student population and a varied graduate student population.

The next president of WVSU will need to accept the charge of redeveloping a program of student life and student development designed to serve both on-campus and off-campus students. Further, a new program of student life should also be engineered to seek further integration in the student body by demographics and by race. The development of a fuller student life program could place new branding on the university as a new force in West Virginia.

IMPROVE THE EFFICACY OF ACADEMIC PROGRAMS
The faculty and student body of WVSU are expecting their next president to lead the development of new program parameters. They are looking for leadership to develop important interdisciplinary programs, increase the impact of the Land-Grant focus on the economic development of the region and to improve the workforce relevance to the university’s curriculum. Increased internships through business and industry partnerships should be developed. New emphasis will be expected in the development and positioning of teacher education programs and STEM.

ADDRESS ISSUES OF DIVERSITY AND INCLUSION
In addition to the diversity-related issues addressed earlier in this profile, the next president of WVSU must pursue diversity in its own workforce. The matter of a less diverse faculty and staff requires attention. The creation of a plan for greater diversity and inclusion of faculty and staff will require the next president's leadership.

The regeneration of a greater sense of community and internal openness must be developed.

COMMUNITY AND ENGAGEMENT
West Virginia State University must continue to assert its role as a community leader and an anchor institution for development in the Kanawha Valley. The next president must build effective relationships with local and regional government officials and leadership in significant communities. Deepening relationships with business, civic and informal leaders will be necessary to fully execute the role of the university as a driver of economic development, P-12 school improvement and enhanced community viability.

Finally, the community surrounding the university has long been fully integrated into the life of the university. While this history presents significant contemporary challenges, the next president will need to be mindful of the need to regenerate the relationship and to provide new life to the community.
THE SEARCH FOR A NEW PRESIDENT
WEST VIRGINIA STATE UNIVERSITY

Leadership Attributes:

VISIONARY
West Virginia State University seeks a transformational leader with the vision, capability, and drive to inspire the university community to higher levels of eminence by weaving the threads of the past into a tapestry for the future. The next president of WVSU will possess a record of successful past visionary leadership, demonstrative steps in achieving and advancing academic excellence, and a history of continuous advancement both personally and for the institutions served. The ideal leader will comfortably engage the University community in thoughtful conversation about its future with the ability to articulate an ambitious blueprint for WVSU and the charisma to inspire others to seek its realization.

MISSION-DRIVEN
WVSU has a rich history of creating access and educational opportunities that have transformed the lives of students who have achieved significant accomplishments and made an impact nationally and internationally. The next president should demonstrate value for WSVU’s history and have the ability to embrace and advance the historical significance, mission, and core values of WVSU as a historically black institution. The ideal candidate should possess a demonstrated ability and willingness to be a strong, visible, and enthusiastic campus advocate. As an individual with a commitment to cultural and ethnic diversity, who understands the importance of inclusion to this University community, the next president will lead by example. The next WVSU president will embody integrity in every aspect of his or her personal and professional life. The new leader must be a person of high energy, a strong work ethic, and a deep commitment to fulfilling the mission of the institution.

STUDENT-CENTERED
WVSU seeks a president who will be visible and approachable, participating in activities on campus and the local community with genuine engagement. The University seeks a leader with an appreciation for the balance of academics, athletics, and other student co-curricular activities to educate the whole person while focusing on student success. At WVSU, our students are at the heart of everything we do. The president must lead by example to guide policies and practices that enhance the quality of student life, while also connecting academic learning to the full student experience. The ideal candidate is a proven community-builder who sees the education, safety, growth, and well-being of students as the utmost priority; and who has an understanding of the application of research in the development and advancement of student success. A collaborative leadership style, deep commitment to undergraduate and graduate student life, community engagement, and advancing inclusive excellence should be characteristics of the next president.

SERVANT LEADERSHIP
The next president should exhibit a leadership style grounded in servant leadership and encompassing strategic thinking, problem-solving, and solution-oriented approaches. By addressing stakeholders’ needs, faculty, student, staff, and alumni, a workplace where all feel a sense of belonging and appreciation for their contributions will be cultivated. The ideal candidate will reflect a history of maintaining the highest moral and ethical standards, both personally and professionally.
LEADERSHIP DEVELOPMENT
The next president of WVSU will have the opportunity to examine the current administrative and organizational structure to determine any changes and articulate the roles and responsibilities within the current, or any new, structure. Building an enduring environment in which individuals provide service to a diverse student body and uplift the cultural values of the University will be critical to their success. The ability to value, motivate, and develop talented people while holding them accountable for their performance, being able to accurately evaluate employees and make personnel changes will be a priority. The ideal leader should possess a collaborative and consultative leadership style that embraces transparency, builds community, and fosters teamwork while making difficult decisions. Building a successful team by attracting, hiring, and retaining a high quality leadership team across all functions will be essential.

STRONG ACADEMIC LEADER
Demonstrated success in senior-level leadership that includes management of a substantial and complex organization, along with a deep understanding of higher education, should characterize the next president of WVSU. The successful candidate will be an energetic innovator who can be a valuable resource in helping the University develop attractive new programs. WVSU seeks a president with a history of substantially advancing distinctive academic experiences, one that creates pathways for students to find their intellectual strengths and achieve rewarding outcomes in their lives and careers. Broad knowledge of current and emerging issues facing higher education are desired characteristics of the next president of WVSU. The ideal leader should exhibit ease in the public sphere, ability to represent WVSU locally, nationally, and internationally and the capability to inspire respect within the ranks of American higher education.

FINANCIAL ACUMEN
The next president of WVSU will have experience managing budgets, accomplishing objectives with limited resources, and creativity in expanding resources. The ideal candidate must possess substantial management, planning, and financial skills, as well as an astute understanding of university finances and the relationships among academic priorities, budgeting, and fundraising.

ENROLLMENT MANAGEMENT
The next president should exhibit a demonstrated record of systematically increasing student enrollment, retention, and graduation rates. The ability to set the vision and advance leadership that is knowledgeable about the major issues facing higher education, including enrollment management, accreditation, technology, and academic best practices is required.

SHARED GOVERNANCE
The next president of WVSU will model and nurture respectful, collegial relationships with faculty and staff. The ideal leader will possess a deep understanding of and appreciation for the elements of excellent teaching, learning, and scholarship in an institution that is responsive to the needs of today’s students and society. An outstanding career of academic scholarship and achievement, along with a successful background in academia, including the recruitment and retention of superb faculty, are desired characteristics. The next president should advance the research capabilities, innovative programs, and professional development for faculty and staff.
DIVERSIFIED DEVELOPMENT
The next president of WVSU should have substantial experience in building relationships, nurturing alumni engagement, and fundraising, particularly leading successful major gifts campaigns. As an experienced fundraiser, the successful candidate should have the ability to advance the University in building a positive culture of philanthropy. The ideal candidate must demonstrate a commitment to and passion for communicating with alumni, friends of the University, legislators, and corporate donors necessary to acquire the vital financial support needed to sustain WVSU now and in the future.

The ability to work in a mutually beneficial fashion with the West Virginia State Legislature is critical. The next president must be able to convey the importance of funding the University as a priority now and into the future. Bringing the legislature vital information about the tremendous competencies of the faculty to grow, refine, and innovate academic programs aligned with the emerging economic forecast will be essential. The ability to articulate the dynamic capabilities of WVSU represented by a legacy of excellence can help legislators do the same.

The next president should have a record of successful working relationships with a broad range of external constituencies for philanthropic and community engagement, as well as strategic partnerships. A willingness to make a deep personal commitment to WVSU and the community, with the ability to maintain a visible campus presence while simultaneously engaging in a variety of other duties will also be important attributes.

EXCEPTIONAL COMMUNICATOR
WVSU seeks an engaged, approachable communicator, one who is committed to open transparent leadership. The ideal leader will have the ability to communicate effectively across multiple constituencies with a leadership style that is creative and entrepreneurial, and eager to tackle significant challenges. The ability to communicate effectively in a way that elevates the WVSU brand is essential. The president should possess superior and persuasive written and verbal communication skills, be an active listener, and possess the skills to work one-on-one and in groups. The ideal candidate should have the ability to influence others, successfully navigate challenging conversations, and serve as a powerful and effective spokesperson for the WVSU community, prospective students and their families, and University supporters.

STRATEGIC COLLABORATOR AND COMMUNITY-BUILDER
The next president must be a strategic thinker, able to lead the University in visualizing and implementing dynamic priorities. The ideal candidate should exhibit significant successful senior leadership experience with demonstrated ability to act decisively and effectively to bring about change that strengthens institutional reputation and position. The ability to assess opportunities promote and lead innovative and entrepreneurial planning and problem-solving are desired characteristics of the next president.

The next president must possess a collaborative, consensus-building leadership style and be open to thoughtful and appropriate innovation. The ideal candidate must demonstrate experience in managing the complexities of institutional change and the interpersonal skills to make decisions and attain consensus thoughtfully and purposefully. A talent for bridging disciplines, building morale, leading across silos, harnessing, and facilitating the potential for collaboration is essential.

OTHER QUALITIES:
- Earned doctorate or terminal degree.
- Progressively responsible executive-level experience and demonstrated record of success.
NOMINATIONS AND APPLICATIONS

For full consideration, applications should be received by April 10, 2020.

Application materials must include:

- A letter of interest stating how the candidate’s experience is applicable to the position, opportunities and challenges, qualifications, and personal attributes expressed in the leadership profile;
- A curriculum vitae or résumé; and
- Names, email addresses, and telephone numbers of five professional references, including the candidate’s professional relationship with each individual.

References will not be contacted without the candidate’s prior consent. All candidate names will remain confidential, with the exception of those individuals invited to final interviews on campus.

Applications should be sent electronically (MS Word or PDF Format) to: WVSUPresident@agbsearch.com

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