

December 7, 2014

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Dear Members of the Presidential Search Committee,

I am writing to you to express my interest in the Presidency of the University of Southern Maine. I am currently the Chief Global Officer at West Virginia University (WVU) as well as the Milan Puskar Dean of the College of Business and Economics (B&E) at the same institution.

As Dean I have been able to turn a good college into a vibrant one thanks to the support of students, faculty, staff, alumni and friends of the institution. Together we have achieved all-time record fundraising, **\$30 million in 4 years**, (currently working on 2 gifts totaling an additional \$9 million), reached all-time record enrollment, **2,709 students** vs. 1,452 in 2010, and strengthened the financials of the college significantly, with **\$45M in net assets** vs \$29M in 2010. We have expanded recruitment nationally and globally, with **233 international students** vs 72 in 2010 and have built quality programs—a 617 average GMAT for full-time MBA vs 537 in 2010, currently ranked **92<sup>nd</sup> best** by U.S. News (**49<sup>th</sup>** among public institutions) and a 662 average GMAT for the MS in Finance. We have also received national recognition for some other programs: a **#5 ranking for undergraduate program in Ethics** and a **#23 ranking for the Online EMBA**, currently enrolling 210 students from 21 states and Canada. Most importantly, we have created a community of engaged students wanting to learn and prepared to succeed.

In addition, we have:

- established new programs-- Hospitality and Tourism, Energy Finance, Supply Chain Management, Online EMBA, Ph.D. in Business Administration and extended Entrepreneurship classes to B&E and non B&E students; all these programs have met strong student interest;
- created 6 new joint programs-- MD/MBA, PharmD/MBA, DDS/MBA, MPH/MBA, 2 Engineering/MBA- main and satellite campuses;
- established 3 new centers-- Business Learning Resource Center (BLRC), Robbins Center for Global Business and Strategy 20/21, and Center for Free Enterprise;
- hired more than 40 faculty from top Ph.D. programs;
- improved the quality of incoming students and through the Business Learning Resource Center (BLRC) ensured that “once at B&E one will be helped to succeed”;
- significantly advanced the quantity and quality of research with, among other initiatives, the establishment of the Ph.D. program in Business Administration, the

hiring of new scholarly-driven faculty and the development of monetary/recognition incentives to encourage commitment.

Among the many specialized areas we have focused on three stand out, business ethics, corporate social responsibility and leadership. Ethics is being taught across all core disciplines, and is a requirement of all undergraduate students. This focus has led Bloomberg Businessweek to rank B&E the **#5 undergraduate business school in Ethics**. Corporate social responsibility has been taught in the college for many years and has allowed students exposure to philanthropic and non-profit activities and engagement with the community, “learning well by doing good”. Leadership is being “role modeled” by luminaries in business, government and academia who join us every fall and spring semester to share their career stories and leadership lessons as part of the B&E Distinguished Speakers Series.

Finally, the drive to take a good college to a vibrant one has been guided by a compelling and simple vision of “**Better, Bigger, Ranked**”, embedded in values that model behavior, and inspire action. The values of **Diversity/Globalization, Ethics/Integrity** and **Excellence/Innovation** guide our everyday actions and provide the normative parameters within which to succeed.

Upon being named Chief Global Officer we immediately established a compelling vision for “**One Global WVU**”, expanding and deepening the university’s global reach. The inbounding of international students is growing double digit (**2,046** vs 1,814 last year with a goal of 3,000 by 2020), the international partnerships of the university are being revitalized and the quality of our study abroad programs is markedly improving. This global push is enabling more international students to come to America to advance their studies and careers and more Americans who dream of adding an international experience to their education to do so. At the college level, the global push has resulted in the signing of MOU for the exchange of students with universities/colleges of distinction in Germany (Munster University), China (Peking University), Israel (Hebrew University) and Brazil (INSPER), among others.

Both as Dean and Chief Global Officer I have had the opportunity to work closely with two presidents of the university, two provosts, the chancellor of health sciences, several vice-presidents, the various boards supporting the university (Governors, Alumni Association, Foundation) and heads of other colleges and schools on and off campus. Strong internal engagement is coupled with strong external engagement. As WVU is a state-funded institution, public funding and good relations with the state government are crucial. Our outreach to the Governor of West Virginia, Secretaries of State and the Legislature has been extensive. An example of that is the Speaker of the House of Delegates serving as a judge in the state-wide Collegiate Business Plan Competition run by the College and the College being invited to his ‘Listening Tour’ of the state while he

travels to various communities to listen to the needs of small businesses and when appropriate, propose legislation to address those needs.

Our engagement with the business community and alumni has been broad and deep, carried out by the Dean, faculty and staff and specialized units like Development, the Bureau of Business and Economic Research (BBER), the BrickStreet Center for Innovation and Entrepreneurship, the Center for Career Development and the Center for Executive Education. This engagement has created experiential learning, internship and job opportunities for many students. It has also indirectly contributed to record fundraising which helps students with scholarships, helps faculty with endowments and helps the school with relevant new programs.

Over the course of my professional career, having held senior positions in three major global companies (Johnson & Johnson, Bristol-Myers Squibb and Eli Lilly), I have honed my managerial and leadership skills in the health care industry, have enjoyed a truly global career, and have had the opportunity to lead and manage multi-billion dollar businesses of great scale and complexity. Through it all, my skills in strategic planning, my ability to work with people from the most diverse backgrounds, my desire to continually learn and my capacity to exercise “principled, engaged, inclusive leadership” have been crucial in achieving goals of organizations I have led and in achieving my own personal goals.

The University of Southern Maine has an impressive history serving the educational needs of the people of Maine, the nation and the world. “The current realignment of structure, personnel and programs to available resources in the face of the “perfect storm” of changing demographics, increasing competition, reduced state support and the decision to keep tuition flat for three years”, will be eventually completed. As the realignment is taking place it is critical that leadership be in place to set the foundations for the “Renaissance” of USM.

I believe the experiences, insights and skills I have acquired as a Dean and the Chief Global Officer at West Virginia University and as a corporate executive at Johnson & Johnson, Bristol-Myers Squibb and Eli Lilly have equipped me well to carry USM’s resurgence forward. This belief is tempered by a profound appreciation of the challenges and great opportunities facing the University, and by the realization of how much a force for good the University has been, is and will be for Maine, the nation and the world.

The president of a major university is a demanding position that requires vision and a genuine willingness to work with multiple constituencies starting with students, faculty, staff, Board of Trustees, Governors or Advisors, government and its agencies, foundations, alumni and advisors, the community, friends of the university, the media and the general public. Having worked closely with two university presidents, I realize first-

hand the importance of a president working collaboratively with all parties concerned in the pursuit of vision and mission.

At West Virginia University, as a member of the

- Council of Deans;
- Senior Academic Administrative Personnel Committee (SAAP);
- Strategic Planning Council;
- Enrollment Committee;
- University-wide task forces, roundtables and search committees,

I have been exposed to, engaged with and helped to decide on matters relevant to the day-to-day running of the university as well as on planning for its future.

In addition, as the Chair of the Leadership Team that runs the College of Business and Economics and Chief Global Officer overseeing both the Office of International Students and Scholars (OISS) and the Office of International Programs (OIP) which constitute the “One Global WVU” organization, I have had the opportunity to lead organizations in the very heart of the university.

As a Board Member of the West Virginia United Health System, The Blanchette Rockefeller Neurosciences Institute, Bio West Virginia and a member of the West Virginia Chamber of Commerce Education Task Force, I have been given a privileged “outsider looking in” position to observe the university, its many components and how they work together to provide students a great education.

It is based on this set of organizational experiences and accomplishments summarized earlier on in this letter and in my CV that I feel prepared to address the agenda for new leadership as laid out in the leadership statement prepared by the Search Committee. The statement includes objectives like “building enrollment, developing USM’s identity as a public, Metropolitan University, engaging with faculty, staff and community members, enabling the University to innovate academically, administratively and in outreach and playing an active and collaborative role in the University of Maine System leadership team”.

With these objectives in mind, the new president and the USM family will have to develop the new mission and vision for the University, re-emphasize the values so well laid out by the University’s Metropolitan University Steering Committee (USM supports free and open inquiry and expression; treats all individuals with dignity, respect and fairness; embraces difference and diversity; honors and supports sustainable development, environmental stewardship and community involvement and makes itself accessible and available to all who aspire to high academic standards) and execute on strategic priorities that will allow for USM’s “Renaissance”.

Among the many strategic priorities that I have seen deployed over and over again, including at my current institution, six priorities keep recurring:

- to attract and retain the best students, faculty and staff;
- to provide students with the high level, holistic, and diverse educational experiences they need to grow and succeed;
- to advance research and create new knowledge to improve society and bring it to the classroom;
- to enable students to get jobs or to advance their education;
- to engage the community and the world and to make a difference;
- to successfully ensure the financial health of the institution.

These priorities are critical to any university leader today and their successful pursuit makes for great academic leadership. To attract and retain the best students, faculty and staff is job one in any institution. Broad efforts in recruiting from dedicated personnel to broad geographic focus (neighboring states and international) to greater use of scholarships are fundamental to ensure sustainable growth of any institution. To successfully ensure the financial health of the institution speaks to effective fundraising, competent management of auxiliary services, effective engagement with the state to secure continued funding, and successful recruiting and enrollment. Enrollment and fundraising go hand in hand in an educational market where public institutions like USM have to compete for the best with very well endowed private institutions.

Finally, my belief in higher education as a force for good in society continues unabated in the face of all of the challenges that confront the world today. As John A. Hannah, President of Michigan State University (my alma mater) from 1941 to 1969 stated in his State of the University address of February 12, 1968: **“The University is an integral part of a social system that has given more opportunity more freedom more hope to more people than any other system yet devised”**.

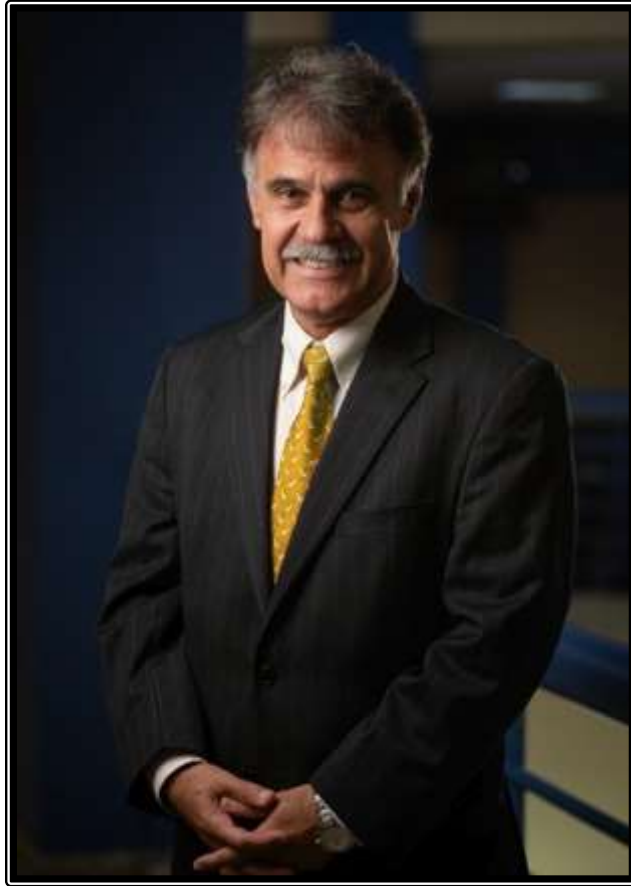
The University of Southern Maine has been providing opportunity, freedom, hope and imparting values to thousands of Mainers, Americans and international students for many years. I would like to be part of that tradition as the next President of The University of Southern Maine.

Respectfully,

Jose V. “Zito” Sartarelli, Ph.D.

Milan Puskar Dean, College of Business and Economics, WVU

Chief Global Officer, WVU



JOSE V. "ZITO" SARTARELLI, Ph.D.

Language Proficiency: English, Portuguese, Spanish

JOSE V. “ZITO” SARTARELLI, Ph.D.

## HIGHLIGHTS OF QUALIFICATIONS

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### **ACCOMPLISHMENTS:**

#### ONE GLOBAL WVU

- Double-digit increase in international undergraduate applications and refocused study abroad
- Established new international alumni chapters and partnerships with leading universities

#### COLLEGE OF BUSINESS AND ECONOMICS

- Improved profile of students, faculty and staff
- All-time records in enrollment, fundraising and net assets
- Quality of research/publications improved significantly
- Record number of recruiters on campus, 60 of them from Fortune 500 companies
- Six new joint programs with sister colleges/schools on campus
- New programs launched: Ph.D. in Business, Online EMBA, new major, new areas of emphasis and an extended minor
- Launched three new centers and expanded engagement in the state and the world
- Rising rankings of undergraduate and graduate programs

### **EXPERIENCE:**

- Chief Global Officer, West Virginia University
- Milan Puskar Dean, College of Business and Economics, West Virginia University
- Former Company Group Chairman, Pharmaceuticals Group, Asia-Pacific, Japan, Latin America, Johnson & Johnson
- Former President, Medicines Group, Latin America, Puerto Rico, Canada, Bristol-Myers Squibb
- Former President, Medicines Group, Asia-Pacific, Middle East, Africa, Bristol-Myers Squibb
- Former Area Director, Asia-Pacific Operations, Eli Lilly and Company
- Former President, Eli Lilly Brazil, Eli Lilly and Company

### **BOARDS:**

- Board and Finance Committee Member, West Virginia United Health System
- Board and Executive Committee Member, Blanchette Rockefeller Neurosciences Institute, WVU
- Board Member, Bio-West Virginia
- Former Board Member, Council of the Americas
- Former Board Member, American Foundation for Pharmaceutical Education (AFPE)
- Former Chairman, International Sector, Steering Committee, PhRMA – Pharmaceutical Research and Manufacturers of America

### **EDUCATION:**

- PhD, Business Administration, Michigan State University
- MBA, Michigan State University (Fulbright Scholarship)
- BBA, School of Business Administration of São Paulo, Fundação Getulio Vargas, São Paulo, Brazil

# PROFESSIONAL EXPERIENCE

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## **2013–Present WEST VIRGINIA UNIVERSITY**

### **Chief Global Officer**

#### **LEADERSHIP SCOPE:**

West Virginia University is the land-grant institution in the state, funded in 1867. It enrolls more than 32,000 students, from all 55 counties, every U.S. state and D.C. and more than 110 countries. Its 15 colleges and schools offer more than 184 degree programs and boasts a budget of close to \$2.5 billion when health sciences are included. The “One Global WVU” organization encompasses the Office of International Students and Scholars (OISS) and the Office of International Programs (OIP) and its purpose is to expand the university’s global footprint.

#### **KEY ACCOMPLISHMENTS:**

- Developed, together with the Global Engagement Taskforce, the vision for “One Global WVU” to expand university’s global footprint.

#### **EXHIBIT 1: One Global WVU Vision**

- Significantly increased international student, scholar and professional applications by:
  - Strategically focusing recruiting efforts on 14 high potential markets;
  - Participating in international fairs more systematically;
  - Developing 3+1 programs and similar modalities with international universities;
  - Strengthening contacts with sponsoring organizations such as the Brazilian Scientific Mobility Program (BSMP);
  - Using a third-party (Zinch) to reach out to students in China through advertising a Chinese website, organizing meet and greet events, etc;
  - Working more closely with organizations such as Fulbright, IIE, etc. as they funnel students and scholars to the U.S.;
  - Supporting and enabling research collaborations between U.S. and international funding organizations;
  - Establishing new alumni chapters overseas, seven already in place: Japan, Korea, China (Shanghai, Hong Kong and Taiwan), Thailand and Malaysia;
  - Consistently cultivating alumni in countries where WVU has a presence.
- Started the process of refocusing the OIP organization by:
  - Reviewing, changing and enforcing new processes, supporting Study Abroad and connecting OIP, the Registrar’s office, Student Accounts, Extended Learning, etc;
  - Working closely with all partners to ensure Study Abroad participants have a memorable experience.
- Refocused global efforts on partnerships that matter most.
- Presented to Provost proposal to further accelerate the growth of international students at WVU.



- Brought together OISS and OIP organizations under one interim director (in lieu of two) resulting in a One Global WVU that is more efficient and effective.
- Started to plan for the implications of a 3,000 international student population on campus (vs. 1,814 today) in terms of housing, transportation, community support and placement of students.
- Continued to work on the downtown loop development project that will include the construction of an “International Building” where One Global WVU will be housed.

## **2010–Present WEST VIRGINIA UNIVERSITY**

### **Milan Puskar Dean, College of Business and Economics**

#### **LEADERSHIP SCOPE:**

The 63-year AACSB accredited College of Business and Economics (B&E) currently offers eight undergraduate majors, three undergraduate minors, five masters degrees, one certificate and two Ph.D. programs (Business Administration and Economics), enrolls more than 2,500 students from 36 states and 42 counties, employs approximately 150 faculty and staff, manages a budget of more than \$30 million and is supported by more than 20,000 alumni from around the world.

#### **KEY ACCOMPLISHMENTS:**

- Developed, together with faculty and staff, a vision aimed at transforming B&E from a good to a vibrant college. **EXHIBIT 2: B&E Vision**
- Set an all-time enrollment record in the fall of 2013 – 2,597 students, 383 more than 2012, almost twice as many as in 2010; record will be exceeded in 2014; record driven by the establishment of the 4-year college, growth of international students and the Online EMBA. **EXHIBIT 3: Enrollment**
- Strengthened global recruiting with dedicated personnel and increase in the number of scholarships/assistantships for meritorious students.
- Greater global engagement started to pay off – number of international students has gone from 72 in 2010 to 198 in 2013; partnerships with top world universities signed (University of Münster, Germany; Peking University, China; Hebrew University, Israel; Insper, Brazil) and more are under negotiations. **EXHIBIT 4: Globalization in Action**
- Hired more than 40 new faculty, many from top schools, since 2010, driven by the vision, new doctoral program and focus on research; more than 11 new lines have been added. **EXHIBIT 5: Professors from Top Schools**
- Changed the College to a four-year institution with special focus on internships; opened the Business Learning Resource Center (BLRC) to improve transition from high school to college and to increase retention. The BLRC currently reaches 1/3 of B&E’s student population, has had more than 4,750 visits and has helped to improve students’ GPAs. **EXHIBIT 6: Business Learning Resource Center**

- Established the Online Executive M.B.A. program, currently enrolling more than 200 students from 21 states and Canada, and averaging 10.3 years of working experience; *U.S. News and World Report* ranked it #23 best online program in the country, six positions better than last year.
- Launched the Ph.D. in Business Administration, currently enrolling 27 students complementing the 48-year-old Ph.D. in Economics. **EXHIBIT 7: Ph.D. in Business Administration**
- Refocused the full-time MBA toward quality: average GMAT raised to 617 in 2013 versus 537 in 2010; program now ranked 49<sup>th</sup> best among public universities by *U.S. News and World Report*, 92<sup>nd</sup> overall.
- Ensured M.S. in Finance program remained high quality and selective; average GMAT over 660; program ranked in the top 43 in the country by *Masters Degree Online*.
- Strengthened the teaching of “Business Ethics” culminating with a #5 ranking for undergraduate business schools for ethics by *Bloomberg Businessweek*. **EXHIBIT 8: Ethics**
- Expanded the “Corporate Social Responsibility” efforts at the college; students learn hands-on philanthropy; more than 250 students have taken the class and have given out more than \$250,000 to hundreds of needy institutions in Morgantown/North Central West Virginia.
- Implemented Assurance of Learning in 2012 and the results are very encouraging; Quality Matters review of online courses underway; B&E is serving as a model for the implementation of Digital Measures university-wide.
- Partnered with other colleges on campus/off-campus and launched six new joint programs – MD/MBA, PharmD/MBA, DDS/MBA, MPH/MBA, Engineering/MBA, and Engineering/MBA with WVU Tech – which complement two existing joint programs – JD/MBA and Masters of Sports Management/MBA; currently discussing a Masters of Nursing Practice (MNP)/MBA. **EXHIBIT 9: Joint Programs**
- Created new programs relevant to West Virginia and the business world:
  - Major in Hospitality and Tourism Management;
  - Area of Emphasis in Energy, part of Master of Science in Finance;
  - Area of Emphasis in Supply Chain Management;
  - Minor in Entrepreneurship for both B&E and non-B&E students.**EXHIBIT 10: New Programs**
- Launched the B&E Distinguished Speaker Series with successful leaders from academia, business and government sharing their life stories, career insights and leadership lessons; more than 3,500 students have attended these events in 2013-2014. **EXHIBIT 11: Role Models**
- Received a \$3 million donation to name the Center for Innovation and Entrepreneurship BrickStreet; donation has allowed for the expansion of the West Virginia Collegiate Business Plan Competition (235 entries this year versus 141 in 2013) and for the launch of the West Virginia High School Business Plan Competition,

in partnership with the WV Department of Education (36 high schools participating out of 157 within the state, 104 entries); the collegiate program has given out more than \$200,000 in awards and more than 30 small businesses have started up here since its inception; the collegiate program will also include community and technical colleges in 2014-2015. **EXHIBIT 12: Entrepreneurship**

- Opened three new centers and seeking approval for a fourth:
  - Business Learning Resource Center (BLRC) to support transition from high school to four-year college;
  - Robbins Center for Global Business and Strategy 20/21 to expand College’s global footprint (\$2.0 million donation); partnerships with top universities around the world are being formed;
  - Center for Free Enterprise to advocate and expand research and teaching on the role that institutions and principles of a free society play in the wealth of nations (\$5.0 million donation);
  - Confucius Institute, partnership with Tianjin University of Finance and Economics to strengthen cultural, educational and research ties between the U.S. and China (contract negotiation).
- Advanced research by:
  - Launching Ph.D. in Business Administration to complement our existing Ph.D. in Economics;
  - Hiring research-focused faculty;
  - Leading the adoption by faculty of list of recommended journals for publication;
  - Establishing financial support and recognition for outstanding research;
  - Including the college in 2 of 5 of the “Mountains of Excellence” university-wide interdisciplinary research initiatives, “Health Disparities” and “Shale Gas Utilization.” Results are starting to show: in 2009, A+ and A publications totaled 15; in 2013, the number rose to 25.
- Refocused the Center for Career Development to attract more employers to campus and to better prepare students for the job market; undergraduate internships have increased by 63%. More than 200 companies regularly recruiting on campus including 60 Fortune 500, from 22 three years ago.
- Significantly engaged the business community, government and general public by:
  - Establishing advisory boards to help with issues of interest to the College; **EXHIBIT 13: Advisory Boards**
  - Running Economic Outlook Conferences throughout the state – Charleston, Morgantown, Wheeling, Martinsburg, Berkeley Springs and Beckley – to better inform decision making of government and business leaders; **EXHIBIT 14: Economic Outlook Conferences**
  - Presenting the Economic Outlook for the state to a joint session of the House of Delegates and Senate every January; **EXHIBIT 14: Economic Outlook Conferences**
  - Participating in the Annual Business Summit, run by the Chamber of Commerce. **EXHIBIT 15: Business Summit**
  - Launching the Mountain State Business Index (MSBI), an index of seven leading indicators published at the end of every month by the State Journal.

- Speaking as invited guest at events throughout the state on higher education, entrepreneurship and the economy.
- Engaged the population at large on subjects of mutual interest through the use of print, TV, radio, digital media, bi-annual “B&E Magazine” (reach of 26,000 alumni, students, other colleges, etc.) and monthly B&E E-News (reach of 12,000 to 15,000 per month). **EXHIBIT 16: Media**
- Achieved all-time fundraising record of \$34 million:
  - \$34.0 million campaign-to-date amounted to 2.5 times the amount raised in the last campaign, \$30 million of which fundraised since 2010;
  - \$8.3 million fundraised in 2013-2014 school year, on top of the all-time yearly record of \$10.3 million raised in 2012-2013;
  - More than ten, \$1.0 million-plus gifts since 2010;
  - More than \$8.5 million fundraised for scholarships, fellowships and assistantships to attract great students;
  - More than \$6.5 million fundraised for professorships and chairs to attract great faculty;
  - More than \$9.0 million fundraised to fuel great programs.

**EXHIBIT 17: Fundraising**

- Hosting of and being hosted by alumni and friends of the College nation-wide have provided the venues for sharing the vision for the College and getting Mountaineers to help bring it to fruition. **EXHIBIT 18: Hostings**
- Strengthened the West Virginia Hall of Fame program, which recognizes men and women in industry, government and academia who have impacted West Virginia, the nation and the world. **EXHIBIT 19: Hall of Fame**
- Created the College’s Roll of Distinguished Alumni to recognize and honor achievement by alumni. **EXHIBIT 20: Roll of Distinguished Alumni**
- Increased service revenues thanks to new initiatives by the Center for Executive Education, the BrickStreet Center for Innovation and Entrepreneurship and the Bureau of Business and Economic Research. The three centers are the key means of strengthening the ties between B&E, business, government and other institutions in the community.
- Significantly improved financials of the College—record revenues, well-managed expenses and record net assets—thanks to increased enrollment, expanded service revenues, successful fundraising and judicious management of resources. **EXHIBIT 21: Financial Update**
- Started architectural planning for a second building for the College driven by the growth in enrollment and by the need to offer students 21<sup>st</sup> century facilities for a great education. **EXHIBIT 22: Second Building**
- B&E has seen significant improvement in its rankings, both at the undergraduate and graduate levels, thanks to the higher quality of students, faculty and programs. **EXHIBIT 23: Rankings**

#### UNIVERSITY-WIDE ENGAGEMENT:

- Member, Enrollment Committee, 2013-present
- Member, Senior Academic Administrator Personnel (SAAP) Committee, 2013-present  
The committee is led by the Provost and sets directions for the academic affairs portion of the general university.
- Member, Health Disparities Task Force, 2012-present  
Development of the framework with which to address this “Mountain of Excellence” research area including the identification and hiring of personnel in various colleges.
- Member, Shale Gas Utilization Taskforce, 2012-present  
Development of the framework with which to address this “Mountain of Excellence” research area including the identification and hiring of personnel in various colleges.
- Leader, Global Engagement Round Table (GERT), 2010-present  
GERT was tasked to address Goal 4 (Global Engagement) of the 2020 Strategic Plan; the effort culminated with the formation of “One Global WVU” organization to expand the university’s global footprint; on July 1, 2013, I was invited to lead it.
- Member, The Economic Well-Being and Engagement Round Table, 2010-present  
Tasked with the responsibility to address Goal 5 (Outreach) of the Strategic Plan.
- Member, Strategic Planning Council, 2010-present  
Together with 40-plus individuals from across the University, prepared the 2020 WVU Strategic Plan and updates covering five strategic goals: (1) Education, (2) Research, (3) Diversity, (4) Global Engagement and (5) Outreach.
- Member, Research, Innovation and Commercialization Task Force, 2010-present  
Together with other deans and the vice president of research for the university, created a new process of commercialization of innovation including the establishment of a Launch Lab (incubator) to support start-ups.
- Member, Search Committees for Deans and Vice Presidents and Five-Year Review Committee for Deans, 2010-present
- Member, Council of Deans, 2010-present

#### STATE, NATIONAL AND GLOBAL ENGAGEMENT:

- Board and Finance Committee Member, West Virginia United Health System, 2014-present  
The West Virginia United Health System is the largest health system in West Virginia, second largest employer (11,640) with multiple hospital facilities in North Central WV, treating more than 3,600 patients per day.
- Member, West Virginia Chamber of Commerce Education Task Force, 2012-present

- Board and Executive Committee Member, Blanchette Rockefeller Neurosciences Institute, WVU, 2012-present  
The institute is an independent non-profit institution dedicated to the study of memory and finding solutions to memory disorders.
- Board Member, Bio West Virginia, 2011-present
- Member, AACSB – Association to Advance Collegiate Schools of Business
  - Attended every annual Dean’s Conference (domestic and international) since 2010;
  - Served on Examining Team for the re-accreditation of Utah State University, Fall 2012.
- Extensive travels through Europe, Asia-Pacific, South Asia and Latin America to:
  - Establish new university partnerships and strengthen existing ones;
  - Recruit students and open alumni chapters;
  - Develop research partnerships.

**2001–2010      JOHNSON & JOHNSON, New Brunswick, NJ  
Company Group Chairman, Pharmaceutical Group, Asia-Pacific,  
Japan, Latin America**

- **Responsible for more than \$3 billion of revenues per year of prescription and consumer pharmaceutical products; businesses in more than 50 countries, developed (Japan, Australia, Korea) and emerging (China, Brazil, Mexico, India); 9,000 employees; 6 plants; more than \$170 million in R&D.**
- Globalized company’s research efforts in the geography with particular emphasis on building R&D infrastructure in Japan, China and India. Japan – more than 300 scientists, more than \$170 million per year R&D spend, more than 10 molecules in development (pre-clinical to phase IV).
- Drove double-digit revenues and profit growth; achieved top 4 rank in China (prescription and consumer); accelerated growth in Japan.
- Established life-improving and life-saving medicines such as Risperdal (anti-psychotic), Topamax (anti-epileptic) and Velcade (anti-cancer) leaders in their product categories.
- Acquired partner’s share (Kiowa-Hakko) in joint venture in Japan to create Janssen Pharmaceutical K.K. Japan; increased equity in Xian-Janssen Pharmaceutical, China.
- Licensed in multiple products (immuno-suppressants, antibiotics, anti-depressants) accounting for more than 10% of total revenues.
- Led the anti-retroviral Market Access Initiative in mid-income and least developed markets (sub-Saharan Africa, Haiti, South and Southeast Asia, Latin America) ensuring access to anti-retrovirals to thousands suffering from AIDS.
- Worked to attract, develop and retain diverse, global talent strengthening succession planning throughout.

- Promoted diversity initiatives in all operations and engaged in internal diversity initiatives at worldwide headquarters by serving as an advisor to the affinity group Community of Asian Associates at J&J (CAAJJ).
- Led initiatives to shape the external environment through PhRMA (Pharmaceutical Research and Manufacturers of America) advocating for intellectual property rights, transparent regulations, access and health care reform in Brazil, Mexico, Colombia, China, Japan, Thailand and many other countries.
- Worked tirelessly to get all J&J associates in Asia-Pacific, Japan and Latin America to embrace and live its Credo – J&J’s responsibilities to its patients, employees, communities and shareholders.

**2000–2001**

**BRISTOL-MYERS SQUIBB COMPANY, Princeton, NJ**

**President, Latin America, Puerto Rico, Canada, Worldwide Medicines Group**

- **Responsible for more than \$1.0 billion of revenues per year of prescription and consumer medicines in Canada, Puerto Rico and Latin America; more than 2,000 employees.**
- Delivered double digit growth in Canada, Caribbean, Venezuela and Ecuador driven by new product launches, life cycle management and marketing/sales effectiveness initiatives.
- Established life-extending and life-saving medicines such as Pravachol (cholesterol-lowering) and Taxol (anti-cancer) leaders in their product categories.
- Re-staged businesses in Brazil, Mexico and Canada for growth in the face of new market realities.
- Re-structured Andean and Central American operations on the basis of “marketing centers of excellence” improving the quality of programs, accelerating people development and ensuring cost savings.
- Led efforts to shape intellectual property right legislation, greater regulatory transparency and market access.

**1998–2000**

**BRISTOL-MYERS SQUIBB COMPANY, Princeton, NJ**

**President, Asia-Pacific, Middle East, Africa, Worldwide Medicines Group**

- **Responsible for more than \$1 billion in revenues of prescription and consumer medicines for Asia-Pacific (including Japan), the Middle East (including Turkey) and Africa.**
- Double-digit growth through selected investments in key countries/regions (Japan, Australia and Southeast Asia), people development and brand optimization (anti-infectives, oncology and cardiovascular).
- Re-structured businesses and preserved jobs in response to the economic impact of the 1997 Asian financial crisis.

- Overhauled Turkish operations including the restoration of proper internal controls and compliance, and improved profitability and cash flow.
- Acquired partner's (Dong A) share in Korean joint venture allowing the company to re-establish itself in one of the world's top markets.
- Repositioned the Japanese business through strong support for new life-saving medicines like Taxol (anti-cancer) and sales force automation.
- Defended intellectual property rights, market access and transparent regulations (Korea, China and the Philippines) through leadership position in PhRMA and industry.

**1997–1998 BRISTOL-MYERS SQUIBB COMPANY, Princeton, NJ  
Senior Vice-President, Franchise Management, Business Analysis and Planning,  
Intercontinental Region, Worldwide Medicines Group**

- **Provided strategic direction to marketing, global branding, product commercialization, market analysis and portfolio development and life cycle management to Intercontinental region (Canada, Latin America, Africa, Middle East and Asia-Pacific, Japan included).**

**1993–1997 ELI LILLY AND COMPANY, Singapore  
Area Director, Asia-Pacific Operations, Eli Lilly Asia-Pacific Pte. Ltd.,**

- **Responsible for South Korea, China, Taiwan, Hong Kong, Thailand, Vietnam, Philippines, India, Malaysia, Singapore, Indonesia, Australia and New Zealand plus Sri Lanka, Nepal, Myanmar, Laos, Cambodia, Bangladesh and the Pacific Islands.**
- Double digit compound annual revenue growth; improved market shares.
- Established Ceclor (anti-bacterial), Prozac (anti-depressant) and other life-improving products leaders in their categories.
- Established Lilly-Suzhou joint venture in China and operationalized the Lilly-Ranbaxy joint venture in India.
- Opened operations in Vietnam and Indonesia.
- Acquired partner's share (Dae Woong) in joint venture in Korea.
- Drove growth through strategic investments in people, products and processes.

**1991–1993 ELI LILLY AND COMPANY, Indianapolis, IN  
Director, International Marketing Planning, Eli Lilly International Corp**

- **Provided marketing planning support for all pharmaceutical products, except insulins, to operations in Europe, Middle East, Africa, Asia-Pacific and Latin America.**



- Actively participated in key task forces aiming to optimize existing portfolio – products included Prozac (anti-depressant), Humatrope (human growth hormone), and Axid (anti-ulcer).
- Led the team that introduced the process of product lifecycle planning to the company.

**1988–1991**     **ELI LILLY AND COMPANY, São Paulo, Brazil**  
**President, Eli Lilly do Brasil, Ltda./Elanco Quimica Ltda.**

- **Responsible for pharmaceutical, animal health and agricultural chemical businesses with oversight of R&D, manufacturing and commercialization.**
- Operationalized the incorporation of agricultural chemicals into a new joint venture, Dow Elanco, in 1989.
- Delivered double digit compound annual revenue growth for pharmaceuticals in the midst of hyperinflation/devaluation and several economic stabilization programs.
- Made Keflex (anti-bacterial) the number one product in the pharmaceutical market in Brazil, supported by solid medical evidence.
- Achieved growth through focus on strategic investments in people, manufacturing, marketing and sales.
- Repositioned animal health business towards growth and profitability.
- Led early industry efforts (PhRMA, American Chamber), which culminated with price freedom in 1994 and the passage of patent legislation in Brazil in 1996.

**1986-1988**     **Director of Pharmaceutical Operations**  
**Eli Lilly do Brasil Ltda, São Paulo, Brazil**

**1984-1986**     **Director of Pharmaceutical Marketing Planning and Research**  
**Eli Lilly do Brasil Ltda., São Paulo, Brazil**

**1982-1984**     **General Manager**  
**Eli Lilly de Chile Ltda., Santiago, Chile**

**1980-1981**     **Marketing Development Manager**  
**Eli Lilly y Cia de Venezuela S.A., Caracas, Venezuela**

**1980-1981**     **Marketing/Sales Associate**  
**Eli Lilly International Corp., Indianapolis, IN**

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## TEACHING, RESEARCH & EARLY WORK EXPERIENCE

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- Michigan State University Graduate School of Business Administration, East Lansing, MI  
Teaching Assistant, Introductory Marketing/Sales Management  
Research Assistant, “Simulated Product Sales Forecasting” project
- Supermercados Pão de Açúcar S.A., Trainee/Assistant to Comptroller (part-time), São Paulo, Brazil
- Laboratorio de Idiomas Cyll, English instructor/program director (part-time), São Paulo, Brazil

## EDUCATION

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- Doctor of Philosophy (PhD), Business Administration, Michigan State University, East Lansing, MI
- Master of Business Administration (MBA), Michigan State University, East Lansing, MI
- Bachelor of Business Administration (BBA), School of Business Administration of São Paulo, Fundação Getulio Vargas, São Paulo, Brazil

## SCHOLARSHIPS, ASSISTANTSHIPS & AWARDS

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- Capes Scholarship, Brazilian Government  
Research / Teaching Assistantship, Michigan State University  
PhD Program, Michigan State University, MI
- Fulbright Scholarship, GE Foundation  
MBA Program, Michigan State University, MI
- Gastão Vidigal Award, Fundação Gastão Vidigal, São Paulo, Brazil  
Top student in Political Economy, State of São Paulo, Brazil
- American Field Service Scholarship  
Exchange Student, Dimmitt High School, Dimmitt, Texas

## ARTICLES & PROCEEDINGS

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Pharma Futures 3: Emerging Opportunities”, Work Group Participant, Sustainability Ltd., January 2009

“Bullish on Asia-Company Viewpoints Follow-up”, Robin Mandell (Interview), Pharmaceutical Executive, February 1998

Donald J. Bowersox, David J. Closs, John T. Mentzer, Jr., Jose V. Sartarelli, Jeffrey R. Sims, “Simulated Product Sales Forecasting”, Interfaces: Logistics, Marketing, and Production, Robert G. House and James F. Robertson (editors), The Ohio State University, Columbus, Ohio, 1979

Donald J. Bowersox, David J. Closs, John T. Mentzer, Jr., Jose V. Sartarelli, Jeffrey R. Sims, “Short Range Product Sales Forecasting”, Proceedings of the 14th Annual Conference of the “National Council of Physical Distribution Management”, St. Louis, MO, 1976

## PRESENTER, MODERATOR & PANELIST

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“How to Ensure that West Virginia Students are Career and College Ready in the 21<sup>st</sup> Century”, Moderator, 78<sup>th</sup> Annual Meeting and Business Summit, West Virginia Chamber, Greenbrier, WV, Aug 27-29, 2014

“Manufacturing, Innovation and Entrepreneurship and Economic Development”, West Virginia Manufacturing Association Annual Meeting, Glade Springs, WV, June 9, 2014

“Technology’s Role in Education, Economic Development and Job Creation”, Panelist, 77<sup>th</sup> Annual Meeting and Business Summit, West Virginia Chamber, Greenbrier, WV, Aug 28-30, 2013

“West Virginia Economic Outlook 2013”, Co-Presenter, 2013 West Virginia Legislative Session, Charleston, WV, Feb 13, 2013

“Technology Challenges and Opportunities in Economic Growth and Education in West Virginia”, Moderator, 76<sup>th</sup> Annual Meeting and Business Summit, West Virginia Chamber, Greenbrier, WV, Aug 29-30, 2012

“Forensic Accounting and Fraud Investigation,” 19<sup>th</sup> World Meeting of the International Association of Forensic Sciences, Madeira Island, Portugal, Sept 12, 2011

“Worldview 2010: Scientific American Regional Bio-Innovation Scorecard”, Panelist, Bio International Conference, Host Fareed Zakarias, CNN, Chicago, IL, May 5, 2010

“Perspectives on Pharma in Emerging Markets: Issues, Challenges and Approaches”, 9<sup>th</sup> Annual China Life Science and Health Care Summit, CPHIS, Shanghai, China, April 15-16, 2010

“Winning in China”, 2010 Wharton China Business Forum, University of Pennsylvania, Philadelphia, PA, February 6, 2010

“The Global Economy and Brazil Post-Crisis”, Trevisan Business School, Ribeirao Bonito, S.P., Brazil, December 19, 2009.

“New Order of Global Pharmaceutical Industry”, Sino-American Pharmaceutical Professionals Association, 17th Annual Conference, New Brunswick, New Jersey, August 8, 2009

“Executive Presence: Creating an Image for Success”, Association of Latino Professionals in Finance and Accounting, West Orange, New Jersey, May 14, 2009

“Emerging Markets in a World of Innovation and Globalization”, Sino-American Pharmaceutical Professionals Association, 15th Annual Conference, Piscataway, New Jersey, August 12, 2007

“The Modern Silk Road: Strategies for Sustainability”, Greater China Business Conference, Kellogg School of Management, Northwestern University, Evanston, Illinois, May 19, 2007

“The Prospects for Asia-Pacific and China: A World of Possibilities”, Sino-American Pharmaceutical Professionals Association, Greater Philadelphia Chapter (SAPA-GP), 3<sup>rd</sup> Annual Conference, Blue Bell, Pennsylvania, June 18, 2005

“The Prospects for Asia-Pacific and China: A World of Possibilities”, MBA Classes, Broad Graduate School of Management, Michigan State University, April 18, 2005

“Prospects for Asia-Pacific and China: A World of Possibilities”, International Federation of Pharmaceutical Wholesalers Conference, Shanghai, China, Sept. 22, 2004

“Prospects for China and Asia-Pacific: the Customer’s Perspective”, Analytical & Life Science Systems Association, Laguna Niguel, California, October 2003

“Opportunities in times of changes: Turning Uncertainty into Success”, 12th Wharton Latin American Conference, Philadelphia, Nov. 15, 2002

“Investing in Brazil: Pharmaceutical Company Vision”, Presentation to the Minister of Finance of Brazil, Pedro Malan, Brazil – U.S. Business Council, Westchester, New York, April 19, 2000

“Ensuring optimum management and staff to succeed in changing markets in Asia”, Pan-Asian Pharmaceuticals '96, Institute of International Research, Singapore, Sept. 17-18,1996

“Towards and beyond 2000 -- Developing strategies for profitable business growth and regional expansion in Asia-Pacific”, 10th Singapore Pharmacy Congress, Singapore, September 15, 1996

“Health care in the year 2020: Asia-Pacific”, PBIRG --Pharmaceutical Intelligence and Research Group, 35th Annual General Meeting, San Diego, CA, May 18-22,1996

“The pharmaceutical industry in the 1990's and beyond: Perspective from Eli Lilly”, Pharma Asia '96, IBC Conferences, Kuala Lumpur, Malaysia, April 8-10, 1996

“Intellectual property rights: Hitting the moving target”, The 1st Asia-Pacific Pharmaceutical Roundtable, The Economist Conferences, Hong Kong, October 30-31, 1995

“The developing pharmaceutical market within China: Issues and challenges -- A Dialogue”, 8th PhRMA Asia Managers Conference and Seminar, Beijing, China, October 22-23, 1995

“IPR in Asia: A Roundtable Dialogue”, The Economist Conferences, Singapore, June 7-8, 1995

“Patents: The lifeblood of pharmaceutical and chemical companies”, American Chamber of Commerce, Singapore, March 26, 1995

“Asia as the growth center of the world and global strategies of business”, Symposium on the World Economy, Global Business Opportunities Convention (G-BOC '94), Osaka, Japan, October 1994

“China -- Realizing the Future”, 7th Annual Pharma Asia Pacific Managers' Conference and Seminar, Jakarta, Indonesia, October 1994

“Pharmaceutical patents: Facts and pseudo-facts”, American Chamber of Commerce for Brazil, São Paulo/Federação da Industria do Estado de São Paulo –FIESP, São Paulo, 1990 – 1991.

“Patents for pharmaceutical products in Brazil: Challenges and opportunities”, Licensing Executive Society (LES) International Conference, Rio de Janeiro, Brazil, June 1990

“In pursuit of intellectual property protection for pharmaceuticals”, Brazil Report, 1990, PMA International Section Annual Meeting/LARC/LAWG Workshop, Boca Raton, FL, March 1990

“Market research --Theory and practice”, Facultad de Ciencias Economicas y Administrativas, Escuela de Economia y Administracion, Universidad de Chile, Chile, April 1983

“Short and intermediate operation forecasting”, 14th Annual Conference of the “National Council of Physical Distribution Management”, St. Louis, MO, October 1976

“Shopping Centers”, Universidade Federal do Rio de Janeiro, RJ, Brazil, May 1974

“U.S. vs Brazil: Cross-cultural analysis”, “U.S. vs Brazil: Life, Society and Economy”, Presentations made at civic clubs (Lions, Jaycees, Rotary), Dimmitt, Texas, 1968, 1971, 1974, 1975

## BOARDS: Chairmanships, Presidencies, Memberships

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Board and Finance Committee Member, West Virginia United Health System, 2014-Present

Member, WV Chamber of Commerce Education Task Force, WV, 2012-Present

Board and Executive Committee Member, Blanchette Rockefeller Neurosciences Institute, West Virginia University, 2012-Present

Board Member, Bio-West Virginia, 2011-Present

Board Member, Emcure Pharmaceuticals, Ltd., India, 2011-2012

Board Member, Council of the Americas, 2008-2010

Member, International Section Steering Committee, PhRMA, 2009-2010

Chairman, International Section Steering Committee, PhRMA, 2006-2009

Board Member, American Foundation for Pharmaceutical Education (AFPE), 2006-2008

Chairman, Japan Steering Committee, PhRMA, 2003-2005

Chairman, Latin American Steering Committee, PhRMA, 2001-2003

Chairman, Canada Steering Committee, PhRMA, 2000-2001

Chairman, Asia-Pacific Steering Committee, PhRMA, 1998-2000

Member, Singapore American Chamber of Commerce, Singapore, 1994-1997

President, Association of Multinational Pharmaceutical Laboratories of Brazil (INTERFARMA), 1991

President, Anglo-American Pharmaceutical Industry Association of Brazil (CIFAB), São Paulo, 1990-1991

Vice-President, Association of Multinational Pharmaceutical Laboratories of Brazil (INTERFARMA), São Paulo, 1990-1991

Director, Brazilian Association of the Pharmaceutical Industry (ABIFARMA), São Paulo, 1990-1991

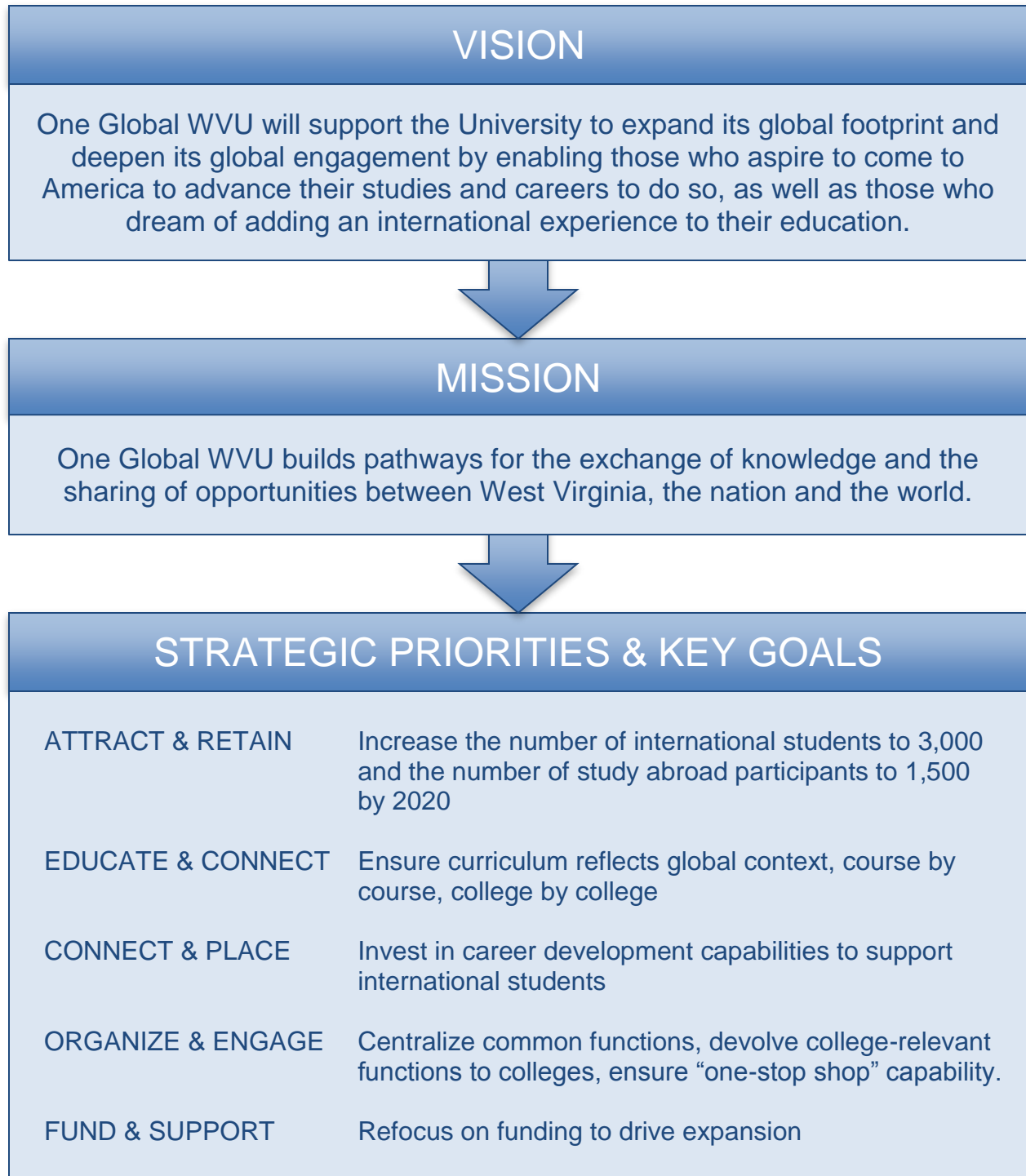
Honorary Life Member, American Chamber of Commerce for Brazil, São Paulo, 1991

Member, Committee of Foreign Investors to Brazil, Multi-chamber committee, São Paulo, 1991

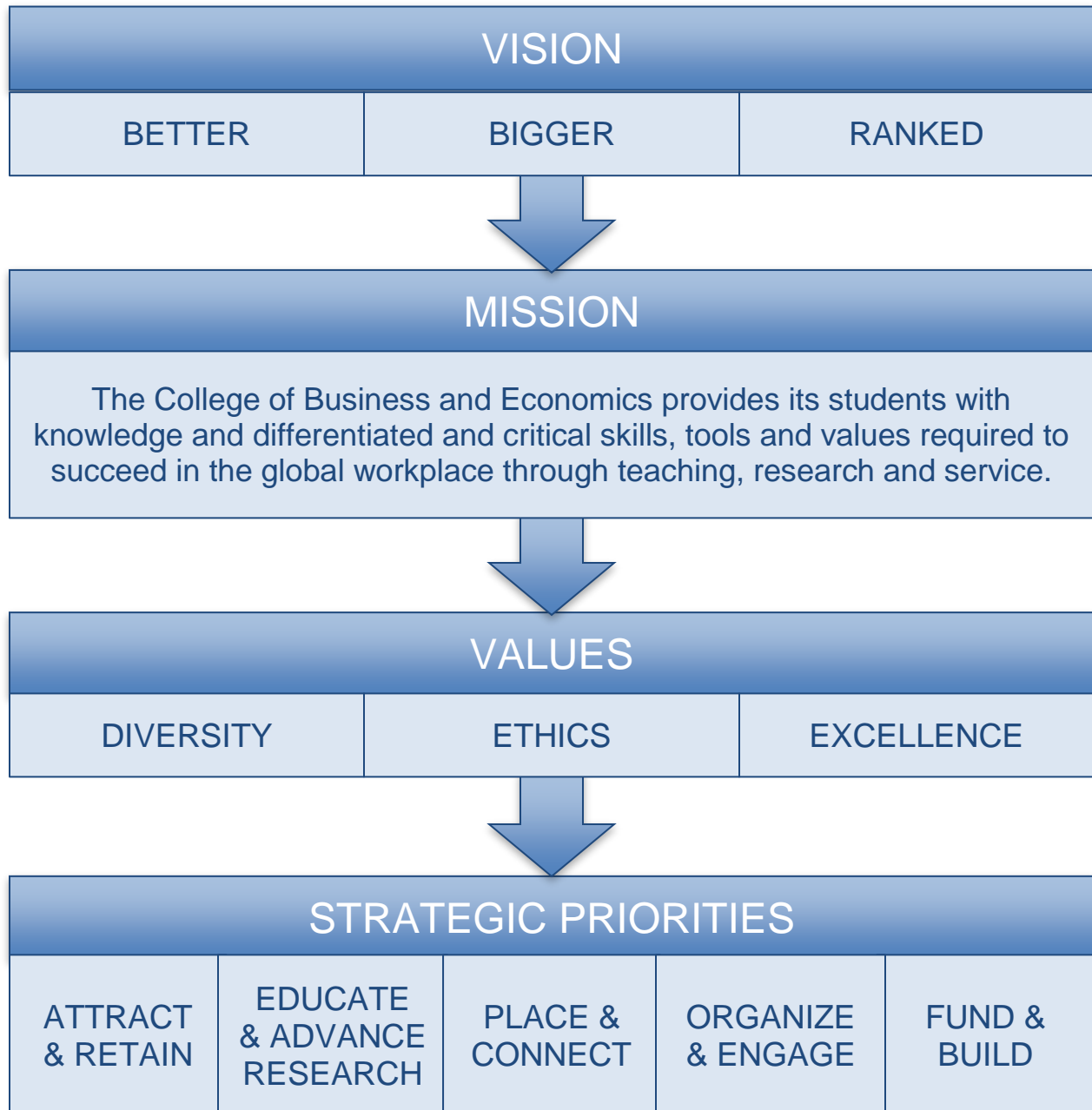
Director, American Chamber of Commerce for Brazil, São Paulo, 1989-1990, 1990-1991

Vice-President, Anglo-American Pharmaceutical Industry Association of Brazil (CIFAB), São Paulo, 1989

# EXHIBIT 1: One Global WVU Vision



## EXHIBIT 2: B&E Vision



## EXHIBIT 3: Enrollment

	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014
Undergraduates	1132	1559	1890	2201	2272
Freshmen (FTF and FTT)	60	435	450	501	441
International	72	105	150	198	233
MBA's (full-time)	56	39	33	36	41
Executive MBAs	109	134	168	181	210
Master of Science in Industrial Relations (MSIR)	41	36	31	62	78
Master of Professional Accountancy (MPA)	44	32	39	40	40
Master of Science in Finance	20	22	17	18	26
PhD Business Administration	0	2	10	17	27
PhD Economics	56	53	44	39	35
<b>Total Enrollment</b>	<b>1,452</b>	<b>1,887</b>	<b>2,214</b>	<b>2,597</b>	<b>2,709</b>



## EXHIBIT 4: Globalization in Action



A group from Shanghai Normal University Tianhua College, headed by president Dr. Weiping Shi, visited the WVU College of Business and Economics to explore the possible cooperation with WVU on undergraduate education. January 16, 2014.



Dr. Wanjun Jiang, professor in Finance and Dean of Xi'an Campus of Guanghua School of Management, Peking University in Beijing in China visits with Dr. Jose V. Sartarelli, and Nancy McIntyre to exchange ideas about the cooperation between the two institutions. January 14, 2014



Liming Tang, deputy president of Shanghai No. 1 People's Court, 2003 B&E alumna, and Dean Sartarelli hold official chapter banner. November 10, 2013



Shanghai Educational Expo Recruiting Trip  
November 2013



Shanghai Educational Expo Recruiting Trip  
November 2013



Shanghai Educational Expo Recruiting Trip  
November 2013

## EXHIBIT 4: Globalization in Action (continued)



Shanghai Educational Expo Recruiting Trip  
November 2013



WVU Chief Global Officer and Dean of the College of Business & Economics Zito Sartarelli visits with a Russian Delegation in the B&E building on WVU's downtown Morgantown campus. November 5, 2013.



German students with Dean Sartarelli at the WVU College of Business & Economics. July 19, 2013.



WVU College of Business & Economics Dean Dr. Jose V. Sartarelli with a delegation from the Central Asian country of Turkmenistan. July 18, 2013.



Accounting professor Scott Fleming with Professor Mazin M.A. Jumah, president of the Royal University for Women, and students in the workshop. June 2012

## EXHIBIT 5: Professors from Top Schools

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**Pedro Bento, PhD**  
University of Toronto



**Ed Bernardes, PhD**  
University of Minnesota



**Noel Brock, JD**  
Georgetown



**Mark Gavin, PhD**  
Purdue



**Jodi Goodman, PhD**  
Georgia Tech



**Usha Hailey, PhD**  
New York University



**Brad Humphreys, PhD**  
Johns Hopkins



**Rick McFarland, PhD**  
Georgia Tech



**Salman Nazir, PhD**  
McGill University



**Adam Nowak, PhD**  
Arizona State



**Jane Ruseski, PhD**  
Johns Hopkins



**Dongwoo Yoo, PhD**  
Ohio State

# EXHIBIT 6: Business Learning Resource Center (BLRC)



High school to college transitioning, improved retention





SUNDAY, Mar 20, 2011 | WVU Post | pg. 6-D

# WVU starts new business Ph.D.

A recently approved doctoral program for the WVU College of Business and Economics will be phased in over four different majors, beginning in the fall of 2011.

The new Ph.D. program in business administration, approved by the WVU Board of Governors at its Feb. 4 meeting, will give candidates the opportunity to major in accounting, finance, management and marketing. The management area will be the first to be phased in, beginning this fall, followed by accounting, finance and marketing in the fall of 2012.

"Adding a doctoral program in business administration is an important step as we continue to strengthen WVU's research scope and reputation, one of the key goals of the 2020 Strategic Plan for the Future," said Michele Wheatly, WVU provost. "The new Ph.D. program will complement an existing vibrant Ph.D. in economics. Broadening the Ph.D. option in the college will enable us to provide business graduate students with doctoral training as well as to recruit research active faculty in business."

Jose V. Sartarelli, Milan Puskar dean, said the approval of the doctoral program by the WVU Board

of Governors aligns with goals to enhance research productivity at the university, providing additional opportunities to attract high-quality faculty and students.

"WVU President James P. Clements has outlined goals that include significant productivity in the area of research, and those goals are for the university-wide community," Sartarelli said. "The approval of our Ph.D. program will assist in increasing research within the College of Business and Economics, but will also help us attract top-notch faculty and graduate students while helping our faculty stay current in their respective fields."

"The approval also comes at a key time, as the WVU College of Business and Economics has been ranked in the top 100 Best Undergraduate Business Schools of 2011 in the nation, according to *Bloomberg Businessweek*. We are graduating students that are very prepared for the next step in their lives, whether that next step is high-quality job placement or seeking postgraduate degrees."

The first two years of the four-year, full-time residency program will include course work and the last two will include the development and writing of a disserta-

tion. The program will be extremely competitive, with the college seeking highly qualified students with minimum Graduate Management Admissions Test (GMAT) scores of 625.

"This does much to increase our reputation among our academic peers and, coupled with our AACSB International accreditation, the standards and expectations of the college will be higher," Sartarelli said. "As we look at a number of ways to raise the standards of our already highly respected business school, the establishment of the doctoral program will play a major part."

## EXHIBIT 8: Ethics

#5

### Top Undergraduate Business Schools for Ethics

*Bloomberg Businessweek*

- Ethics is taught across all core disciplines at B&E
- Three-credit-hour ethics course required of all undergraduate students
- Ingrained in individual courses, internships and study abroad opportunities
- Business Ethics Club

“

I was pleased to see that *Bloomberg Businessweek* rated us #5 in ethics for schools of business. I find the students here are highly receptive to ideas on how to integrate values into their professional and managerial worldviews. Top-down leadership and a strong faculty commitment to business ethics have played important roles in this ranking.”

DR. DAVID CALE, B&E Business Ethics Professor



# EXHIBIT 9: Joint Programs



SUNDAY, Sept 22, 2013  
Campus Life | pg. 8-G

## Dual degree



Submitted photo  
Dr. Jeffrey Cohen, interim dean, School of Public Health, and Jose "Zito" Sartarelli, Milan Puskar dean, College of Business and Economics at the signing ceremony for the new dual degree program.

## Business, public health major created

Submitted to The Dominion Post

The health care field now requires an increasing amount of business knowledge, which is why WVU's College of Business and Economics and School of Public Health have partnered to create a dual degree program that will infuse business into the field of public health.

The MBA/MPH (Master of Business Administration/Master of Public Health) dual degree program will provide students the opportunity to obtain two degrees in two years. Housed within the Department of Health Policy Management and Leadership at the WVU School

this offer our students both the skills and the certification they really need to pursue a career. This program will graduate flexible, highly-employable young people who have had the opportunity to work with faculty across the WVU campus and to learn to 'think outside the box' as the best leaders do," Wheatly said.

"The mission of the WVU School of Public Health is to improve the health of West Virginians through innovation and leadership in education, research and service," said Jeffrey Cohen, MIA Professor and Interim Dean, School of Public Health. "The MBA/MPH dual

such as this one.

"Population health is far too complex to be solved by single disciplines — it requires collaborations and partnerships and if we can instill individuals with competencies from multiple disciplines, then they will be empowered to do more," Ramirez said.

The dual degree program will consist of 74 credit hours, and students will apply and be admitted to both programs before starting the program.

"This dual degree will 'turbocharge' the skill set of each student in the program," said Jose "Zito" Sartarelli, Milan Puskar



# The Business of Health

By Amy Newton

Joint healthcare-business degree programs at WVU enable pharmacy, medical, and dental students to apply a real world approach to the business aspect of healthcare. The Master of Business Administration dual-degree program at WVU is a cooperative effort of the WVU Schools of Medicine, Pharmacy, and Dentistry and the WVU College of Business and Economics.

"The background knowledge from the MBA program will give me the skills and tools I need to look at the big picture economically for a medication," said third-year student pharmacist Nick Vukobratovich of Mechanicsburg, Pa. "A pharmacist can weigh its potential advantages for patients. With business skills, I will be more able to predict demands for medications, or help to decide what medications to include on formularies that would provide the most benefit medically to patients as well as

Health professionals devote years learning how to care for patients, but once they're out of school, they often find that financial issues complicate healthcare in ways they haven't anticipated.

"Physicians are asked on a regular basis to make decisions on the allocation of resources," said Arthur Ross, MD, MBA, dean of the WVU School of Medicine. "These decisions have an impact upon the quality and safety of patient care."

Earlier in his career, Dr. Ross earned a master's degree in business administration, a decision that he says benefited anyone in a healthcare leadership role. "I think we all need some fundamental understanding of business principles," he said.

The MBA program at the WVU School of Pharmacy



Pharmacy Dean Dr. Ferris Chase and WVU College of Business and Economics Dean Dr. Jose "Zito" Sartarelli sign an agreement to establish the dual degree program.

# THE DAILY ATHENAEUM

FRIDAY, Aug 24, 2012 | Front Page

## Pharmacy students can add MBA

Story Print Font Size:

Recommend 0 Tweet 0 +1 0 Share 0

Posted: Friday, August 24, 2012 12:00 am

Cody Schuler | 0 comments

In a multi-billion dollar industry that operates at the crossroads of science and business, West Virginia University School of Pharmacy students will now have the opportunity to prepare themselves for success in the best of both worlds of the pharmaceutical sector.

Last week, the WVU School of Pharmacy and College of Business and Economics forged an agreement to create a Doctor of Pharmacy and Master of Business Administration (Pharm. D./M.B.A.) dual-degree program - the first of its kind in West Virginia.

# EXHIBIT 9: Joint Programs (continued)

## THE DAILY ATHENAEUM

FRIDAY, Oct 5, 2012

### Dual Dentistry/Business degree to debut in 2013

Story

Print Font Size: [ - ] [ + ]

Recommend 0 Tweet 0 +1 0 Share 0

Posted: Friday, October 5, 2012 12:00 am

Bryan Bumgardner | 0 comments

West Virginia University College of Business & Economics and the School of Dentistry have teamed up to offer a dual degree to driven dentistry students.

The departments have collaborated to offer a D.D.S./MBA, allowing students the opportunity to learn both dentistry and business management with one degree.



SUNDAY, Apr 29, 2012  
Progress | pg. 22-J

### New program combines disciplines

FOR MORE INFORMATION on the M.D./M.B.A. program at WVU, visit [www.wvu.edu/health](http://www.wvu.edu/health) or for more info.

BY ARANDA DISPOSITO

Future physicians and health care administrators have a new option at WVU, one that will further their understanding of the business and economic aspects of their career. And it's a study plan that's only offered at about 10 or 15 other universities and colleges nationwide.

Recently the WVU College of Business and Economics and the School of Medicine joined forces to offer students an M.D./M.B.A. combined degree. The idea of the effort, said Dr. Arthur J. Stone III, dean of the School of Medicine, and Dr. Joe Sartorelli, dean of the College of Business and Economics (CBE), is to allow medical school students the option of "majoring" after their second year in both disciplines. Classes for a year in each as an M.B.A. then return to their studies in medicine. "It's something that many schools do, but not every, and I think it will help us better develop a leader that will become attractive to the best and the brightest people," Stone said.

Eric, Chair, Westcott, Columbia, Harvard, Ohio State, Louisville, Texas, Van derbilt and Wake Forest are just some of the schools offering joint programs in dentistry and business. Stone said WVU fits in with those schools perfectly, thanks to



**MBA/MD PLAN OF STUDY**

After their second year of medical school, students in the MBA/MD plan step out to take classes at the WVU Business and Economics School. Here is their schedule of courses for that time-out period.

**Transfer from Medical School (9 hours)**

- CCMD 752 Public Health/Statistics ACH (or equivalent)
- CCMD 725 Health Care/Ethics (ACH or equivalent)

**Summer (9 hours)**

- SACM 514 Managerial Economics
- SACM 516 Business Research
- SACM 518 Organizational Behavior
- SACM 520 Leadership and Organizational Change
- SACM 517 Management

**Fall (18 hours)**

- SACM 524 Behavioral Statistics 2CR (or equivalent)
- SACM 525 Managerial Accounting
- SACM 522 Law, Ethics and Diversity
- SACM 526 International Finance
- SACM 528 Marketing Management
- SACM 531 Decision Analysis
- ACCT 571 Accounting Business Consulting

**Spring (18 hours)**

- SACM 527 Internship Business
- SACM 530 Capstone Project



SUNDAY, Apr 6, 2014  
Campus Life

### Two colleges forge pathway for earning 2 degrees in 5 years

Submitted to The Dominion Post

Two colleges at WVU signed a pathway agreement Wednesday clearing the way for students to earn two degrees in five years.

The four-plus-one degree will allow students in the Benjamin M. Statler College of Engineering and Mineral Resources to earn a bachelor's degree in their selected engineering discipline and a master's degree in business administration from the College of Business and Economics. Statler College seniors who apply after successfully completing their course of study and have a GPA of 3.0 at the time of application and graduation, and a score of 600 or better on the Graduate Management Admission Test will be guaranteed admission into the program.

"Coupling an undergraduate degree in engineering with an MBA will make for a fantastic, super-charged degree at West Virginia University," said Jose "Zito" Sartarelli, Milan Puskar Dean, College of Business and Economics. "The combination of science and technology in an engineering degree plus managerial, financial and leadership knowledge embedded in an

MBA just makes sense. Coupling these two degrees in this cooperative program is a great enabler for both of our schools.

"To work together on this initiative should yield highly successful graduates," Sartarelli added. "Independently our two schools have highly regarded programs, so there will be incredible value in this great combination."

Under the details of the agreement, Statler College students will be eligible to earn tuition waiver scholarships based on high GMAT scores and may receive a scholarship to cover the cost of the GMAT prep course (approximately \$200).

"We are delighted to have this program formally adopted by both colleges," said Gene Cilento, Glen H. Hiner Dean, Statler College. "Many of our distinguished engineering graduates who have gone on to very successful business careers have benefited from working on this type of combined degree during their careers. This will also provide opportunities to our students who are entrepreneurial minded and/or interested in developing new businesses."



# EXHIBIT 10: New Programs

## NEW MAJOR: Hospitality and Tourism Management



Students gain real-world experience in restaurant and hotel learning labs.



MONDAY, May 13, 2013  
Local | pg. 7-A

### WVU FACULTY SENATE

## New major in the works at university

Officials looking to add hospitality management

BY ALEX LANG  
The Dominion Post

A new major, one with significant infrastructure already in place, could be coming to WVU's College of Business and Economics in the near future.

On Monday, WVU's Faculty Senate Executive Committee approved a new major: Hospitality and Tourism Management. The proposal will still need approval from the full senate.

Dean Jose V. Sartarelli wasn't at the meeting, but recently spoke to *The Dominion Post* about the creation of the major.

"It's an important industry for the state," he said.

The new major has been talked about several times in the past, and Sartarelli said it is one of a few new majors they are trying to create. The college is also working to develop new programs such as entrepreneurship and international business.

The hospitality and tourism management is currently an "area of interest" for students in the college and there are already some avenues to help students get training outside the classroom. TAZIKI'S is a learning lab for the students with profits going back to the program. Sartarelli also said they have agreement in place with organizations in and outside of West Virginia where students can get hands-on experience, such as the Greenbrier Resort.

## NEW AREA OF EMPHASIS: Energy Finance



Energy finance: an area of importance in West Virginia

## NEW AREA OF EMPHASIS: Supply Chain Management



Supply Chain Management program made possible by a gift from the Wehrle family.

## NEW MINOR: Entrepreneurship



A minor perfect for students like Anthony Zabiegalski (right) and his business partners who founded Step-One Consulting, with the help of Steven Cutright, Director of the B&E BrickStreet Center for Innovation and Entrepreneurship.

# EXHIBIT 11: Role Models

## B&E Distinguished Speaker Series



**ROBERT  
MCMILLAN**  
President, Jefferson  
Distributing  
Company  
October 7, 2014



**WILLIAM FOOTE**  
Retired Chairman  
and CEO, USG  
Corporation  
September 23, 2014



**NATHAN SAVAGE**  
Senior Vice  
President-Group  
Leader, Oil & Gas  
Midstream Solutions  
Group, Savage  
Companies  
September 18, 2014



**JOÃO VALE DE  
ALMEIDA**  
Ambassador of the  
European Union to  
the United States  
April 22, 2014



**GERALD  
MACCLEARY**  
President, Bayer  
MaterialScience LLC  
April 8, 2014



**DON PANOSZ**  
Entrepreneur and  
Co-Founder of Milan  
Pharmaceuticals  
February 25, 2014



**CHARLES  
HAGEBOECK**  
President and CEO,  
City National  
Company  
January 28, 2014



**RALPH BAXTER**  
Chairman and CEO,  
Orrick, Herrington &  
Sutliff LLC  
December 3, 2013



**BRETT HARVEY**  
Chairman and CEO,  
CONSOL  
Energy Inc.  
November 6, 2013



**JOHN MORK**  
President and CEO,  
Energy Corp. of  
America  
September 27, 2013



**LARRY MAZZA**  
President and CEO,  
MVB Bank  
September 11, 2013



**MARTY BECKER**  
President and CEO,  
Alterra Capital  
Holdings, Ltd;  
Chairman, WV  
Media Holdings  
April 25, 2013



**JOHN ALLISON**  
President and CEO,  
Cato Institute  
February 28, 2013



**LYNNE FRUTH**  
President and  
Chairman of the  
Board, Fruth  
Pharmacy  
January 31, 2013



**JOSEPH HARDY**  
Founder of  
84 Lumber Co.  
and Nemaconlin  
Woodlands Resort  
December 4, 2012



**VERL PURDY**  
Entrepreneur and  
Philanthropist  
November 8, 2012



**HENRY HARMON**  
President and CEO,  
Triana Energy  
October 23, 2012



**JOHN CHAMBERS**  
Chairman and CEO,  
Cisco  
September 28, 2012

## EXHIBIT 11: Role Models (continued)

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**ROBERT MCNABB**  
Executive Vice  
President,  
Korn/Ferry Intl.  
April 12, 2012



**LARA HERNANDEZ**  
VP of Distribution  
and Relationship  
Marketing,  
Americas, IHG  
March 21, 2012



**JURACY PARENTE**  
Associate Professor,  
São Paulo School of  
Business Admin.  
March 1, 2012



**KELLY KING**  
Chairman and CEO,  
BB&T Corp.  
November 7, 2011



**WILLIAM SHEEDY**  
Group President,  
Americas, VISA  
November 3, 2011



**CHRISTINE POON**  
Dean, Fisher  
College of Business,  
Ohio State U.  
October 17, 2011



**BENJAMIN  
STATLER**  
Entrepreneur  
October 10, 2011



**STEVEN LEER**  
Chairman and CEO,  
Arch Coal, Inc.  
September 20, 2011

## EXHIBIT 12: Entrepreneurship

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### West Virginia High School Business Plan Competition



**2013-14 Winner**  
Sierra Cook, Marshall Mushrooms

# EXHIBIT 12: Entrepreneurship (continued)

## West Virginia Collegiate Business Plan Competition

### 2013-14 Winners



L-R: Mountainstate Hydroponics Coach Ajay Aluri, Winner Gaylynn Johnson, and Coach Frank DeMarco; RenaSnacks Winners Lauren Paliotta and Jessica Elliott; Weld Safe Technologies Winners Alan Davis and Harold Vass and Coach Fonda Holehouse

### 2012-13 Winners



Randi Dove, Randi Dove Farms



Eric Watkins, Dub V Safe Ride

### 2011-12 Winners



Meg Grzeskiewicz (left), Bulls-I Breeding Technology and Katie Workman (right), Mountain Essence Local Cuisine

### 2010-11 Winners



Grant Bayerle, CardPics



John Elias and Stephen Redmond, Applesed's Farm Market

# EXHIBIT 13: Advisory Boards

---

## WVU College of Business and Economics Visiting Committee



**Chairman: Stu Robbins**  
+ 31 Members

## WVU College of Business and Economics Capital Campaign Committee



**Honorary Chairman: Gaston Caperton**



**Chairman: Doug Van Scoy**

+ 68 Members

## MBA Advisory Board



**Chairman: Frank Vitale**  
+ 14 Members

## MS in Industrial Relations (MSIR) Advisory Board



**Chairman: Marc Chini**  
+ 17 Members

## Hospitality and Tourism Advisory Board



**Chairman: Lara Hernandez**  
+ 29 Members

## Supply Chain Advisory Board



**Chairman: James Lynch**  
+ 8 Members

## Energy Finance Advisory Board



**Chairman: Billy McCartney**  
+ 6 Members

## Professional Sales Advisory Board



**Chairman: Stephen Walker**  
+6 Members

# EXHIBIT 14: Economic Outlook Conferences



Page 14

www.statejournal.com

October 10, 2014

## Reasons for Optimism About West Virginia's Economy

By JOE NORDMAN

Joe "Zito" Sartarelli has served as dean of the West Virginia University College of Business & Economics since 2006. He also was named chief global officer of WVU in 2013.

Before he came to WVU, Sartarelli served at Johnson & Johnson as chief, senior group chairman, pharmaceutical group, the Asia-Pacific, Japan and Latin America. He oversees more than \$3 billion in annual sales spread over more than 50 countries, supported by more than 4,000 employees.

Sartarelli spoke Oct. 9 at the West Virginia Economic Outlook Conference in Charleston, which also has scheduled single sessions for Wheeling, Morgantown, Marlinton and Beckley this fall.

After the event, Sartarelli shared his thoughts with The State Journal about how West Virginia can prosper economically.

"I want only more, than an end like other economic plans," he said. "But I also want to make sure that we almost lose sight of the fact that we have in this state, and that we provide economic opportunities for people. To do that, you have to have economic activity. There's no other solution."

Sartarelli said economic activity is what creates wealth.

"The more we do, the more we facilitate, the more we enable people to take chances to invest their own money, tell me how to develop a business, the better," he said. "We should be encouraging people every day to start a business. If you have a great idea, put it into action."

Below are the straight answers to five questions Sartarelli answered about the West Virginia Economic



**Joe "Zito" Sartarelli**  
Dean of West Virginia University College of Business & Economics

Outlook Conference.  
The State Journal: Why is it important to do the annual Economic Outlook Conference?

Joe "Zito" Sartarelli: Even though a lot of the information is available and it's not a secret, it's important to go to see some like Wheeling, which is booming, and it's important to go to Beckley, which is an important city in the state in a very progressive region. It's very important to be in areas across the state. Marlinton is right in the middle of the Kanawha Parklands renaissance, so it's important to be there, too.

TSJ: What are your expectations of the WVU CBME Business Index that comes out monthly?

JS: We measure it with seven, typically, leading indicators of economic activity, so it's a great way to update the state on a regular basis. Instead of every six months or a year, we're looking at what's economic activity is doing in the state. It's very useful, especially to have it in The State Journal where people can go to it and expect it each month. I would also like to make an index to track the

new business permits in the state. Is it going up? Is it flat? Or is it going down?

All of the economic activity starts in the state. We have a beautiful state. We should be doing one of the things that other states do.

Health-care is important. We have very good hospitals in the state. As research increases more of a focus, we need to start in finding patients to come here. The most advanced drugs are not getting tried in state. We need about 80 percent of cancer patients that go out of state flow. WVU's thought in developing a cooperative cancer trial network. That will keep patients here, to get treatment in state.

And it will attract out-of-state patients to come here. It's a breakthrough. To get those things going, you have to be doing this. You have to think of something new.

I'm very optimistic about the state. The state things we need are vision and lots of focus and we can turn this state into a gem.

TSJ: Look at what the University of Texas has done for Austin. It's a high-tech center; from computers, software and health care — advanced technology of all kinds. That's the role WVU should play for the state of West Virginia. We're a leader for development and technology in the state. And we should be. We're the flagship university with lots of resources and great people. That should be our destination.

TSJ: How do you start conversations about these reasons for optimism for West Virginia's economy?

JS: It's a great location. Wheeling (WV) is a growing area. All of the stuff in Marlinton is coming in a really off Washington. We're close to Pittsburgh, which is going through a renaissance. We're close to Cleveland.

We have great natural resources. We have a beautiful state. We should be doing one of the things that other states do.

Health-care is important. We have very good hospitals in the state. As research increases more of a focus, we need to start in finding patients to come here. The most advanced drugs are not getting tried in state. We need about 80 percent of cancer patients that go out of state flow. WVU's thought in developing a cooperative cancer trial network. That will keep patients here, to get treatment in state.

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We're a leader for development and technology in the state. And we should be. We're the flagship university with lots of resources and great people. That should be our destination.

## OPINION

www.statejournal.com  
October 11, 2014 • Page 28

### Economic Outlook Provides Facts We All Need

The Statewide Economic Outlook Conference, the annual forecast that tracks economic indicators such as jobs, labor force, population and income, should be mandatory for elected officials in this state.

#### CONTACT Us

We welcome your comments on state government and other issues. Write to: Editor, The State Journal, P.O. Box 12481, Charleston, WV 25312-0481.

From the crowd in the latter category, we are generally given a dose of sunshine and silliness when it comes to the question of what's happening. Too often they say bold, ambitious changes are unnecessary or that we cannot afford them.

Realities in action. It is a subject best avoided for them. But from the folks at the West Virginia University College of Business and Economics, the organization that issues the forecast, we get an honest, objective and needed look at the state's economy and where it is likely to go in the coming years. The school hosted its annual look-ahead in Charleston and soon will present them throughout the state during the next few months.

Candid and informative, these seminars give us an idea of where the state is going, where it has been and what needs to be done to create prosperity. The picture is complex. We've lost jobs, mining continues to decline, we have the lowest labor-force participation rate in the nation and far too many in the employ of the government. However, real GDP is up and we're home to a natural gas industry that is outpacing expectations at every level. Out of this swirl of information comes one concrete fact: We must diversify our economy and create policies that spur investment and innovation. It's that simple.

The College of Business and Economics did a fantastic job of hosting the event, and you have to be encouraged by the leadership of Joe V. "Zito" Sartarelli. With his resume and pedigree, he could easily find a home at Stanford, Penn State or any of the country's elite universities. His vision is transforming WVU in profound ways. Under his guidance, the College of Business and Economics is establishing a global footprint and a world-class reputation. In short, he's an asset and he's helping our university reach its potential.

No matter what your occupation might be, the information presented at these conferences is of vital importance, and we encourage you to attend. If we're going to move this state in the right direction, we need to arm ourselves with information. We do not need more bluff and fast-food stories. We need facts and we need to act.

For a complete list of where the conference will be held in your area, visit [www.wvu.edu/liber/wv\\_eoc.htm](http://www.wvu.edu/liber/wv_eoc.htm).



John Deskins, PhD, Director of the Bureau for Business and Economic Research (BBER), presents at the Morgantown Economic Outlook Conference.



Wheeling EOC Presenter  
**Guhan Venkatu** Vice President and Senior Regional Officer, Pittsburgh Branch of the Federal Reserve Bank of Cleveland



Morgantown and WV EOC Presenter  
**Andy Bauer** Economist Federal Reserve Bank of Richmond, Baltimore Branch



Eastern Panhandle EOC Presenter  
**Thomas Parliament**, Chairman & CEO, Parliament Consulting Services, Inc.

# EXHIBIT 14: Economic Outlook Conferences (continued)



Dean Sartarelli and the BBER staff with Brent Boggs, Chairman of the Finance Committee, WV House of Delegates. The BBER presents the Economic Outlook for the state to a joint session of the House of Delegates and Senate every year.



## Region's Economic Report a Mixed Bag

Drilling industry offsets some of recession loss

October 16, 2013

By CASEY JUNKINS Staff Writer, The Intelligence / Wheeling News-Register

Save | Comments (50) | Post a comment |

WHEELING - Even though the region continues losing population, West Virginia University officials believe the burgeoning Marcellus Shale natural gas industry can reinvigorate the Wheeling area.

Only one-third of the jobs lost in the Wheeling Metropolitan Statistical Area during the recession of 2008-09 have returned. The area includes Marshall and Ohio counties in West Virginia, as well as Belmont County in Ohio. However, the average income for area residents increased by 3.1 percent over the past year to \$35,500.

During the Tuesday Wheeling Economic Outlook Conference at Oglebay Park, WVU officials and other leaders discussed the positives and negatives of the local economy. Sponsors for the conference included The Intelligence and Wheeling News-Register and MVB Bank.

### Article Photos



Photo by Casey Junkins

"Wheeling is in the middle of an economic mirage," said Jose V. "Zito" Sartarelli, Milan Puskar dean of the WVU College of Business and Economics, regarding the leasing, drilling, fracking, pipelining, processing and other economic actions associated with the natural gas business.

However, John Deskins, director of the WVU Bureau of Business and Economic Research, said the Wheeling MSA's population has dropped to 146,420. The three-county area has lost roughly 40,000 residents since 1976 - and is expected to lose about 300 more residents each year for the next five years.

"We now have fewer than four people for every five people we had in 1976," Deskins said.

Those living in the Wheeling MSA are also generally older and have less formal education when compared to the rest of the U.S. Roughly 18.4 percent of area residents are age 65 or older, while only 13.7 percent of the nation is at retirement age. Only 17.3 percent of those in the area have a bachelor's degree, compared to 28.5 percent nationwide.

Nevertheless, the economic outlook seems bright for those who continue living in the Wheeling area, Deskins said. He expects employment to grow by a rate of nearly 1 percent per year until 2018, and predicts that per capita income will grow by nearly 2 percent each year during this time frame.

Deskins expects construction to be one of the strongest areas for job growth over the next several years, partially due to the ongoing need for additional natural gas processing and pipelining infrastructure.

"Continued drilling and extraction of oil, natural gas and byproduct liquids across the Marcellus and Utica shale plays found in the West Virginia and Ohio portions of the metro area bode well for the sector's outlook," Deskins' report states.

Sartarelli also believes the oil and gas business is an economic engine for West Virginia, but hopes to see more Mountain State natives drilling and fracking wells in the future.



# EXHIBIT 14: Economic Outlook Conferences (continued)



## Looking on the bright side

SHARE ARTICLE



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- Study looks at shale impact
- Future still bright for Marcellus shale
- Coal expansion impacts governor's race
- They say shale works for US
- Ruffalo: Coal is not dead
- Talking Gas

By Jennifer Smith in News | October 01, 2013 at 2:34PM

**CHARLESTON, W.Va.** — Things are looking bright for West Virginia's economic future. That was the message at Tuesday's 20th annual Economic Outlook conference held at the Embassy Suites in Charleston.

John Deskins, the director of the Bureau of Business and Economic Research at West Virginia University, released the forecast for where the state's economy has been and where it's going.



John Deskins says the state's economic future is looking good.

"We have seen growth that has sky rocketed over the last three years in output. It's very hard to predict when an industry is so dynamic," said Deskins.

However, he said employment in the Marcellus shale industry is expected to grow by two percent in the next few years.

"Jobs are up. We've produced about three-thousand jobs from the middle of last year to the middle of this year. Unemployment is down. Per capita income is up, real gross domestic product is up," Deskins said. "Those numbers have grown at rates that exceed the national rate by substantial margins."

So how is the extended economic forecast looking for West Virginia? Deskins said it is positive.

"We do have a lot to look forward to and we're growing."

The Marcellus shale industry is continuing to boom.



## Forecast encouraging at Morgantown MSA Economic Outlook Conference

Posted: Nov 12, 2013 1:57 PM EST

Updated: Dec 12, 2013 2:11 PM EST

Continued job growth is the forecast for the Morgantown Metropolitan Statistical Area, according to the West Virginia University College of Business and Economics, released at the Morgantown MSA Economic Outlook Conference Nov. 12.

The Morgantown Metropolitan Statistical Area includes Monongalia and Preston counties.

The presence of WVU and its nearly 30,000 students is the largest driver in the local economy, which has helped the area weather the recession storm of the past several years, in addition to other factors.

"The Morgantown MSA largely avoided the recent recession and has experienced consistent economic gains over the past several years, driven primarily by significant employment growth in the health care government and manufacturing sectors in the region," said John Deskins, director of the WVU Bureau of Business and Economic Research.

About one in four jobs in the Morgantown metro area is related to federal, state or local government. Health care accounts for about one in five, with nearly 8,000 employed at area hospitals.

Other observations by Deskins:

- "The health care sector has been the largest contributor to regional job growth over the past few years, driven largely by broader national trends in health care hiring and recent expansions at WVU Healthcare and Mon General Hospital."



## Panhandle outpaces rest of state

October 30, 2013

By John McVey - Journal Staff Writer (jmcvey@journal-news.net) | journal-news.net

Save |

**MARTINSBURG** - The Eastern Panhandle is key to the economy of West Virginia, John Deskins, Ph.D., director of West Virginia University's Bureau of Business and Economic Research, said Tuesday.

He was presenting the annual Eastern Panhandle Economic Outlook at the Holiday Inn in Martinsburg.


The report looked at present economic indicators for Berkeley, Jefferson and Morgan counties and forecast economic activity through 2018.

Article Photos





John Deskins, Ph.D.

# EXHIBIT 15: Business Summit





## ENERGY 78TH ANNUAL MEETING EDUCATION & BUSINESS SUMMIT ELECTIONS

AUGUST 27-29, 2014

WEST VIRGINIA CHAMBER

& BUSINESS SUMMIT


**F. SCOTT ROTRUCK**  
Director of Energy  
& Environment  
West Virginia  
Member of Energy Exec.

**DR. JOSE "ZITO" SARTARELLI**  
Dean, College of  
Business & Economics  
WVU

**F. SCOTT ROTRUCK**  
Scott Rotruck is the Director of Energy and Transportation Services for Superior Services & Supply, a regional firm that works closely with West Virginia, Pennsylvania, Virginia and North Carolina. He was previously a Vice President at Chesapeake Energy and spent ten years employed in Business Operations for C3E and Fortville. Student and former years combined in the coal industry with Westfield Coal, COMDEX and as Vice President of Aker Energy. He was Senior Advisor to the President and Director of Economic Development at WVU, after which he taught Entrepreneurship at the WVU College of Business & Economics. Scott is a 1977 WVU graduate. Holds an MBA from West Virginia State University and is a Qualified Instructor for the Business Administration's Entrepreneurship Training Curriculum. Scott is also Chairman of the WVU System Committee on WVU Council for Community & Economic Development, the John Hancock Trust (JH) and the Interstate Commission on the Potomac River Basin.

**DR. JOSE "ZITO" SARTARELLI**  
Dr. Sartarelli was named Chief Global Officer of West Virginia University on July 1, 2013, and continues to serve as the 11th and 12th Deans of the College of Business and Economics at WVU, a position he has held since July 20, 2010. As Chief Global Officer he is in charge of all global engagements of the University, including and including in global forums. Under his leadership, international applications have increased by more than 20%.

As the Dean of the College of Business and Economics he leads the institution towards the vision of "World Ready, Future Ready." With help from many others, he has successfully launched several students, and used faculty and has achieved all these record milestones. He has raised the quality of education at the College. He has deepened the College's engagement with the State, the nation and the world, has advanced several leadership and has brought recognition to the College through improved rankings.





THE WEST VIRGINIA CHAMBER

### AGENDA

Thursday, August 29 *continued*

8:00 a.m.	West Virginia Business Council Reception - An Registration Reception Continental Breakfast
9:00 a.m.	Breakfast on your own
9:30 a.m.	Presentations and Comments by Distinguished Professors - Working Committee, Student Networking Reception - All Faculty and Students - Comments and Remarks by Colleges - Study - Students - more than 100 Students Continental Luncheon by Energy & State Economic Development Council

Friday, August 30

8:00 a.m.	Registration Desk - All programs at 1201 Charles L. Cook Ballroom Continental Breakfast
8:30 a.m.	Continental Breakfast (Continental Hall)
9:00 a.m.	West Virginia Business Summit Reception Continental - Sponsored by WVU/CEC
9:30 a.m.	Networking Reception - Reception Economic Development and all Chamber Memberships - Eng. Dept., JPH Institute President - West Virginia State
<p><b>Presentations:</b>          10:00 a.m. - 11:00 a.m. - Introduction to the          President and Chief Executive Officer          (CEO)          11:00 a.m. - 11:30 a.m. - West Virginia          Chamber of Business and Economics          (WVBCBE)          11:30 a.m. - 12:00 p.m. - State Address          and/or Presentation of Chamber President          Dr. J. MacIntosh, CEO - Major          State Director</p>	

Friday, August 30 continued next page

THE WEST VIRGINIA CHAMBER




**DR. JOSE V. "ZITO" SARTARELLI**  
Dean, College of  
Business & Economics  
WVU

**CHIP SLAVES**  
Senior Advisor  
West Virginia  
Economic Development  
WVU

**DR. JOSE V. "ZITO" SARTARELLI**  
Dr. Sartarelli was appointed WVU's Chief Global Officer in July 2013 after having served West Virginia University as the 11th and 12th Deans of the College of Business and Economics. In July 2012, three full-time, he has elevated the College's worldwide international, networking and program for future growth. Including national writings from *Forbes*, *Entrepreneur* and *U.S. News & World Report*.

From 2007-2012, he served as Chairman & Global Fellow, serving as Company Group Chairman, Pharmaceutical Group, for Asia Pacific, Japan and other markets. He continues more than 20 years of international experience from more than 20 countries, representing more than 8,000 employees.

From 2005-2006, he served as President & Chairman, Global Business, American Spanish Company, an international business group, and Company in the U.S., Latin America, Puerto Rico and Canada, providing the business group.

**CHIP SLAVES**  
Chip Slaves is a member of the President of the American Society for Quality Education. He has been the "ambassador" of WVU to the public at a rate that is helping to recruit and develop the campus and the West Virginia State. During the 2013 Summit, he has developed the campus and the West Virginia State. During the 2013 Summit, he has developed the campus and the West Virginia State. During the 2013 Summit, he has developed the campus and the West Virginia State.



# EXHIBIT 16: Media



**DECISION MAKERS  
APPEARANCES BY  
DEAN SARTARELLI**

[be.wvu.edu/media](http://be.wvu.edu/media)

- September 1, 2012
- November 18, 2012
- May 5, 2013
- June 23, 2013
- October 7, 2013
- August 31, 2014



**B&E Magazine:** Sent to more than 25,000 alumni and friends twice a year. [be.wvu.edu/bemag](http://be.wvu.edu/bemag)



**Monthly E-Newsletter:** Sent to more than 15,000 alumni, students and friends each month. [be.wvu.edu/enews](http://be.wvu.edu/enews)



**DEAR ALUMNI, FRIENDS, & STUDENTS,**



At the end of the day, results are what count. That's why I can't wait to bring you positive news in this journal edition. As I look back at our accomplishments of 2013, I am so proud to be here again. Here is a snapshot of what we have achieved:

- A record 2,096 students at B&E, including 2,201 undergraduate students and 895 graduate students
- Highest ever 617 "Stars" (Graduate Management Admission Test) average in our MBA program, up from 587 in 2010
- Announced new dual-degree program in partnership with the new School of Public Health, MPH/MBA
- Currently working on new dual degrees with the colleges of nursing and engineering
- 14 new, highly-credentialled and highly-published faculty
- Unprecedented number of national rankings for the College
- More than 57 national B&E companies, among the hundreds of companies that come to campus to recruit
- A record 238 entries in the West Virginia Statewide College Business Plan Competition hosted by B&E annually, shattering the previous record of 141 in 2012-13
- Received \$10.2 million raised in 2013 as part of West Virginia University's "A State of Mind" comprehensive capital campaign, bringing B&E's campaign total to \$26 million, this year's \$10.2 million is only \$2 million short of the year amount spent during the entire last capital campaign at WVU
- Additional commitment to fund raising for scholarships, professional programs and more
- Preparation for re-accreditation by the Association to Advance Collegiate Schools of Business (AACSB), viewed internationally as the gold standard. The College has been accredited by AACSB since 1984 and its Accounting program has been accredited separately by AACSB since 1987, making a total of over 150 institutions in the world holding AACSB accreditation for both its business school and accounting program.

The best part of this list of accomplishments — which is only a partial list, by the way — is that we have done it all together. A team effort has given our College a new, higher standard thanks to the dedication, commitment, hard work and passion of us all. We should all be proud of that. I wish you and the entire B&E Family safe and happy holidays, and best wishes for 2014.

Sincerely,  
Joe V. Sartarelli, Ph.D.  
Allen Parker Dean

**GIVE TO B&E**

**UPDATE YOUR CONTACT INFO**



In 2013, Dr. Paul Stewart received a grant from the Department of Justice that awarded him the title of National Lead on the National Management and Analytics.



The faculty here at the University is proud to have our professors take and win many awards. Dr. James Stewart received the 2013 James Stewart Award.



Paul Decker, a 2005 alumna, worked at GE for the 2013-14 season. She is now the president of Decker, LLC, and would love to give a talk at the next business.

**UPCOMING EVENTS**

James H. B&E Distinguished Speaker Series features Charles Dierker

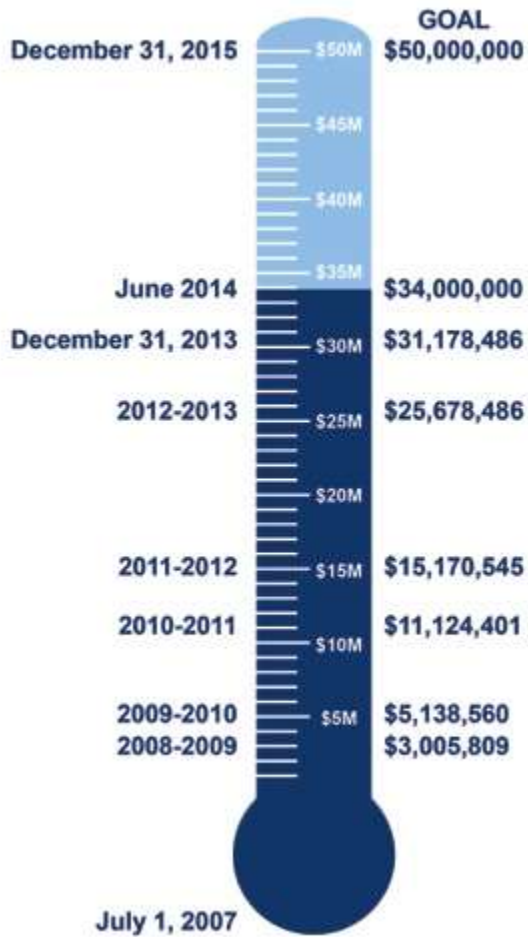
**B&E Social Media:** Ranked #61 Most Social Friendly MBA Schools by OnlineMBAPage.com.

**1,237  
Facebook  
Likes**

**2,410  
Twitter  
Followers**

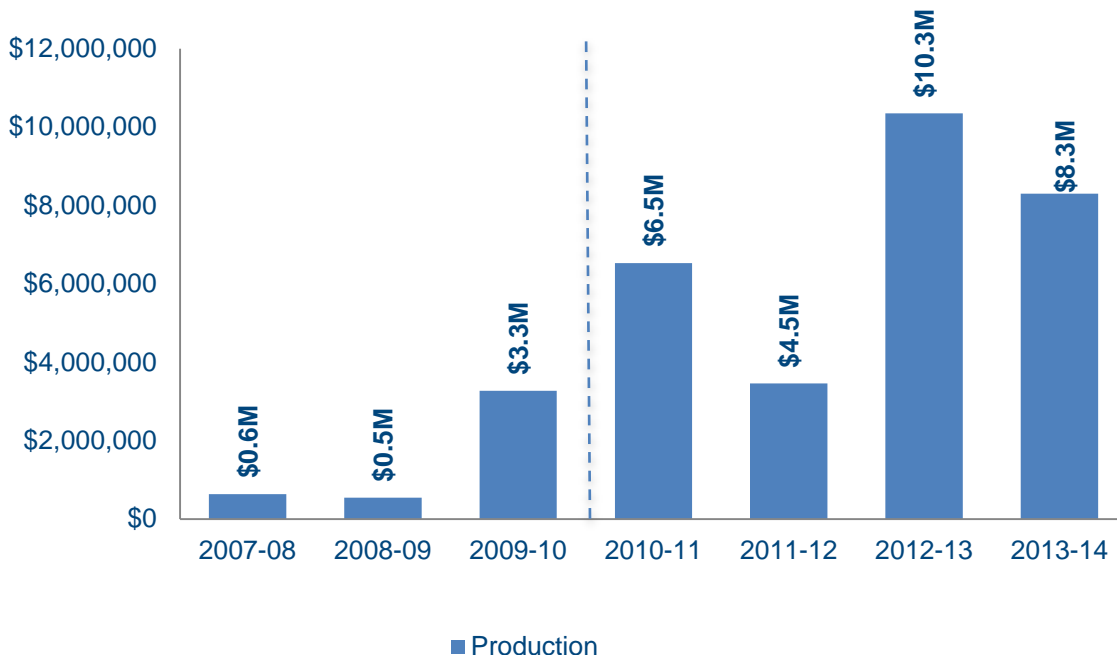
Search for [wvucobe](http://wvucobe) on social media!

# EXHIBIT 17: Fundraising



## Largest Gifts:

- \$5.0M Center for Free Enterprise (Professorships, Visiting Professors, PhD Fellowships)
- \$3.0M Center of Innovation and Entrepreneurship
- \$3.0M Endowed Chair in Finance
- \$2.0M Center for Global Business and Strategy 20/21
- \$1.8M Endowed Chair, Economics
- \$1.5M Hospitality, Entrepreneurship, Dean
- \$1.0M Hospitality, Entrepreneurship
- \$1.0M Scholarships, Assistantships
- \$1.0M Scholarships
- \$1.0M Scholarships
- \$1.0M Scholarships
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- \$1.0M Scholarships
- \$1.0M Scholarships



## EXHIBIT 18: Hostings

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Hosted by Verl Purdy, Greenbrier, West Virginia



Hosted by Don Panoz, Atlanta, Georgia



Dean Sartarelli's Home, Morgantown, West Virginia



Hosted by Gov. Gaston Caperton, Charleston, West Virginia



Hosted by Karen Evans, Washington, DC



Hosted by the Wehrle Family, Greenbrier, West Virginia



Hosted by the Ross Family, Jupiter, Florida

## EXHIBIT 19: WV Business Hall of Fame



### 2013 INDUCTEES:

Wes Bush, Chairman CEO and President of global security leader Northrop Grumman Corporation

John Mork, President and CEO of Energy Corporation of America (ECA)

Mike Ross, energy company owner and former West Virginia legislator



### 2012 INDUCTEES:

J. Brett Harvey, Chairman and Chief Executive Officer, CONSOL Energy Inc.

J. Thomas Jones, President/CEO, West Virginia United Health System

Julie M. Smith, Co-Founder The Continuous Learning Group, Inc.



### 2011 INDUCTEES:

Kimberly Brown Knopf, Founder, President and CEO of Innovative Mattress Solutions

Stuart Robbins, Former managing director of global equities at Donaldson, Lufkin and Jenrette

Fred Tattersall, Chairman of 1607 Capital Partners

Douglas Van Scoy, Deputy Director and Senior VP, Smith Barney; Restaurant Entrepreneur



### 2010 INDUCTEES:

Robert Reynolds, President and CEO of Putnam Investments

Dr. Addison M. Fischer, Founder of VeriSign; Founder and Chairman of Fischer International Systems Corp.

Thomas Dewitt, President and CEO of Swanson Industries Inc.

Don Hoylman, Owner/Operator of Donmar Enterprises Inc.

Gregory S. Babe, President and CEO of Bayer Corp. and Bayer MaterialScience LLC

# EXHIBIT 20: Roll of Distinguished Alumni

## CLASS OF 2014



**JAMES LYNCH**  
BSBA 1984; Senior Vice President of Supply Chain, PepsiCo America Beverages



**WILLIAM SHEEDY**  
BSBA 1988; Executive Vice President of Visa, Inc.



**STEPHEN WALKER**  
BSBA 1967; President and COO of Walker Machinery



**SAMUEL WEESE**  
BSBA 1957; MBA 1962; Former President and CEO of The American College; WV Insurance Commissioner

## CLASS OF 2013



**JEROME BLACK**  
BSBA 1982; Senior Executive VP and Chief Strategy Officer, Aeon Co., Ltd. Japan



**ROBERT REITMAN**  
BSBA 1955; Non-Profit Consultant and Philanthropist; Former CEO, The Tranzonic Companies



**ROBERT ROBINSON**  
BSBA 1969; President Robinson Automotive Group



**DAVID WOODRUM**  
BS Economics 1964; Former Healthcare Administrator; President, Woodrum, Inc.

## CLASS OF 2012



**W. MARSTON BECKER**  
BSBA 1974; President and CEO of Alterra Capital, Ltd.; Chairman and Co-Founder, WV Media Holdings



**KAREN S. EVANS**  
MBA 1992; National Director, US Cyber Challenge; Presidential Appointee, Admin. for E-Government and Information Technology

## INAUGURAL CLASS OF 2011



**WILLIAM F. KENNEDY**  
BSBA 1964; Executive VP, UBS Paine Webber, COO, Private Client Group, Kidder, Peabody & Co.



**PARRY G. PETROPLUS**  
BSBA 1973; President and Founder, Petroplus & Associates, Inc.



**DOUGLAS VAN SCOY**  
BSBA 1966; Deputy Director and Senior VP, Smith Barney; Restaurant Entrepreneur



**HENRY C. WAGNER III**  
BSBA 1964; President & CEO of Jewish Hospital



**JOSEPH ANTONINI**  
BSBA 1944; President, JEA Enterprises & Annetti Winery; Past President, CEO & Chairman of the Board, Kmart



**PHYLLIS ARNOLD**  
BSBA 1970; Executive VP, Regional President, BB&T



**J. MICHAEL BODNAR**  
MBA 1970; President, Bodnar Investment Group, Inc.; Previous CEO of Shoney's



**WILLIAM T. BRIGHT**  
BSBA 1960; CEO, Bright Industries; Owner of Winterplace Ski Resort; Co-developer of Glade Springs



**JOHN CHAMBERS**  
BSBA 1971; Chairman and CEO of Cisco Systems; Previously with IBM and Wang



**EARL 'KEN' KENDRICK**  
BSBA 1955; Managing General Partner, Arizona Diamondbacks; Past Owner of Alltel

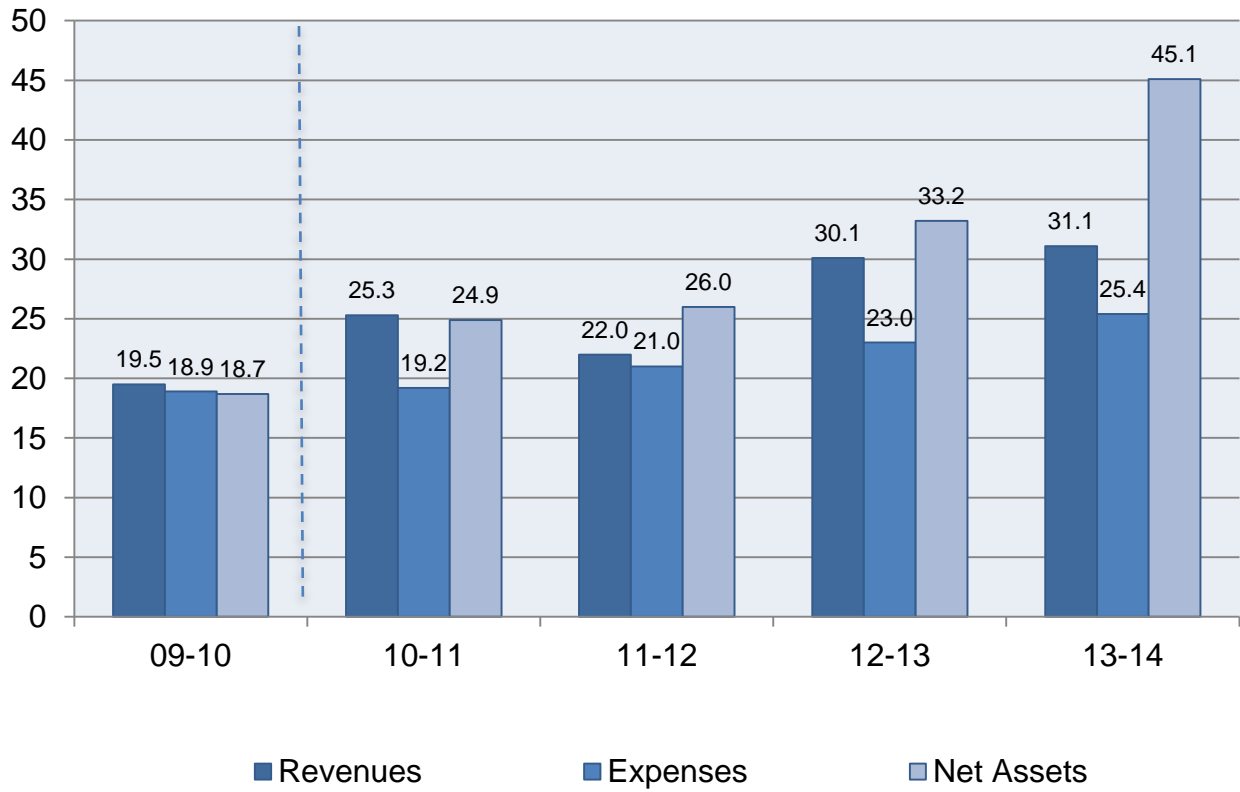


**WILLIAM MCLAUGHLIN**  
BSBA 1960; President, Huntington Bank



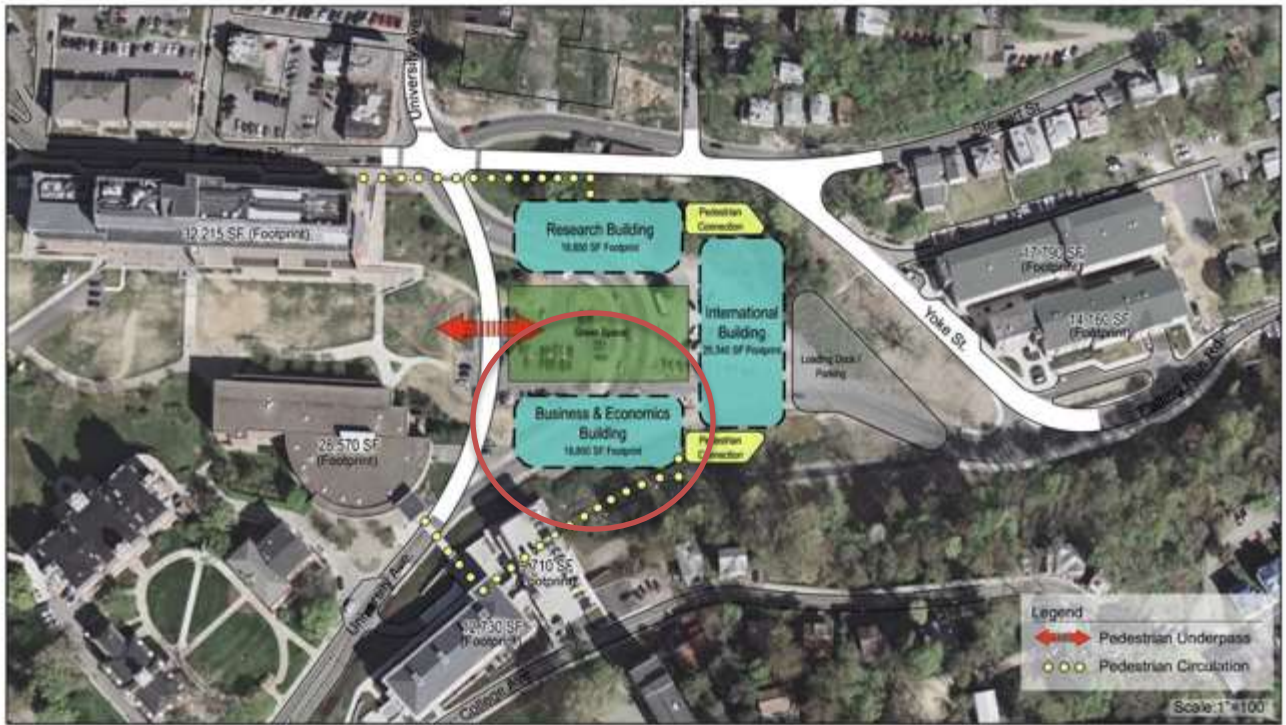
**FRED T. TATTERSALL**  
BSBA 1970; Chairman, 1607 Capital Partners; Previous Owner of Tattersall Advisory Group

## EXHIBIT 21: Financial Update





# EXHIBIT 22: Second Building



## EXHIBIT 23: Rankings



THURSDAY, Jan 9, 2014  
Area News | pg. 1-D

**WVU online  
MBA program  
ranked 23rd  
nationally in  
magazine**

The 3-year-old, online Executive MBA program at WVU's College of Business and Economics received its second national ranking by *U.S. News & World Report*, jumping six slots to 23rd in the latest rankings.

The WVU business school was listed in the 2014 Best Online Programs Rankings, released by *U.S. News & World Report* on Wednesday. Three other gradu-

Ranking	Program	Organization
#5	Undergraduate Program for Ethics	<i>Bloomberg Businessweek</i>
#8	Best Online MBA Program for Vets	<i>U.S. News and World Report</i>
#9	Return on Investment (ROI)	<i>Bloomberg Businessweek</i>
#12	Best for Vets: Business Schools	<i>Military Times</i>
#15	Best Online MBA	<i>AffordableCollegesOnline.com</i>
#23	Online Executive MBA (from #29 to #23)	<i>U.S. News and World Report</i>
Top 38	Best MBA Program	<i>Masters Degree Online</i>
Top 43	Best Master's in Finance Programs	<i>Masters Degree Online</i>
#49	Full-Time MBA (public)	<i>U.S. News &amp; World Report *</i>
#61	Most Social Media Friendly MBA Schools	<i>OnlineMBAPage.com</i>
Top 68	Top Universities for Professional Sales Ed.	Sales Education Foundation
#92	Full-Time MBA (overall)	<i>U.S. News &amp; World Report</i>

\* Ranking obtained by excluding private institutions from overall ranking.