DEAN’S MANTRA:
BETTER
BIGGER
RANKED

“ALMOST HEAVEN” PARTNERSHIP CHINA & WVU

THE CSI OF B&E
Dear Alumni and Friends:

Welcome to the new B&E magazine.

With this inaugural issue, you will find a unique look inside the College of Business and Economics that will be published in the spring and fall of every year. B&E seeks to complement our monthly e-newsletter and add more color and depth to the reporting about the many great things happening here at our College.

An example of those great things was our announcement in early March that our College had achieved its first-ever top 100 ranking in the Best Undergraduate Business Schools of 2011 in the nation, as ranked by Bloomberg Businessweek.

In this issue you will find:

• The College has been a major catalyst in globalization efforts at West Virginia University since the early 1990s in China. Our partnership with the largest country and one of the fastest growing economies in the world has truly proven to be jointly beneficial.
• Our international leadership in the area of forensics is distinctive because the College looks at business methods to criminal cases and how forensic labs operate. In other words, the forensics of business and the business of forensics.
• Students who have passed through our halls have used the depth of their knowledge in successful careers at one of this country's premier resorts. Take a walk inside Nemacolin Woodlands Resort with two former B&E students.
• Plans are in the works for the College's 60th Anniversary this fall. Mark your calendars to join us for this celebration!

I wish to personally extend my sincere thanks to our alumni, donors and friends of the College. You represent our success stories around the globe, and it is our goal to continue to elevate the College to new levels of success. Your continuing support has been and always will be highly appreciated.

I invite you to read through this, and every, issue and take in the people, ideas and accomplishments that are turning our vision of “Better, Bigger, Ranked” into reality — one step at a time.

Regards,

Jose V. “Zito” Sartarelli, Ph.D.
Milan Puskar Dean
<table>
<thead>
<tr>
<th>Page</th>
<th>Content</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>B&amp;E CELEBRATES 60 YEARS THIS FALL</td>
</tr>
<tr>
<td>3</td>
<td>HOW MARKETING HAS CHANGED (AND NOT CHANGED) Dr. Mike Walsh examines how culture has changed marketing.</td>
</tr>
<tr>
<td>6</td>
<td>AN “ALMOST HEAVEN” PARTNERSHIP Dr. William Riley’s country roads lead him to Mountaineer friends and colleagues in China.</td>
</tr>
<tr>
<td>10</td>
<td>THE CSI OF B&amp;E Dr. Max Houck explains the forensics of business and the business of forensics.</td>
</tr>
<tr>
<td>13</td>
<td>THE MARCELLUS SHALE PLAY A recent study by the B&amp;E Bureau of Business and Economic Research shows potential for significant economic development in West Virginia.</td>
</tr>
<tr>
<td>14</td>
<td>BIGGER, BETTER, RANKED A new dean brings energy and a global perspective to the College.</td>
</tr>
<tr>
<td>18</td>
<td>STARS ALIGN AT NEMACOLIN WOODLANDS RESORT B&amp;E has a blossoming relationship with the distinguished property.</td>
</tr>
<tr>
<td>22</td>
<td>WVU MBA GOES ONLINE Professionals have found an ideal way to maintain their careers while furthering their education.</td>
</tr>
<tr>
<td>24</td>
<td>DONOR RECOGNITION Listing of our generous benefactors.</td>
</tr>
<tr>
<td>28</td>
<td>FOUR-YEAR COLLEGE Students and B&amp;E will reap the benefits of a four-year college system.</td>
</tr>
</tbody>
</table>
In 1951, Patti Page had a number-one Billboard hit, “The Tennessee Waltz,” armistice negotiations for the Korean War began, and U.S. Telephone and Telegraph announced it had more than a million stockholders, a first for any U.S. corporation.

Another first: the College of Business and Economics at West Virginia University.

On November 10, 1951, the West Virginia Higher Education Board created what was then called the WVU College of Commerce—The College of Business and Economics will begin a celebration of its 60th anniversary this fall.

“This milestone of the College’s founding 60 years ago comes at an auspicious juncture in its history,” said Dean Jose V. Sartarelli. “With Bloomberg Businessweek’s recent ranking of the College among the top 100 accredited business schools in the nation, I believe we are entering a period of unprecedented dynamism and drive. I hope that our many friends and alumni will join us in the upcoming observances and celebrations.”

During the summer, a list of distinguished alumni will be compiled, and they will be honored at a reception for alumni and friends of the College during the WVU vs. University of Louisville football game weekend. The reception will be held at the Waterfront Place Hotel in Morgantown on Friday, November 4.

A reception for the WVU community is also planned for that week, and the football game hospitality tent will sport a 60th anniversary theme. Additionally, students will participate in a series of events with College administrators and faculty, and a special lecture series is in the works.

As the College prepares information about the anniversary, it is asking alumni, faculty, staff, retirees and friends of the College to submit photos relating to B&E since it was founded in 1951.

Photos may be emailed to becommunications@mail.wvu.edu or may be mailed to B&E Office of Communications and Marketing, West Virginia University, P.O. Box 6025, 1601 University Avenue, Morgantown, WV 26506-6025. If possible, please identify the year and names/titles of people included in the photos.
There is an old saying falsely attributed to the Chinese that says, “May you live in interesting times.”

Compared to a generation ago, those who teach and practice marketing are living in some pretty interesting times. When I began my career, marketing was about the four Ps. We were asked to create products, secure distribution or place, decide on pricing models and remorselessly promote the product.

BACK THEN THE JOB OF MARKETING WAS EASIER:
• There were fewer brands with more distinct unique selling positions. Brand choice was easier from a consumer perspective.
• The impact of promotional activity was greater. In the 1960s, just three commercials placed during primetime could reach 80% of adults. There were only three television networks and fewer than 50 major magazines were published. The business of media planning was easier.
• People who actually ran computers wore white lab coats. Fortran was the programming language of choice and computers were used for tasks like accounting, scientific analysis and high-volume calculations. Computers were affordable to only the largest of businesses.
• Direct marketing was in its infancy and relevant only to a small number of marketers.
• Channel power resided with manufacturers who “called the shots” for the rest of the distribution channel.

ABOUT THE AUTHOR
Dr. Michael Walsh is an assistant professor of marketing in the West Virginia University College of Business and Economics where he teaches courses in services marketing and advertising. His research interests include consumer resistance to change and the management aspects of integrated marketing communications. Prior to his appointment at WVU, he was on the faculty of the Joseph M. Katz Graduate School of Business at the University of Pittsburgh. He also has extensive corporate experience that includes more than 20 years in general management, advertising and marketing. Walsh has focused on specialized marketing communication strategies in business to business, high technology and consumer marketing communications. His background also includes overseeing marketing activities for Pittsburgh-based Buchanan Ingersoll, covering 350 lawyers in 13 cities and across five states. He also was senior vice president and director of operations and finance for Ketchum Advertising in Pittsburgh.
shop and network demand changes in how marketing is practiced. But the underlying principles of marketing have not changed. Since its beginnings, marketing has been about identifying and meeting human needs. The hallmark of a successful marketing program includes identifying a target market, understanding its needs, and communicating persuasive messages about the product or service through multiple channels. These fundamental “truths” of marketing have not changed. But, thanks to the profound impact of the Internet, the methods by which marketers achieve these goals have changed.

Today, power, control and influence are shared between brands and consumers. Consider how a humble blog or You Tube video can nullify millions of dollars of advertising. United Airlines learned this painful lesson two years ago when baggage handlers wrecked a passenger’s guitar. Shortly after this incident, and after his complaint was ignored by United Airlines, the passenger posted an original song (“United Breaks Guitars”) on You Tube that has been viewed more than 10 million times. In the “good old days,” communication was one-way between the brand and consumer. Marketers spoke and consumers listened. Consumers had scant ability to talk back. As the United Airlines incident shows, in today’s wired world, consumers can easily talk back. It wasn’t that long ago that word of mouth advertising was primarily a one-to-one phenomenon. Today, word of mouth advertising can reach an unlimited scale (try one to millions) thanks to the Internet. Consumers are skeptical of marketing messages that are...
blasted at them. In fact, any brand information deemed irrelevant by consumers is blocked via technology (who doesn't channel surf during a commercial break?) or is tuned out. An interesting trend is “permission marketing” where marketers seek permission to engage customers in sales dialogue. Search engine marketing — where information is served in response to a query — is a form of permission marketing and allows marketers to combat sales resistance, demonstrate expertise and build trust. Information that is transparent, educational, authentic and consumer driven is the new currency of marketing.

The Internet has redefined the concept of community. While community has been around for a long time, it has been rooted along geographical and physical contexts such as schools, churches and businesses. In today’s wired world, communities are virtual—who needs bricks and mortar? Just as in traditional communities, virtual communities are able to form around shared ideas and common likes and dislikes. Unlike older forms of community, virtual communities are not bound by geography. Today, building community occurs in blogging, Twittering or a Squidoo site just as easily as an after-hours networking event at a local bar. Consumers want to engage with brands and not be a target for marketing. They rely on each other for product information, more so than marketing communications.

Finally, thanks to this technology, we are bombarded with information. With search technology we enjoy enormous access to information. However, consumers are overwhelmed. In response, consumers look for tools to filter, aggregate and make sense of this information. The explosion of blogs can be partly attributed to our need to make sense of reams of information. The ability to provide information when and how a consumer needs it has become a core marketing competency.

Yes, we live in interesting times. This has resulted in profound changes to the business of educating future marketers. Given the rapid changes to our discipline, textbooks are dated before they are published. In fact, there is a Wikipedia style marketing textbook now available on the Web (and for free!). To be an effective marketer, it is no longer sufficient to “consume” lectures, videos, podcasts and articles. Students must be “producers.” I do not want to teach students to know how consumers behave. I want students to be able to move products and services and this requires a more active/experiential approach to marketing. There is not a marketing course at WVU where students do not have either some real or simulated activity to complement what is learned in the classroom. Internships and other exposure to the real world are no longer optional to becoming a world-class marketer. Students must practice what is preached.

The flip side of challenge is opportunity. The opportunity for current and future marketers has never been better. Those who survive and thrive will be those who understand this environment and can effectively manage change.
CHINA’S 1.3 BILLION PEOPLE represent the world’s largest country—a country with one of the fastest growing economies in the world and an emerging middle class with tremendous purchasing power. No nation or university can afford to overlook China’s present and future influence on the world’s economy.

Tianjin is China’s third largest city, with a population of 12 million people. Most Americans have probably never heard of Tianjin, yet three of Tianjin’s five vice-mayors are alumni of West Virginia University. More than 100 business and government officials from Tianjin have strong WVU connections. If you ask an official in Tianjin government to name five U.S. universities, it’s quite likely that WVU will be in that group.

Did you know that Xi’an, China, known for the terra cotta warriors, was once the largest city in the world and that its former number-one government leader (party general secretary) has a daughter who graduated from WVU?

Did you know that Shanghai has a population of more than 20 million people, including the presidents of Shanghai Airlines, Baoshan Steel Company, and Shanghai Construction Company—all WVU alumni?
People from around the world claim to be experts on China, yet I’m very skeptical of these statements because as many times as I’ve been to China (more than 50), I return home puzzled by the feeling that I know less each successive trip. I think this stems from the pace of change in China. China is changing so rapidly and so unevenly that what you may think you understand about Chinese culture in 2010 in Shanghai may be completely different in 2011 and not at all relevant to Xi’an in central China.

Chinese people must trust you to do business with you. I used to think that I understood Guanxi which, at first glance, is simply the practice of mutual benefit. You help me and I’ll help you. What’s so different about that anywhere in the world? “You scratch my back and I’ll scratch your back” is a phrase heard in barbershops and chamber meetings across America, but it’s not the same. Americans run the risk of only a surface understanding of the concept. We often think we understand a concept only to find that our understanding comes from a Western viewpoint. Our background, our history and our culture handicap us.

The Chinese take this concept to the nth degree. Business and partnerships simply will not exist without it. I believe it is a carryover from ancient times when Chinese life was so structured and hierarchical that you had to have relationships to get anything done. You had to go through the back door—through whom you knew—to get anything accomplished. Guanxi grows out of a strong sense of mutual obligation and reciprocity between people. Guanxi becomes a person’s asset, like a bank account. The size of the bank account depends on how much Guanxi the person has in different departments of government or in different sections of society.

Professors have a lot of Guanxi simply because of the status of education in Chinese culture. “You are my teacher once and I am your student forever” is a common saying in China. Educators are “neutral” in that they have no hidden agenda and simply want the best for everyone. This means that you are inherently trusted until you do something to lose that trust. This became even more apparent to me when former students started sending their sons and daughters to WVU. The highest level of trust may be sending your young daughter halfway around the world to get an education knowing that your former professor will do everything within his power to see that nothing bad happens to her in Morgantown. I remember a daughter of a former student showing up in my office with a gift for me from her father. The gift was a wooden Buddha holding a young child. This is when I realized the huge responsibility I had and the trust that parent had placed in me. I knew then that I really don’t fully understand the concept of Guanxi. I’m not sure anyone who is not from that culture can truly understand.

Three questions about WVU’s relationship with China may come to mind: How did we get there? Why are we there? What are the results?

**HOW DID WE GET THERE?**

Universities were leaving China by the droves after the 1989 Tiannamen Square incident while WVU was just entering China in 1993. Whether this was a clever strategic move or just luck is an open question, but several faculty members from the College visited China in 1993 and signed a memorandum of understanding with the Shanghai University of Finance and Economics (SUFE) to assist each other in a variety of ways, including student and faculty exchange and joint research.

Luck enters the picture when the Shanghai Municipal Government initiated the Shanghai 100 Program that same year and asked SUFE to assist. The Shanghai 100 Program was created to train Shanghai’s leading 100 officials in Western business practices by sending them to Western universities for six-month training programs. WVU faculty were visiting SUFE at the time and were asked to help by developing a six-month training program for three high-level Shanghai officials. Of course, there was no money to pay for this training.
Victor Chow, a finance professor from WVU was on that trip and quickly identified a cultural foundation in Taiwan to fund the effort. The Sinyi Cultural Foundation had real estate aspirations in Shanghai and saw the mutual benefit of assisting both WVU and the Shanghai Municipal Government. Sinyi Cultural Foundation has supported the Center for Chinese Business and WVU for many years through the sponsorship of Shanghai officials coming to WVU. The Center for Chinese Business was created in 1995 to oversee the variety of activities the University was engaged in with China. Initial participants from Shanghai participated because they were rising stars in government and business; they have become leaders of some of China’s largest companies and high-ranking officials in some of China’s largest cities.

**WHY ARE WE THERE?**
Why is a state university in Appalachia working in a country that is halfway around the world? Don't we have enough to do in our own backyard? Students from West Virginia can no longer expect to find employment only in Pittsburgh, Cleveland, Washington, D.C., or Charlotte. Their careers are likely to send them all over the world. Today's companies are global, and we are doing our students a disservice if we don't prepare them to work in a culturally diverse world. We recruit international students not only because they are bright and hardworking, but because they bring something to the classroom that domestic students cannot — a diversity of ideas, experiences and backgrounds that provide a rich learning experience for both domestic and international students. In our programs we encourage having culturally and gender-diverse groups working together to prepare for the new global economy. The key to any partnership is mutual benefit. I strongly believe that both domestic and international students benefit from this interaction.

**ABOUT THE AUTHOR**
Dr. William Riley is chair of the Department of Finance, director of the Center for Chinese Business and a finance professor at the West Virginia University College of Business and Economics. His areas of teaching emphasis include investments, portfolio analysis, capital budgeting, personal financial planning and corporate finance. His teaching innovations include computer-assisted investment analysis and a computer-assisted personal financial planning guide. His areas of research emphasis include financial markets, international finance and portfolio theory.

“THESE ALUMNI EVENTS ALWAYS END WITH THE SINGING OF ‘COUNTRY ROADS’ AND, AS MANY TIMES AS I’VE HEARD THE SONG SUNG IN CHINA, IT STILL BRINGS TEARS TO MY EYES AS I LOOK OUT AT THE AUDIENCE AND SEE THE HUNDREDS OF CHINESE FACES SINGING AND REMEMBERING WITH AFFECTION THEIR EXPERIENCES IN WEST VIRGINIA.”
- DR. WILLIAM RILEY

This model of training high-level government officials was replicated in Tianjin and Xi’an, which accounts for the large number of business and government officials with connections to WVU. We also initiated the International Academy of Management Excellence in 1997, which puts officials from large U.S. companies in the classroom with WVU business faculty to make presentations on cutting-edge concepts to large targeted audiences of Chinese business and government officials. Companies like TRW or Cisco were able to show their expertise in a wide variety of areas in an “academic” atmosphere in a culture that highly respects education. Several thousand business and government leaders were reached this way. Note again how trust and mutual benefit enter the equation.

Our engagement in China could not have happened without the support and encouragement of University and College leadership. The strategic plans of WVU and the College have consistently encouraged and promoted international engagement. The advancement of international activity and global engagement are prominent in WVU's 2020 Strategic Plan. One of the plan’s goals is to promote and realize international educational, research, outreach and economic partnerships. Note the word *partnership*. 
WHAT ARE THE RESULTS?

West Virginia University has relationships with 20 organizations and universities in China. These relationships involve faculty and student exchanges, joint research projects, and seminars and workshops, as well as lifetime friendships that are as significant as any formal relationship.

We have more than 250 WVU alumni whose love and affection for West Virginia is on par with any loyal Mountaineer. Our network of distinguished alumni helps West Virginia companies enter the Chinese market as well as perform due diligence for companies in the region. They help WVU identify, recruit and fund the best and brightest Chinese students and help place our graduates in companies throughout China. They help arrange government and business delegations to and from China, including Senator Jay Rockefeller’s trip to China in 1999 and then-Governor Joe Manchin’s trade missions to China in 2008.

More than 250 WVU alumni in China include business and government leaders from Tianjin, Shanghai, Beijing and Xi’an. Alumni events always include discussions of the strong connections these important officials have with the people of West Virginia and always end with the singing of “Country Roads.” As many times as I’ve heard the song sung in China, it still brings tears to my eyes as I look out at the audience and see the hundreds of Chinese faces singing and remembering with affection their experiences in West Virginia.

MBA students visit with Shanghai government officials during a 2008 study abroad trip.
THE CSI OF B&E

BY MAX HOUCK, Ph.D.

FORENSIC.
The word conjures images of Sherlock Holmes, CSI, mysteries, crime scenes and clues like fingerprints, fibers and DNA.

What you probably do not think of is “business and economics” when you hear the word “forensic,” but that is exactly the approach the WVU College of Business and Economics is taking in its strategic plan. The College’s forensic perspective takes into account two things: first, the application of business methods to criminal cases (the forensics of business), like forensic accounting and fraud investigation; and second, the study and improvement of how forensic laboratories operate and provide their services (the business of forensics). Combined with the forensic and business expertise in the College, this perspective creates a strong, unique portfolio in an area that is critical to public safety and national security.

THE FORENSICS OF BUSINESS
The widespread growth in white-collar crime and the increased need for homeland security have greatly raised the demand for forensic accountants and fraud investigators. White collar crime, fraud and counterfeits all require the application of forensic methods to the successful investigation and prosecution of economic crimes. The College has taken the lead in coordinating, developing and standardizing the advancement of a forensic accounting curriculum. A working group of national experts, overseen by College faculty, created curricula for schools that want to offer courses, programs or degrees in forensic accounting and fraud examination. WVU is a leader in forensic business applications and education in accounting and fraud investigation, working with major government agencies including the Bureau of Alcohol, Tobacco, Firearms and Explosives and the Internal Revenue Service.

WVU is also the home of the Institute for Fraud Prevention (IFP), a coalition of universities, private-sector businesses, and government representatives dedicated to research and education into fraud and corruption to better prevent these economic crimes. The IFP’s primary mission is to improve the ability of business and government to combat economic crimes and to educate the general public on effective methods of recognizing and deterring them.
Forensic science laboratories have never been studied as an industry, despite their central role in the criminal justice system. Many laboratory managers feel their employees are well-trained and have sufficient instrumentation to carry out their duties, and yet the United States has thousands of cases backlogged. Personnel are the single largest portion of any forensic laboratory’s annual budget. Human resources is a major issue, and the identification, hiring, training and retention of scientific employees is difficult given the scientific, security and quality demands of forensic laboratory work. The business world can offer many potential solutions to these situations, and WVU’s College of Business and Economics is the only academic institution intensively studying forensic laboratories and applying business solutions.

Forensic laboratory managers see themselves as scientists first and managers second. The need for training and support in forensic laboratory management has been recognized for many years, but little has been done to transition the tools of business to the forensic lab. A project called FORESIGHT, paid for by funds directed by the late U.S. Senator Robert Byrd to WVU through the National Institute of Justice, is benchmarking forensic laboratories to measure their processes, keep what works and improve what does not. Forensic laboratories across North America are involved, and presentations by B&E faculty on the project were recently made at a forensic symposium held at INTERPOL (the International Criminal Police Organization) Headquarters in Lyon, France, an organization with 188 member countries. Faculty from the College provide assistance and guidance; a project of this magnitude for forensic laboratories has not been carried out before.

Another approach to providing business learning to forensic laboratories is the West Virginia University Center for Executive Education’s Forensic Management Academy, housed within the College of Business and Economics. It is a tailored, 36-hour certificate program designed for forensic laboratory managers with fewer than five years of experience and those who aspire to manage a laboratory. Developed in close cooperation with forensic professionals, this program will provide those new to laboratory management with a strong foundation in contemporary business practice and leadership as applied in forensic settings. The WVU College of Business and Economics is the only institution providing this type of training spe-

ABOUT THE AUTHOR
Dr. Max Houck currently works out of Arlington, Virginia, as a principal analyst IV for Analytic Services Inc., a public-service research institute and independent, not-for-profit corporation chartered in California. He previously worked as the director of the Forensic Science Initiative for the West Virginia University Research Office and director of Forensic Business Development for the WVU College of Business and Economics. His research has appeared in numerous forensic publications, and he has presented on the topic of forensics around the globe to a variety of organizations, including INTERPOL. Dr. Houck is also an advisory member on the White House forensic subcommittee’s Education, Ethics and Terminology Interagency Working Group.
cifically for forensic professionals.

“The program provided management elements that are essential to run a forensic laboratory,” said Jose F. Rodriguez-Orengo, Executive Director, Puerto Rico Institute of Forensic Sciences. “It was a well-thought-of and executed program that will definitely help me in my future as director of a forensic program.”

“You can go to a lot of institutions and get some of this, but this program comes across better because it features people involved in the forensics community,” said Kermit Channell, executive director of the Arkansas State Crime Laboratory and a 2007 FMA graduate. “WVU brings a lot to the table. They teach and discuss things that are directly related to what you’re doing on a daily basis.”

BUSINESS IS THE FUTURE OF FORENSICS

“Business” and “economics” are key aspects of the future of forensic investigations. The increase of white collar crime, Internet crimes and terrorism all demand a strong, active response from society and, particularly, law enforcement. Central to these crimes is the analysis of evidence — not hairs, fibers or soil, but other equally “microscopic” evidence hidden in spreadsheets and computer memory. Equally important is making sure that the nation’s forensic laboratories and their managers have the tools needed to make the best use of their scientific people and resources. The WVU College of Business and Economics is the only place where all of these critical issues are studied and addressed.

WEB RESOURCES
http://www.be.wvu.edu/forensic/
www.theifp.org

As part of the Forensic Accounting and Fraud Investigation certification, students participate in a mock raid of the crime lab houses on WVU’s Evansdale Campus. They scour bedrooms, kitchens, living rooms and bathrooms searching for hidden documents and any kind of electronic storage devices that could contain financial information.
The discovery of significant natural gas embedded in unconventional reservoirs (tight sands and carbonates, coal and shale) and the development of new technologies for production of natural gas from these sources have resulted in significant capital investments in leasing, development, production and distribution activities across the United States. West Virginia is in the middle of the development of the Marcellus Shale (spanning New York, Pennsylvania, Maryland, Ohio and West Virginia) and has begun to realize the economic potential associated with this energy resource.

The Bureau of Business and Economic Research (BBER), which operates in the West Virginia University College of Business and Economics, recently released a report, The Economic Impact of the Natural Gas Industry and Marcellus Shale Development in West Virginia in 2009, funded by the West Virginia Oil and Natural Gas Association. Authored by Amy Higginbotham (economist), Adam Pellillo (graduate research assistant), Dr. Tami Gurley-Calvez (research assistant professor) and Dr. Tom S. Witt (BBER director), the report documents for the first time the economic contribution associated with drilling and development of the Marcellus Shale in West Virginia. In 2009 the development of this resource generated a business volume of $2.35 billion, nearly $300 million in employee compensation and accounted for the creation of 7,600 jobs. These estimates do not include the impact of leases, bonuses and royalty payments to landowners as well as transportation of natural gas through gathering systems and pipelines and processing of gas for delivery to the ultimate consumer. The study also estimates the economic impact of the entire natural industry.

The study further explored the long-term potential of the industry under different scenarios. The most optimistic projection examined was a 20 percent growth in drilling activity annually through 2015. Under this scenario, employment impacts could be upward of 19,600 jobs annually; however, this is also an underestimate of the potential impact, which could be much higher if downstream processing of various natural gas liquids leads to the establishment of ethane crackers and the rebirth of a chemical industry in the state.

Our study also examines some of the tax policy issues facing the industry. At present West Virginia levies a severance tax of five percent on the value of gas extracted. In contrast, Pennsylvania has no severance tax while Ohio levied a severance tax based on the volume of production. The study also identifies other tax issues including property and corporate taxes potentially affecting the industry. Other issues affecting the industry’s growth potential involve regulatory and environmental regulation as well as the rights of both surface and mineral owners. Efforts to clarify these issues during the 2011 regular session of the West Virginia Legislature were in vain. BBER will continue to monitor the development of this industry as part of its research program. For a copy of the report visit www.bber.wvu.edu.

ABOUT THE AUTHOR

Dr. Tom S. Witt currently serves as associate dean for research and outreach, director of the Bureau of Business and Economic Research, and a professor of economics at the West Virginia University College of Business and Economics. Dr. Witt’s research spans the areas of regional economics, public finance and policy, economic development, public school finance, the business of forensics and energy economics. He has co-authored and edited two books and has numerous publications in academic journals and research monographs.
He had spent more than 30 years as a successful pharmaceutical executive at three different Fortune 500 companies. The product of a Brazilian farming family, Dr. Jose V. Sartarelli spent his career working on multiple continents for Johnson & Johnson, Bristol-Myers Squibb Co., and Eli Lilly and Co.

At Johnson & Johnson alone, he served as pharmaceutical group chairman for Asia-Pacific, Japan and Latin America, overseeing a business of more than $3 billion in annual sales spread over more than 50 countries and supported by more than 9,000 employees. At Bristol-Myers Squibb Co., he served as president of two international groups and senior vice president of franchise management, business analysis and planning. He held senior positions of increasing responsibilities in marketing and management at Eli Lilly in the United States, Latin America and Asia-Pacific. During his tenure with Lilly, he ran Asia-Pacific operations, directed international market planning activities and ran operations in Brazil and Chile.

Sartarelli was a member of the Council for the Americas through March 2010. Additionally, he has held numerous leadership positions in the pharmaceutical industry in several countries. He has served as chairman of the Pharmaceutical Research and Manufacturers of America International Steering Committee and other significant committee chairmanships such as those for Japan, Canada, Latin America and Asia-Pacific. He received his bachelor of business administration in marketing from the São Paulo School of Business Administration (Fundação Getulio Vargas), São Paulo, Brazil. He earned his MBA in marketing under a Fulbright Scholarship, and his doctorate in business administration from Michigan State University in East Lansing, Michigan.

What a career. It would have been easy — and expected — for “Zito” Sartarelli to get off the race track and lead a life that wasn’t so, well, busy. But he wasn’t ready for that just yet. In fact, he felt he had been blessed in his life to gain undergraduate, graduate and doctoral degrees, and to have had

“I FELT I COULD REALLY CONTRIBUTE TO THE LIVES OF STUDENTS WHO ARE HUNGRY FOR THE SAME THINGS I WAS HUNGRY FOR WHEN I WAS THEIR AGE.”

- DEAN JOSE V. SARTARELLI
opportunities to work around the world. Lucky for West Virginia University, Sartarelli wanted to give back.

“I think I was the last person to apply for this job,” he said with a smile of the vacant dean’s position at the WVU College of Business and Economics in early 2010. “This is something I really wanted to do because I had been lucky enough to gain the knowledge and have the experiences I did over the course of my business career. I felt I could really contribute to the lives of students who are hungry for the same things I was hungry for when I was their age. Now I am doing precisely that.”

He threw his hat into the ring in March, and by early May he had been named the new Milan Puskar Dean of the WVU College of Business and Economics. A cultural change ensued—strategic priorities were established, along with a firm commitment to outreach with B&E’s multiple constituencies—that has prompted kudos from across the state and nation, not to mention from the top of WVU.

“The feedback on Dean Sartarelli has been outstanding,” said President Jim Clements. “Zito’s background at the highest levels of commerce, as well as his international experience, bring a unique perspective to the College that can only help our graduates. From all accounts, WVU’s College of Business and Economics is in good hands, and our entire University is benefitting from Zito’s participation in our strategic planning.”

“I am thrilled with the direction of the College of Business and Economics and with the leadership demonstrated by Dean Sartarelli,” said Carolyn Long, chair, WVU Board of Governors. “He’s been on the job less than a year, and you can see significant progress and change for the better.”

“We knew that Zito brought something very special to the position when he was the only candidate who focused on the importance of business ethics,” said Joyce E. McConnell, Dean of the WVU College of Law and chair of the B&E dean search committee. “Zito understands from experience the importance of globalization to business education. From the start, we could see that Zito had vision, passion and the skill to make the vision a reality.”

A NON TRADITIONAL APPROACH
WVU’s business school is a prime example of an institution looking to a former business executive with real work experience to prepare the next generation of college students for the global marketplace. Christine A. Poon, a close friend and former colleague of Sartarelli’s at Johnson & Johnson, is the business school dean at Ohio State University.

“Chris and I talk often, and now we have one more topic to discuss because we are both deans,” Sartarelli said. “Non traditional deans.”

But it may just be that non traditional background that has helped make things work so well thus far. McConnell believes Sartarelli’s business background has helped in the planning process and in the College of Business and Economics cultivating new relationships with other areas of study across the University.

“Zito is a true collaborator; he believes in the importance of working together across disciplines,” said the College of Law dean. “Zito is a tireless innovator, which makes him fabulous to work with across disciplines. During the strategic planning process, he played a key role in bringing his corporate planning expertise to the academic process.”

MOVING AHEAD
To say that Sartarelli has hit the ground running since he became dean in August 2010 is a bit of an understatement. Since his arrival, the projects he has spearheaded include, but are not limited to:

- Reorganization of the College of B&E into one with departments instead of divisions.
- Helping to land a $3 million gift in November from B&E alumnus Fred T. Tattersall, a renowned investment expert and prominent Richmond, Virginia, businessman; the gift represents the largest single donation for an endowed faculty chair position in University history and the largest single donation ever to the WVU College of Business and Economics.
- Implementation of a four-year college system whereby students are directly admitted as freshmen rather than as juniors; the new system is geared toward student benefits, such as opportunities for internships that will provide real-world work experience and gaining credentials necessary for quality job placement upon graduation.
• Finalizing the addition of a Ph.D. program in business administration

• Organizing the College to qualify for its first ranking in the Best Undergraduate Business Schools of 2011 in the nation, according to the 2011 Bloomberg Businessweek rankings

• Organizing the College to be ranked in the top 100 business schools by U.S. News & World Report in four different categories

“We are in the midst of a time of great change, great excitement and great energy at the WVU College of Business and Economics,” said Sartarelli. “It is our goal to lift the College and its students to new levels of academic standards, growth and success. It will take a steadfast approach to lift all of us to a higher standard, and this business school has already demonstrated what it can accomplish when it works together.”

ABOUT THE AUTHOR

Patrick Gregg is the director of the Office of Communications and Marketing for the West Virginia University College of Business and Economics. He is responsible for communications and marketing strategies for the College, including media relations, public relations, marketing and communication with and to the College’s various audiences. Gregg’s background includes being an award-winning journalist; a former communications agency account executive who worked for a Fortune 10 client; the former marketing communications manager for a half-billion-dollar, publicly traded contract electronics manufacturer; and a former outreach manager for the West Virginia High Technology Consortium Foundation.
STARS ALIGN
AT NEMACOLIN
WOODLANDS RESORT
You don’t have to go all that far from the campus of West Virginia University to find graduates working at a five-star property. It’s only about a 45-minute drive from the WVU College of Business and Economics to Nemacolin Woodlands Resort, located less than 40 miles north of Morgantown and 70 miles southeast of Pittsburgh in Farmington, Pennsylvania.

Situated on 2,000 pristine mountain acres in the Laurel Highlands of western Pennsylvania, Nemacolin Woodlands is not only staffed by numerous WVU graduates and, more specifically, B&E grads, but may also be a pipeline for internship opportunities for WVU students. The relationship between the resort and B&E is quickly blossoming.

While there are a number of WVU graduates at Nemacolin, we focused on two grads who are right in the heart of the day-to-day operations — Lauren Whitlatch, assistant director of human resources, and Kory Young, assistant food and beverage director. They are among a number of WVU graduates at this resort, including Director of Marketing Zelma Kassimer and three individuals from the human resources department alone.

Originally from Jeannette, Pennsylvania, Whitlatch now lives in Uniontown. She earned her undergraduate degree from WVU in 2006 and promptly entered the Master of Science in Industrial Relations Program and earned her graduate degree in 2007. Whitlatch began as an human resources coordinator at Nemacolin right after earning her second degree, and has been promoted four times.

“You get to apply what I learned at WVU every single day here,” she said. “It’s a daily occurrence that I think back to my education at WVU. In my position, it’s imperative that I do the right thing. I also see my WVU education as a foundation for bigger things for me at Nemacolin Woodlands.”

Young took a more non-traditional route, but said he wouldn’t change a thing about the journey that has brought him to Nemacolin. A native of Toms River, New Jersey, he began as a secondary education major at WVU, but switched gears to history and graduated in 1999. Classes at the College of Business and Economics interested him and fostered his interest in business as a whole, and he worked at Nemacolin during the summer.

“The importance of being aware of the business environment, the importance of knowing the things I felt I needed to know to be successful in this world: it became apparent to me that my interests and strengths were in the business world,” said Young, a Morgantown resident. “Attending WVU made me aware of the fact that it’s all about the questions. And what I learned prompted me to ask more questions.”

Forbes Travel Guide announced this past November that Nemacolin Woodlands Resort had been recognized with five star rankings for its Falling Rock hotel and Lautrec restaurant. Falling Rock was one of only two new properties worldwide to receive the distinction, while Lautrec had been initially recognized as five star in 2009 and had continued its distinction.

Nemacolin Woodlands Resort was founded in 1987 by Joseph A. Hardy III, who purchased the then-400-acre property out of bankruptcy. At the time, the property included one hotel and a nine-hole golf course, but has since transformed into a luxury, “family friendly” resort featuring two golf courses, a world class spa, 15 restaurants and lounges, a top-rated...
sporting clay facility, ski area, adventure center, Wildlife Academy and, of course, lodging and dining. The Hardy family also owns the 84 Lumber Company. Nemacolin is led by Hardy's daughter, Maggie Hardy Magerko, owner and president.

Falling Rock is a 42-room boutique hotel and clubhouse nestled above the 18th green of the Pete Dye-designed Mystic Rock Golf Course. Opened in 2004, the hotel features 24-hour butler service and is designed and constructed in the tradition of master architect Frank Lloyd Wright. Mystic Rock is rated as one of the most difficult courses in the country and has hosted a variety of golf tournaments, including a four-year run as host of the PGA Tour 84 Lumber Classic.

Lautrec is the only five-star restaurant located between east coast metro areas (New York, Washington and Philadelphia) and Chicago. Named after French artist Henri de Toulouse Lautrec, the restaurant features Chef Kristin Butterworth, currently the youngest (28) and only female chef to lead a five-star restaurant.

Both Whitlatch and Young said being associated with five-star properties has forced everyone at Nemacolin to “raise their game.” There are currently 54 hotels designated as Forbes Five Star, but only six resorts in the world have that rating in both the lodging and dining categories. Nemacolin is one of them.

“I feel honored to work at Nemacolin Woodlands. The work atmosphere is incredible, and it’s important that, given our status in the global resort picture, we hold ourselves to a higher standard,” said Whitlatch.

“This is a challenging and demanding industry,” Young said. “It demands a lot of your time and your spirit. I learned at WVU that you need to believe you can attain anything. It’s a belief, it’s perseverance, it’s having the discipline to believe and achieve.”

Young was first introduced to the food and beverage part of the industry at Hawk’s Cay Resort in Duck Key, Florida, where he worked for four years. Like Whitlatch, he bloomed where he was planted.

“I think my preparation at WVU has helped me understand this business,” said Young. “My experience at WVU has given me confidence in knowing the financial aspects of this business, working with people, working with management and having a keen understanding of this industry.”

IT’S ABOUT THE PEOPLE

Rita Sailer, director of the Center for Career Development at the College of Business and Economics, said the College's relationship with Nemacolin is growing every day. She said Nemacolin General Manager Chris Plummer demonstrated “incredible enthusiasm” in response to working with the business school. That willingness to work together laid the foundation for the relationship.

“I LEARNED AT WVU THAT YOU NEED TO BELIEVE YOU CAN ATTAIN ANYTHING. IT’S A BELIEF, IT’S PERSEVERANCE, IT’S HAVING THE DISCIPLINE TO BELIEVE AND ACHIEVE.”

- KORY YOUNG

“It’s fantastic to work with the resort,” Sailer said. “There are a multitude of opportunities for B&E, ranging from internships to job placement. What makes this all so wonderful is that this school is producing top-notch undergraduate and graduate students. If Nemacolin has a need and we can help meet that need, we’re going to send them qualified candidates for that job.”

“Add to that the Hospitality and Tourism Program that is going full speed ahead in our Management Department, where we now have an area of study emphasis and could have a major in two years. WVU will be able to provide students who are qualified for management positions in this industry, which will only strengthen our ability for quality job placement.”

Whitlatch and Young said there are internship opportunities in various areas of the resort, including food and beverage, lodging and accounting. Young said there are eight intern positions to be filled in food and beverage alone for the upcoming season. Those individuals will
have opportunities to
earn experience in the
conference and catering
parts of the business, as
well as working at Falling
Rock. And Nemacolin is serious
enough about its internship
program that they offer housing for
interns on the property.

“Our guests love how friendly our people
are,” said Young. “Our associates have the
freedom to suggest ideas and have the ability
to impact the resort. Our ownership allows that
to happen, and that freedom to be creative is
invaluable.”

“Our interns have a great deal of latitude in terms of the
breadth of their experience here,” Whitlatch said. “They can
learn as much as they want to.”

She added that the more than 1,000 employees at Nemacolin
during the height of summer season and approximately 800 during
non-season are encouraged to strive for excellence each day. There is
a culture, she said, of always learning and, in turn, always training.

“When we recruit someone, we pinpoint the type of person who is excited
and motivated about being here,” said Whitlatch. “Training is something that is
continuous and is always ongoing, but it starts with hiring the right person.”

“If students have the aptitude, we’ll continue to provide them with the skills and tools,”
Young added. “We know WVU will provide students with the aptitude.”
During my tenure with the Executive MBA Program, I have received numerous calls from WVU alumni across the United States and the world inquiring if we had an online MBA offering. I was finally able to answer “yes” with the launch of the online Executive MBA in August 2010.

West Virginia University’s online Executive MBA Program requires 48 credit hours, with 10 to 13 credit hours per semester taken over the course of two years. In addition to the online curriculum, we have four required residencies of three to four days, each focused on experiential learning. These residencies enhance the student’s educational experience: residencies include seeing the intersection of business and government in our nation’s capital and active participation in a venture capital fair. Residencies also allow students to meet their classmates and expand their WVU “network.”

The online format is the best of both worlds, providing flexibility so working professionals can take advantage of an Executive MBA education without taking a leave of absence from work or being confined to evening or weekend classroom commitments. It also provides an opportunity to connect with classmates, faculty and WVU.

The first cohort that started in August 2010 included 34 professionals from West Virginia and neighboring states. These students come from a variety of hometowns and a spectrum of industries and companies where they worked in management and senior positions. The second cohort started in January 2011 with 33 professionals holding equally impressive resumes.

The students launched their experience with a trip to Morgantown for the first of four residencies. They spent three days together getting to know one another, meeting the faculty and being trained on the technology they would use in the program. They also participated in team building at WVU’s Challenge Course, one of several unique experiences the Executive MBA Program offers.

The development of the online program required a great deal of time and resources, as the Executive MBA faculty took a thoughtful approach to the development of the online courses. Through the help of the Instructional Technology Resource Center, a WVU unit that specializes in online learning, the faculty deconstructed their courses from a face-to-face delivery and reconstructed them for an online environment. As a result, the online courses are interactive, using a variety of instructional methods including discussion boards, videos, webinars and Internet tools. The participating
faculty have been excited and impressed with the students in the program.

Nancy McIntyre, associate dean for academic affairs, who teaches one of the opening courses, has enjoyed her experience with online students. “My experience has been eye-opening,” she said. “The case discussions on the discussion board have been much richer than we would have had in a 50-minute class. The students are actively engaged in discussing the company highlighted in the case, as well as current issues related to the industry in which the companies compete.”

The College of Business and Economics has received exceedingly positive feedback from current students about their experience. “With a background in engineering, I entered the program with an understanding of the technical and day-to-day operational aspects of my business,” said Chris Knight, a reservoir development optimization engineer for Dominion Transmission, Inc. “What I’ve enjoyed and valued the most about the program is learning how to gather the appropriate information to make well-informed decisions for how best to guide my business into the future!”

Those involved with the program have pride and confidence in the new offering and believe the online Executive MBA is competitive statewide and nationally. Some of the distinguishing characteristics of the Executive MBA include:

- Quality faculty. Many of our distinguished faculty have earned doctorates from leading business schools and are experts with extensive business experience, enabling them to bridge the gap between theory and practice.
- WVU is an AACSB International accredited school. AACSB International accreditation represents the highest standard of achievement for business schools worldwide. Only 5% of the world’s business schools have earned this prestigious accreditation.
- A three-day residency in Washington, D.C., gives students an inside look at the intersection of business and government. Students examine strategic policy development and become familiar with advocacy methods. Past programs have included an inside look at the Federal Reserve with senior advisors, timely discussions about the financial crisis with national experts and meetings with West Virginia elected representatives.
- The Executive Project provides an opportunity to work through a business project associated with a program participant’s company or an entrepreneurial initiative. Students are able to put the skills and knowledge acquired through the program into action, creating a return on investment.

“There were several reasons why I selected the online EMBA Program at WVU. First, my job is not conducive to having a set class schedule; the flexibility that this online degree provides is outstanding,” said Mike Pennix, senior draftsman, controlled drawing system administrator, Mylan Pharmaceuticals, Inc.

“Second, several of my colleagues have completed the WVU EMBA program, and I witnessed first-hand how it propelled their careers to greater heights. I initially did have some concerns that, because it was online, I would not receive the same level of education as if I were attending classes. Over the course of the first semester, I have found this to not be the case at all. The professors make themselves very available and they embrace technology to assist with learning. I have no doubts that I am receiving a quality education through this program and I am really enjoying this challenging and rewarding experience.”

The college is currently recruiting for the summer and fall. There will be another online cohort beginning August 2012. For students who prefer the classroom setting, the site-based distance evening classes are available for August 2012 cohorts to students in Charleston, Morgantown and Parkersburg. For further information on programs in either format, contact the Executive MBA Program at 304-293-7811 or mba@wvu.edu.

ABOUT THE AUTHOR
Elizabeth Vitullo is associate director for graduate programs and associate director of the Executive MBA Program at the West Virginia University College of Business and Economics. In that capacity, she assists with all aspects of the program, including recruiting, marketing and administration. Responsibilities include traveling to educational sites throughout the state where the local offerings of the EMBA curriculum are taught through distance technology. She has the pleasure of working with EMBA students, who are some of the brightest professionals in West Virginia.
We wish to thank our benefactors who have generously contributed to the programs and departments of the College of Business and Economics. We are truly grateful for your support, as we could not accomplish what we do without your help. Listed below are individuals and companies/organizations who contributed to a program or department in our College from January 1 through December 31, 2010.

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Mr. Jason C. Miller
Mr. & Mrs. Joseph C. Miller, Jr.
The fall 2011 semester will bring several changes to the College of Business and Economics, the most visible of which is the change to a four-year college format. In previous years, the majority of B&E students began their WVU careers as pre-business majors, and had little interaction with the College of Business and Economics until their junior year. This fall, high school seniors will move straight into the College as freshmen, creating benefits for both the students and College.

For many years, the College has used a two-year format, where students interested in majoring in a business discipline applied for entry into the College as a sophomore. Those accepted began courses in their chosen majors in their junior year. While many students were successful in this format, students did not interact with College advisors or professors in their major for their first two years at WVU. It was also difficult for students to plan, as the entrance requirements differed from year to year. Some students were unable to move into the College after two years of studying as a pre-business student.

In contrast, the four-year format allows students to apply for entry into the College of Business and Economics when they enter the University. Students are required to have a minimum high school GPA of 2.5, and a minimum ACT score of 19 or a minimum SAT score of 910 if they are West Virginia residents. Students with a 3.0 WVU GPA may still transfer into the College of Business and Economics at any time.

While students can now be accepted into the College in their freshman year, they will apply for entry into their major in the sophomore year. This is a competitive process, with the number of places available in each major determined by the capacity of each major. All students will be accepted into a major, but it...
may not be their first choice, so maintaining good grades in the freshman and sophomore years is very important.

The new format benefits both students and the College in several ways. Students will now have access to College of Business and Economics advisors from the day they enter WVU, providing them with academic advice tailored to their desired area of study at a much earlier point. They will also have the opportunity to meet with B&E faculty as freshmen and sophomores, and to join the many B&E student clubs. Many students will be able to begin courses in their majors in their sophomore years, which will improve their ability to find internship opportunities between their sophomore and junior years, as well as the typical internship summer between their junior and senior years. Students will receive a more robust academic experience, greater exposure to the College earlier in their careers, and feel less uncertainty about their program of study.

The College will also benefit, as students will now be identified as Business and Economics students as incoming freshmen, making planning a more precise process. The College is working on the development of a Learning Center that will provide even greater support for new students. The Learning Center will provide tutoring in computer, math and writing skills, and will be an important resource for students at all levels.

One specific example of the benefits of the new program is the development of two new courses: BCOR 199 Introduction to Business (to be taken in the freshman year) and BCOR 299 Business Communications (to be taken in the sophomore year). These two courses will allow B&E students to begin business-specific coursework much earlier in their academic careers and be better prepared for courses in their majors.

It should be noted that the College has allowed high achieving high school seniors to enter directly into the College for the past four years. These students, known as 21st Century Scholars, entered the College as freshmen and took courses designed specifically to their needs. This program has been very successful and has worked as a pilot program for the new format. High-achieving scholars (high school students with a minimum 3.5 GPA) will still be rewarded with special programs, but the opportunity to begin their WVU careers in the College is now available to all high school students who meet the minimum criteria for entry.

The fall 2011 semester will be an exciting time for students and faculty alike, as we welcome the first full freshmen class into the College!
MBA students tour the Hangzhou West Lake in China. The WVU College of Business and Economics offers several MBA options, some of which include opportunities to study abroad. Visit www.be.wvu.edu/graduate for details.

EXCITING THINGS ARE HAPPENING AT B&E. STAY INFORMED!

- Visit be.wvu.edu and sign up to receive monthly E-NEWS. We'll keep you aware of the latest events and share exceptional alumni, student and faculty stories.

- Alumni can create an account or update their information at mountaineerconnection.com.

- Look for the fall edition of B&E MAGAZINE in October.