2021 STRATEGIC INITIATIVES SUMMER SUMMARY

**Strategic Initiatives** identifies, develops and manages sustainable resources and programs that support academic, research and service excellence. For our West Virginia University community, we strive to provide cost-effective business support and high-quality administrative and technical services and forge connections with government and business leaders.

We manage the construction and maintenance of WVU’s facilities and grounds, provide a safe environment through our campus police force, deliver transportation and parking systems, offer balanced, nutritious meals in a pleasant atmosphere, ensure compliance with and training in environmental and occupational health and safety procedures, attract and retain a talented workforce, prepare financial statements and budgets, conduct institutional research and support and empower and advance the use of technology to sustain the institution’s teaching, research and outreach mission.

With a sharpened focus on customer service and a duty to be responsive to the daily needs of our campus community, there is no summer slowdown for the **Strategic Initiatives** team. In fact, summer months are some of our busiest.

As the temperatures rise, so does our productivity. Interested in what we have been up to while the students were away? Read through our 2021 Strategic Initiatives Summer Summary.
AUXILIARY AND BUSINESS SERVICES

In preparation for the fall semester, the Facilities Management team cleaned, painted and prepared approximately 5,000 residence hall spaces, 350 apartments, five resident director apartments, 450 suite bathrooms and 150 community bathrooms at:

- Dadisman Hall
- Evansdale Residential Complex (Towers)
- Honors Hall
- Lincoln Hall
- Oakland Hall
- Stalnaker Hall
- Summit Hall
- University Park
- University Place
- Vandalia Apartments

Additionally, the Facilities Management painting team repaired and painted more than 100 office spaces and 25 classrooms and performed touch-up work in another 75 classrooms. The painting team’s projects this summer placed more than 1,200 gallons of paint across campus.

The Facilities Management team also conducted extensive carpet and hard-floor maintenance at residence halls, including the installation of new carpets in more than 20 offices and classrooms and new flooring in more than a dozen elevators. The team also renovated the Robinson Reading room in the Downtown Wise Library, repaired the front entry steps of Stewart Hall and refinished the Mountainlair Ballroom floor.

The Roads and Grounds team completed landscape enhancement projects at the Downtown Library, behind Woodburn Hall and Area 2 at the College of Law, Mountaineer Station and the new Agricultural Sciences Building. Most notable was the transformation of the landscape in front of Elizabeth Moore Hall, where decades-old hedges were removed to open sightlines and reveal the building’s attractive architecture. Additionally, 56 new decorative planters were placed near building entranceways to add seasonal color and interest.

Roads and Grounds also completed the buildout of several new outdoor projects on the Evansdale Campus, including a new walking pathway adjacent to the Student Recreation Center, conversion of the tennis courts adjacent to the Evansdale Residential Complex (Towers) into three newly lit sand volleyball courts and two additional basketball courts as well as converting the former sand volleyball courts into a new outdoor fitness center.

Safety remained a primary focus as the Roads and Grounds team completed a great deal of tree work across campus to remove potentially dangerous trees and limbs and clear obstructions from lighting and cameras. Several new tree species also were planted throughout campus to increase diversity.

The Roads and Ground team partnered with the Office of Sustainability and other groups across campus to host the inaugural WVU Lumber Sale. The event provided members of our campus community and the general public the chance to purchase salvaged wood from campus trees for woodworking projects. The usable wood from several recently removed campus trees was milled into pieces of lumber and dried for this unique upcycling opportunity.

The Maintenance team stayed busy this summer working to keep the water flowing, the electricity on and the temperatures stable across campus. The team performed
major repairs on steam lines on both the Downtown and Evandsale campuses and installed dozens of new LED light fixtures in Percival Hall, the Engineering Sciences Building and the Mineral Resources Building. The team also repaired and maintained several research labs, offices, classrooms, farms and residence halls during the summer.

The Sustainability team completed WVU’s first Sustainability Tracking, Assessment, and Rating System (STARS) report for the Morgantown campus leading to a silver-level designation. This comprehensive sustainability survey of our campuses provides a baseline for measurement in working towards establishing clear sustainability goals and targets for the future.

Further, the Sustainability team brought back its Blue and Gold Mine Sale — a long-term partnership with the United Way of Monongalia and Preston Counties — keeping more than 25 tons of goods from landfills and raising more than $17,000 for the charitable agency.

As part of the University’s Tree Campus USA designation, the Sustainability team and student volunteers performed tree maintenance on more than 100 tree saplings incubating in rain gardens on campus. Some trees will remain permanent while others will be transplanted to new locations.

A few notable species planted by the Roads and Grounds team include a dawn redwood for Arbor Day in front of Colson Hall, a tricolor beech at the new Hodges Hall entrance on Hunt Street and a giant redwood near the Creative Arts Center.

The Environmental Health and Safety team inspected and tested all sprinkler and fire alarm systems located in residential areas across campus. This team also completed the annual testing of all campus fire pumps.

Additionally, Environmental Health and Safety implemented a new chemical inventory system and has performed safety checks on lab equipment around campus, including more than 278 eyewashes, 99 safety showers, 56 fume hoods and 11 major lab cleanouts.

The Environmental Health and Safety team also conducted N95 respirator fit testing for several schools at Health Sciences and performed audits of food service — including assisting with inspection of hood suppression systems — as well as water recreation areas.

In addition to opening the Hazardous Materials Unit at the Environmental Health and Safety Mileground satellite location, the team removed 27 boxes of biohazard waste and 8,391 pounds of regulated waste — including 5,090 pounds of hazardous waste — to keep our campus safe.

Environmental Health and Safety also conducted numerous aboveground/underground storage tank inspections and storm water assessments.

The Construction team continued to work on several projects throughout the summer months, including the renovation of Hodges Hall. The updated facility will include a 210-seat testing center and 24 collaborative classrooms with seating for 954 students. The Eberly College of Art and Sciences will occupy the upper floors and offer the following programs:

- Women’s and Gender Studies
- Native American Studies
- World Languages, Literature and Linguistics

The Construction team also completed renovations to the Health Sciences Dentistry Clinic, which encompasses patient care, urgent care and X-ray corridors. The team also replaced roofing at the Downtown Library, Chemistry...
Research Lab and Chitwood Hall and completed renovations of classrooms 206 and 219 in Armstrong Hall and classrooms 104 and 112 in Clark Hall as well as flooring replacement on two floors of Woodburn Hall.

Further, the Construction team renovated the Natatorium, creating the Athletic Performance Center for WVU’s Olympic Sports program as well updates to Milan Puskar Stadium, which include an athletic training room, visitor’s locker room, coach’s office suite, expansion of the home team locker room, player lounge, equipment room, other team support spaces, the Hall of Traditions, football offices and team meeting rooms.

The Construction team also added all-gender restrooms and graduate assistant commons to the Downtown Library and partnered with the Parking team to resurface the Coliseum parking lot.

The Planning and Space Management team spent a significant amount of time this summer preparing classrooms for full capacity, moving the Eberly College of Art and Sciences departments into Hodges Hall and preparing project requirements for future renovations project.

The Transportation team completed its Personal Rapid Transit (PRT) system enhancements, which will improve overall reliability and availability for students, faculty, staff and campus visitors. The team is excited to reopen the PRT this fall with refurbished cars, a larger available fleet to increase service and a refurbished Beechurst Avenue station.

The Parking team has been hard at work this summer enhancing parking facilities across campus in anticipation of welcoming back students, faculty and staff to campus.

The team has seal coated 10 parking lots, including Areas 43, 44, 46, 48, 49, 79.
The Corporate Relations team stayed busy this summer continuing to build and strengthen mutually beneficial relationships among WVU and U.S. and global businesses.

Throughout the past few months, Corporate Relations hosted, engaged or met with more than 30 companies and businesses. This team also spent a significant amount of time throughout the summer introducing new deans and department chairs to the University’s corporate partners.

Further, the Corporate Relations team focused on outreach to industry for potential research partnerships and support for units across campus, including:

- Benjamin M. Statler College of Engineering and Mineral Resources
- Davis College of Agriculture, Natural Resources and Design
- Eberly College of Arts and Sciences
- Health Sciences
- John Chambers College of Business and Economics

Outreach activities included finding corporate support and partners for federal grant applications.

Corporate Relations also partnered with the Transportation team to engage potential partners for PRT enhancements, including BEEP and Toyota/Hino Motors. The team also facilitated the DataRobot campus relationship, including leased space, research, recruitment and philanthropy.
Dining Services also has been working hard this summer to prepare to welcome back students, faculty and staff to campus.

In addition to the offerings that opened this past year — such as Panda Express, Jazzmans at Cavanaugh’s and the Market @ UPlace — the team has been busy completing the following renovations this summer.

York Street Market will offer an assortment of handcrafted grab-and-go offerings, such as sandwiches, wraps, paninis, salads, fruit cups, yogurt parfaits, dessert cups, snack boxes and more. This location also will offer gluten-free, vegan and kosher options as well as sushi and several convenience items. York Street Market is replacing Blue Tomato at the Mountainlair, and a larger York Street location is replacing Taziki’s at Evansdale Crossing.

I Love Juice Bar will offer a variety of healthy juices, smoothies and bowls that are vegetarian, gluten-free and organic — whenever possible — using 100% whole fruits and vegetables. I Love Juice Bar is replacing the Waldo’s Chicken location at Evansdale Crossing.

Hissho Sushi will offer an assortment of innovative rolls made fresh daily by local chefs and using only premium, responsibly sourced ingredients. This location is replacing Mindful Café at The Market @ WVU and will include a condensed York Street Market grab-and-go counter.

The Lyon’s Den convenience store and snack bar is being renovated to include enhanced coffee options. The location’s hours also will be extended to include mornings and some additional weekend hours.

Dining Services also plans to open a World of Wings (WOW) Café on the fifth floor of Evansdale Crossing in spring 2022. WOW Café is an American grill that will provide a sports-bar-like atmosphere with room for catered events. The menu will include award-winning wings and sauces, gourmet chopped salads, handmade burgers and sandwiches, flavorful wraps and quesadillas.

Dining Services also recently streamlined the ordering process for our catering and Hugs from Home programs. The new Seasons ’67 Catering and Seasons To-Go options make it simple to browse menus and place orders online for on-campus events. And the updated Hugs from Home site makes it even easier for parents and loved ones to send tasty treats to their students who are on campus.

In response to feedback from our campus community and to promote a more sustainable future for all Mountaineers, the Dining Services and Sustainability teams partnered this summer to reduce single-use plastics on many areas of campus.

As part of these efforts, Dining Services is offering a new reusable dining to-go box program this fall for dining halls. Instead of using the standard single-use boxes, students with a WVU Dining Plan can sign up to receive a sectioned, microwave-friendly polypropylene box for to-go meals from dining halls.
The Finance team also has stayed busy this summer working on several key initiatives for the University.

The Budget Planning team fully utilized the Axiom enterprise performance management tool to work with more than 90 departments and units to analyze and consolidate budget submissions and produce a comprehensive financial plan, which was approved at the Board of Governors meeting in June.

Through this process, departments and units across the University are starting the fall semester with a full understanding of their financial picture. All FY2022 budgets were uploaded into the Mountaineer Administrative Processes (MAP) platform by July 1, which enabled campus to begin monitoring their new budgets immediately.

The Budget Planning team also is in the final stages of implementing the Axiom Capital Planning tool. This new module will more efficiently connect campus on capital project requests and provide better insights on the full financial impact of projects approved by the University Planning Committee (UPC).

The Treasury team worked this summer to improve the cash flow forecast and evaluate vendors to assist with forecasts in the future. This team also completed funding for Reynolds Hall, Hodges Hall and the Milan Puskar Center.

Tax Services reviewed and made recommendations on the tax impact of remote workers at the University, while the Risk Management team prepared an educational primer on risk management and collaborated with Facilities Management to reduce the number of outstanding life safety issues based on guidance from the West Virginia Board of Risk and Insurance Management (BRIM).

The Institutional Accounting, Reporting and Analysis team completed the financial statements for the WVU Research Corp. 403(b) retirement plans, coordinated the external audit of the plans and the filing of required forms to the IRS. This team also completed interim field work for the annual audits of WVU and WVU Research Corp. financial statements and began work on the annual financial statements for both organizations.

Further, the Institutional Accounting, Reporting and Analysis team began preliminary work on the implementation of a significant new governmental accounting standard on leases (effective for FY2022), including the configuration of lease accounting software acquired for the rollout.

The Institutional Accounting, Reporting and Analysis team managed the Single Audits of Federal Awards for the WVU Research Corp. and WVU’s portion of the State of West Virginia audit for FY2021. Overall, sponsored expenditures in FY2021 increased by $16.4 million when compared to FY2020, including a $4 million increase in Facilities and Administrative (F&A) costs.

The Financial Projects and Compliance team also processed more than 1,650 fixed
assets transactions during the summer, including additions, retirements, transfers, adjustments, accounting transfers and sponsored-grant property reports. Further, this team issued ~6,200 effort reports and achieved an on-time return rate of more than 90%.

The Financial Projects and Compliance team also negotiated a new fringe rate agreement for FY2022 with the U.S. Department of Health and Human Services (HHS), which included a separate rate for WVU Research Corp. employees to better align the costs with applicable rates.

Financial Projects and Compliance also worked with the Transportation team and the state fleet coordinator to transfer and process fleet data to ensure more than 600 fleet vehicles received new registration tags for 2021.

During the summer months, the Payroll team processed biweekly payrolls totaling ~$184 million for WVU, including annual increment payments in July. The team also processed ~$8.7 million in payroll for the WVU Research Corp.

Payroll also supported new employee onboarding and updates in MAP, including new direct deposit and changes, tax form updates, salary changes and terminations each pay period. The team also processed ~850 changes in parking deductions and ~1,050 deductions related to the Morgantown Safe Streets and Safe Community Fee.

Throughout the summer, the Administrative Financial Planning Office verified data, gathered approvals and initiated Notice of Appointment memos for 851 non-classified staff/faculty across seven divisions. The team also supported the FY2022 budget preparation process by completing budgets for 57 units across seven divisions for a total annual expense budget of $442 million.
The Government Relations team has been busy this summer continuing to engage and enhance WVU’s relationships with elected officials and policymakers and assisting with efforts to highlight the work of our faculty, staff and students by welcoming dignitaries to campus and focusing on projects to improve our institution and our state.

In June, working with U.S. Sen. Joe Manchin and his staff, the University welcomed U.S. Secretary of Energy Jennifer Granholm to Morgantown. Secretary Granholm took part in a roundtable discussion hosted by President Gee and leaders in energy research and technologies. The secretary also toured the Energy Institute, seeing firsthand how WVU researchers and faculty are on the cutting edge of tackling major issues facing the country.


Federal Relations staff also welcomed U.S. Reps. McKinley and Paul Tonko of New York to campus as part of the Bipartisan Exchange Program on May 21, to see energy-related efforts at WVU, and they hosted staff from U.S. Rep. Alex Mooney’s office on July 14 to hear about the University’s efforts in energy and engineering.

State Relations staff worked with the State Legislature and Governor’s Office in securing the promised $16.6 million in state appropriations for WVU during the June 24 special session.

The State Relations team also has been working with WVU Extension Services on securing state and federal funding for infrastructure improvements at Jackson’s Mill as well as several key projects with our campuses in Keyser and Beckley.

Government Relations team members have been traveling the state with President Gee during his summer county tour sessions, engaging with local and state leaders in their districts. The team also worked with the DataRobot announcement that occurred on June 9, welcoming Gov. Jim Justice and Auditor J.B. McCuskey to campus.
INFORMATION TECHNOLOGY SERVICES

Information Technology Services (ITS) stayed busy throughout the summer working on several key initiatives aimed at enhancing WVU’s technology landscape.

ITS was part of a cross-functional team — including Finance, Shared Services and Student Financial Services — that implemented the TouchNet Payment Center in June. The platform provides a modern bill payment experience for students and parents, including mobile payment options.

In the coming months, ITS will implement the TouchNet Marketplace, which will significantly improve WVU’s e-commerce capabilities versus the current AbleCommerce system.

The Network Services team is finishing network upgrades in six academic buildings — including South Agricultural Sciences, Agricultural Science Annex, the Evansdale Greenhouse, the National Research Center for Coal and Energy (NRCCE), Allen Hall and Percival Hall — as well as the Mountainlair, Stewart Hall and Blaney House. When these upgrades are complete, 85% of the University’s general-purpose classrooms will be capable of streaming lectures.

ITS also supported the renovation of Hodges Hall by upgrading the wired and wireless networks and installing all the technology for the new testing center, including PCs, security cameras and online doors.

ITS also added a new feature in portal.wvu.edu that will require students to update their current address and phone number each semester. This fulfills a regulatory requirement for WVU Online and improves the relevance of student contact information available to Student Life and others.

In partnership with Shared Services, ITS also created a new Sponsored Account role in WVU’s identity management system. This role will be reviewed annually to remove inactive accounts, which will improve security.

The Internet of Things team worked with Transportation and Parking to install security cameras along the entire guideway of the PRT to increase the safety of riders. This team also designed and tested a point-of-sale kiosk, which will be used by Dining Services at Evansdale Crossing this fall to enable self-service ordering. The system was developed using existing cash registers, thereby saving ~$70,000.

Campus Application Administration also developed a WVU Card contact tracing procedure, which was so well received in the user community that CBORD software added it to their latest Card Systems release. Additional pandemic response efforts included assisting in the work.com implementation and providing user information feeds to support notification initiatives for COVID-19 testing and vaccine clinics.

To help WVU Online create the desired experience for students, ITS led a cross-functional team — including Academic Affairs, Enrollment Management, Facilities Management, Finance and Institutional Research — to launch the WVU Online campus.

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collect the printed copy at any printer in the group by swiping their WVU ID card, which will improve convenience and document security.

In 2019, the **Information Security Services** team implemented Galvanize (formerly Rsam) — a governance, risk and compliance tool — to manage technology governance, governance compliance exceptions, conduct risk assessments, track remediation of assessment findings and record and track remediation of open third-party annual **Gramm-Leach-Bliley Act (GLBA)** compliance assessment and audit findings.

Among other assessment and remediation efforts, the **Information Security Services** team is using the Galvanize platform to track 22 compliance exceptions for **ITS** and **HSC ITS**.

The **Information Security Services** team also collaborated with the **Office of General Counsel** and the **Health Sciences Privacy and Security Team** to implement the **HIPAA Hybrid Entity Designation Policy** that designated the University as a “hybrid” entity under **HIPAA**.

Further, **Information Security Services** closed 10 internal audit technology findings related to employee access controls, payroll processes and vulnerability management. The team also provided cybersecurity and compliance training primarily focusing on administrative units that are working from home.
The **Shared Services** team has taken a “back-to-basics” approach this summer.

As with many groups across the University, **Shared Services** was heavily involved in supporting COVID-19 response activities throughout the past year. However, since this work temporarily slowed during the early summer months, the **Shared Services** team was able to shift gears to focus on re-evaluating and improving current operations.

As part of these efforts, **Shared Services** spent a significant amount of time enhancing and expanding the online knowledge library in the Salesforce Community, conducting refresher customer care training to ensure agents provide top-notch support for customers across campus, reviewing closed support requests and clarifying expectations on when to close them and establishing a monthly customer group meeting where customers can ask questions and get answers in real time.

In addition to the back-to-basics approach, the **Shared Services** team has been involved in several projects this summer, including a campuswide e-commerce project, implementing a new marketplace system for campus groups to sell goods and services online and providing call support to the West Virginia COVID-19 Vaccine Info Line in partnership with the West Virginia Department of Health and Human Resources (DHHR).

**Shared Services** also has continued working on the personnel onboarding project with a specific focus on student employees. The first phase of the project went live in spring 2020, and all faculty and staff new hires using the electronic recruiting system have been onboarded electronically since that time.

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**Shared Services** support requests have remained steady throughout summer. Highlights for May through July include:

- Salesforce Requests (Cases) – 19,206 (725 related to COVID-19 activities)
- Purchase System Approvals – 16,682
- Vaccine Line Calls – 600
- Contact Tracing Cases – 163 (47 positive cases handled, 116 quarantine cases handled)
- New/Revised Knowledge Articles – 169
- Individuals Electronically Onboarded – 614
TALENT AND CULTURE

Talent and Culture has remained busy this summer on several key initiatives to support employees as they continue to adapt to new ways of working.

Leadership and Organization Development spent much of the summer updating documentation and processes to reflect changes in our workforce. The team has redesigned New Mountaineer Onboarding from an in-person experience to a virtual one and developed new resources to support supervisors in managing their teams that are working in a remote or hybrid capacity.

The Leadership and Organization Development team also updated onboarding toolkits and other resources for supervisors and new employees focusing on the needs of people-leaders as they navigate today’s workplace. Among other topics, these resources include virtual team-building activities and ways to improve appreciation and recognition among remote employees.

Leadership and Organization Development also is working on redesigning the WVU Culture Survey using the Waggl platform, which will provide more real-time results. This new format also is designed to promote engagement, transparency and actionable outcomes across the University.

The Benefits Strategy team worked throughout this summer on the implementation of programs and services related to the Affordable Care Act for WVU Research Corp. employees. This team also negotiated a minimal increase (2.1%) for student health insurance rates ahead of the fall semester.

Several members of the Benefits Strategy team also served on the WVU Remote Work Policy Review Committee, which is providing guidance and support for remote, hybrid and on-site employees.

In October 2020, the Projects and Operations team conducted an online retirement survey for all benefits-eligible faculty and staff employed by WVU, WVU Research Corp. and WVU Innovation Corporation to identify retirement programs and offerings the University should retain, modify or develop. Nearly 2,000 employees responded to the survey.

Based on survey results, the team developed the Incentivized Phased Separation program — a voluntary program that provides faculty and staff a gradual transition from employment by offering reduced work and reduced pay for a designated period of time prior to the employee’s exit.

Eligible individuals were able to express interest in the program in February. Since that time, the Projects and Operations team has worked with the HR Partners to engage in collaborative discussions with leaders, supervisors and interested employees across the University. The rollout of the program is ongoing as the Projects and Operations and Benefits Strategy teams support employees working through the process to gradually transition from employment.

With the changes to Title IX legislation, the investigators under Diversity, Equity and Inclusion were aligned to Student Life and Employee Relations in August 2020 for ease of process and collaboration.

This change streamlined the investigation process to house all investigations (Title IX, BOG 1.6 and Code of Conduct violations) under Talent and Culture. To support these efforts, the Employee Relations team is implementing a software system called Advocate to track and
document all investigations, which will create further efficiencies and consistencies.

The Talent Strategy team worked this summer to enhance new hire virtual onboarding experience by adding a Microsoft Teams site where new employees can ask questions, provide guidance to one another and share information. The Talent Strategy team also hosted two virtual workshops for veteran job seekers this summer and participated in multiple career fairs supporting employees impacted by the closure of the Viatris manufacturing facility in Morgantown.

Further, Talent Strategy continued to evolve its approach for targeting passive candidates, adding new tools and expanding outreach efforts to increase diversity and find the right fit for open positions at WVU.

As part of efforts to ensure the University continues to attract and retain top talent and remain competitive with current market rates, the Compensation team led a program to adjust WVU’s entry pay rate for staff employees to $12 an hour. The program also involves reviewing the salaries of current employees in similarly situated positions in an effort to reduce instances of wage compression and salary inversion.
Throughout the summer months, University Police has maintained a focus on keeping our campus community safe and secure.

The University Police team continued to make strides in promoting engagement and positive interactions with students, faculty, staff and visitors through its partnership with the Public Safety Advisory Committee. The committee — which includes students, faculty, staff and community members — was born out of a commitment to create and follow the best policies, trainings and practices to build an inclusive and equitable campus for all.

As part of their charge, the committee worked in partnership with University Police and the Office of General Council throughout the summer to review many internal policies and procedures to ensure they promote safe, diverse and inclusive strategies.

To promote community policing, University Police officers also began to have a greater presence across the Morgantown campus this summer in an effort to help officers get to know more members of our campus community.

University Police also used the time when fewer students, faculty and staff were on campus to catch up on critical officer training, such as emergency vehicle operations, de-escalation, firearms safety and qualifications, working with people with disabilities, community policing and Title IX training.