



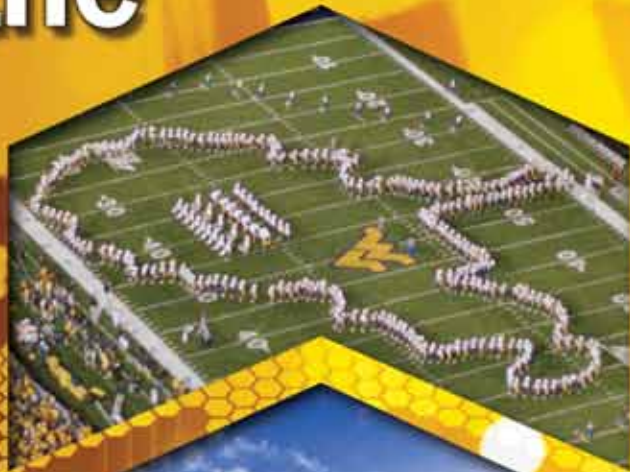
VIEWS & VISIONS

A publication of Bowles Rice McDavid Graff & Love LLP

Fall 2010

North Central West Virginia

Taking It to the Next Level



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North Central West Virginia: Taking It To The Next Level

Thomas A. Heywood
Bowles Rice McDavid Graff & Love LLP



FROM OUR MANAGING PARTNER

Tom Heywood is Managing Partner of Bowles Rice and a former chief of staff to the Honorable Gaston Caperton, Governor of the State of West Virginia. He has significant experience in health care, corporate, finance and commercial law, and is recognized as one of the "Best Lawyers in America."

Mr. Heywood is active in the community and in various West Virginia business and trade associations. He serves on the boards of many charitable organizations, including Vision Shared, Imagine West Virginia, Discover the Real West Virginia Foundation, Thomas Memorial Hospital, West Virginia University Hospitals, the Clay Center and the Kanawha County Library Foundation.

Mr. Heywood recently has been recognized for his many contributions to the legal profession and the community by being named a Fellow of the American Bar Association and a recipient of the 2010 "Who's Who in West Virginia Business" award.

As I visit our clients and our firm's offices, a lot of my travels take me to north central West Virginia. Wow, what an exciting place to be!

Recent visits have taken me to the newly opened United Hospital Center and the White Oaks development in Bridgeport; WVU's glorious new Erickson Alumni Center; new and newly renovated hotels in downtown Morgantown; and our firm's beautiful new, consolidated offices at Hampton Center in Morgantown.

There is much, much more in the way of new development that can be seen from I-79 and I-68, and at least as much that *cannot* be seen from the highways. The excitement and sense of forward progress in north central West Virginia is palpable and omnipresent.

Inside this edition of *Views & Visions*, leaders from across West Virginia and the north central region of our state share some of the many and varied success stories that are occurring daily in one of the most economically vibrant regions of our nation.

In celebrating the region's success, we must certainly acknowledge the hard work, over decades, of the late Senator Robert C. Byrd, Senator Jay Rockefeller and Congressman Alan Mollohan in securing major investments that will help drive the world's most important emerging industries – identification technologies, biometrics, software research and development, neuroscience, space exploration, homeland security, climate research and much, much more.

Just as Silicon Valley capitalized on enormous public investment in software and computers in the second half of the 20th century, our nation's investment in these "crown jewel" technologies and activities in north central West Virginia will

create explosive growth in the years to come, as private, entrepreneurial activity flourishes around them.

If you have not visited the region lately, I encourage you to spend a day enjoying the quality of life in the region's small, vibrant and growing communities. World-class universities, shops, restaurants, beautiful homes and neighborhoods, and recreational opportunities abound, thanks to the efforts of the authors in this edition and many, many others.

What is perhaps most exciting to me is that the best is yet to come. With the investment already in place, our future in north central West Virginia is secure. But we are not stopping there. As you turn the pages that follow, you will see countless examples of bold future vision and plans to build an even brighter future.

I look forward to the growth, prosperity and success that we all will enjoy as north central West Virginia "takes it to the next level" in the years ahead. I also look forward to working with you to help create more exciting, prosperous communities across Kentucky, West Virginia and Virginia, as we consider and learn from the examples of success and prosperity in this dynamic region of our nation. Forward! ▼

Together

Under One Roof

Bowles Rice is pleased to announce that our entire north central West Virginia legal team is now under one roof in newly expanded space at Hampton Center in Morgantown, West Virginia.

On October 4, 2010, our Morgantown litigation group joined the rest of the Bowles Rice team at Hampton Center. As a full service law firm, this move allows us to better serve our individual and business clients throughout the region in all areas of the law, including:

Natural Resources Law · Corporate and Commercial Law · Employment Law · Education Law
Real Estate Law · Intellectual Property · Tax Law · Health Care Law · Banking and Finance Law
Complex Litigation · Trusts and Estate Planning · Business Litigation



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Of Counsel



North Central West Virginia Will Benefit from New Mon/Fayette Expressway

The Honorable Joe Manchin, III, Governor
West Virginia

Joe Manchin, West Virginia's 34th governor, was born and raised in Farmington, a small town in north central West Virginia. After attending West Virginia University on a football scholarship, he became a successful businessman. He was a state legislator from 1982 to 1996.

During his tenure as Secretary of State, from 2000 to 2004, the SHARES program promoted democracy to school children and registered 42,000 high school students to vote. He also was president of the Marion County Rescue Squad from 2000 to 2004.

Under his leadership, more than \$12.5 billion in business investments have been made in the state. He currently serves as chairman of the National Governors Association, chairman of the Southern States Energy Board, past president of the Council of State Governments, and is a past chairman of the Democratic Governors' Association and the Southern Governors' Association.

Governor Manchin is an avid pilot, outdoorsman, hunter, angler and motorcyclist.

As states throughout the country attempt to navigate through difficult economic conditions and search for the most effective path to recovery, West Virginia will continue to emerge as a leader in fiscal responsibility and economic growth.

We have worked diligently and practiced responsible government, paying down state debt and getting our financial house in order. As a result, a positive business climate has emerged across our state, and our accomplishments have not gone unnoticed.

West Virginia's total personal income growth rate from 2008 to 2009 ranked first in the nation, while the cost of doing business remains 13 percent lower than the national average. Since 2005, we have removed more than \$100 million of business tax burden, helping to attract more than \$13.1 billion worth of new business investments.



*Photo by Eric Steele
WV Department of Highways*

Rubles Run Bridge

West Virginia *Open for Business!*

We have set the stage for continuous progress and long-term success, but there is still work to be done. We must be able to offer potential employers and investors a highly educated and skilled workforce. This is why we continue to focus on our higher education facilities – it is an investment in the future of all West Virginians.

Our universities are developing cutting edge research in high technology fields to help make West Virginia fertile ground for today's global economy. The jobs of tomorrow will go to the places with the richest minds, and north central West Virginia is fortunate to have a cluster of six universities within the region that will be the nucleus of job creation.

Our economy relies heavily on education as well as our infrastructure. Broadband availability and convenient, dependable highway systems are a must for 21st century businesses.

Creating safe roadways for our citizens and easier access for visitors and potential employers is an absolute necessity. To help ensure that we have adequate highways, we have dedicated more than \$4 billion to our Division of Highways since 2005. Our state's rugged terrain makes building and maintaining highways more costly than in most other states, but it is an investment that always pays off.

Completion of the Mon/Fayette Expressway, for example, will affect the entire north central region of West Virginia. This \$148 million highway investment will only cross nine miles of



The Rubles Run Bridge is part of West Virginia's segment of the four-lane Mon/Fayette Expressway linking I-68 near Cheat Lake with southwestern Pennsylvania

West Virginia; however, the Uniontown to Morgantown Corridor will bring us closer than ever to our neighbors in Pittsburgh, and will welcome residents, businesses and travelers from Pennsylvania to the wonders of the Mountain State. It will help sustain the wonderful growth that the Morgantown area has experienced.

West Virginia's total personal income growth rate from 2008 to 2009 ranked first in the nation, while the cost of doing business remains 13 percent lower than the national average.


West Virginia's tourism industry currently supports nearly 44,000 jobs, but we could see that number grow as accessibility to our attractions improves. Since 2000, tourism spending has increased by at least seven percent each year, so we are moving in the right direction. The industry is already a key player in our economy, and

this highway will help make a weekend visit to Mountaineer Country even more appealing.

The benefits of this highway will extend well beyond one industry and one region, however. Existing businesses in all arenas will benefit through a faster, more cost-effective way of reaching their customers and through the access it creates to an entirely new market. This area of West Virginia and Pennsylvania is at the heart of the Marcellus Shale formation which has the potential to expand the natural gas industry tremendously in the coming years. Connectivity between the two locations will be an important factor as these companies grow.

In addition, we are aggressively moving forward with plans to construct state office buildings in Fairmont and Clarksburg. These buildings will facilitate efficient government operations while providing a significant economic impact to these cities.

I look forward to seeing what this one piece of the puzzle will bring to our state, and I am so pleased with the progress that we have made so far. We have worked hard to

establish a strong position for our state and to improve the quality of life for our residents. This is our time to forge ahead and showcase to the world our leadership and the progress being made in West Virginia. 



WVU is Improving Lives in West Virginia

James P. Clements, Ph.D., President
West Virginia University

Since becoming WVU's 23rd president in 2009, Dr. James P. Clements has shown a strong dedication to expanding the University's role as a 21st century land-grant institution, providing superior academic programs, expanding a wellness initiative for students, technologically advancing research for use around the globe and strengthening service and health care initiatives for the community.

Before joining the Mountaineer family, Dr. Clements served as provost and vice president at Towson University, in Maryland. Prior to becoming provost, he served as Towson's vice president for economic and community outreach and as the Robert W. Deutsch Distinguished Professor and chair of the Department of Computer and Information Sciences.

Dr. Clements has a B.S. in computer science and an M.S. and Ph.D. in operations analysis from the University of Maryland Baltimore County (UMBC), as well as an M.S. in computer science from Johns Hopkins University.

Dr. Clements chairs the boards of the WVU Research Corporation, the West Virginia United Health System and the WVU Hospitals. He also serves as an ex-officio member of the WVU Foundation and WVU Alumni Association boards. He recently was appointed to the American Council on Education's Commission on Women in Higher Education and was appointed to serve as the outreach liaison for the Association of Public and Land-Grant Universities, representing the Mid-Atlantic Region.

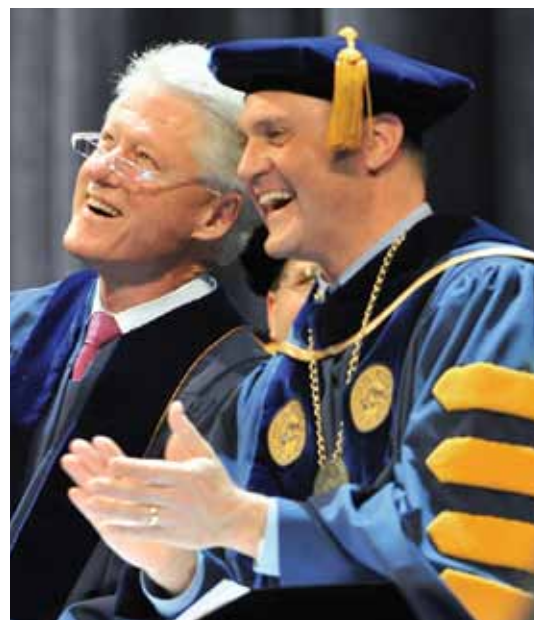


Since I became West Virginia University's president more than a year ago, one thing has become clear to me: No university in this country means more to its state than WVU means to West Virginia. With that comes a very important responsibility that we must be steadfast in fulfilling.

WVU is improving lives in West Virginia and emerging as a national and international leader in research and innovation.

Our University is strong.

- **More and more students want to study here.** While final numbers are not available yet, we know that enrollment is up this fall. We enroll more than 32,000 students combined on our main campus in Morgantown and divisional campuses in Keyser and Montgomery. Our students come from every county in West Virginia, every state in the union and 100 countries. An international recruiting initiative resulted in a 50 percent increase in the number of international student applications this past year.
- **Our academic programs stack up against the best in the country.** *U.S. News & World Report* ranked the WVU School of Medicine's Rural Health Program No. 10 in the nation, and our College of Law moved into the Top 100. In all, more than two dozen WVU graduate programs were ranked by *U.S. News & World Report* as among the best in the country. We also offer outstanding undergraduate programs, including a Biometric Systems program that



Former U.S. President Bill Clinton spoke to WVU graduates last May, encouraging them to "help people who have not had the opportunity to sit where you are sitting." He shares a light moment with WVU President James P. Clements.

benefits from WVU's status as the academic arm of the FBI's Biometric Center of Excellence; a Landscape Architecture program that ranks ninth in the nation, according to *America's Best Architecture & Design Schools*; one of only three undergraduate degrees nationally in petroleum and natural gas engineering; and a Forensic and Investigative Science program that is one of only 13 accredited by the Forensic Science Education Programs Accreditation Commission and that offers students the chance to train in the world's largest crime scene training complex.

- **People recognize the quality of our faculty and their work.** Our grants and contracts for

research and sponsored programs are up 18 percent over last year, with faculty generating more than \$175 million in sponsored contracts and research grants – an all-time high.

- **Donors recognize WVU's value.** This year, private giving is up over \$10 million compared to last year – an amazing show of support given our nation's ongoing economic turmoil. If an in-kind software gift is also counted, the increase is more than \$20 million.
- **In the past year we attracted some nationally recognized scholars to our leadership team.** Provost and Chief Academic Officer Michele Wheatly, Chancellor for Health Sciences Dr. Christopher Colenda, and Athletic Director Oliver Luck, among others.
- **Our athletic program had a tremendous year.** As one of the few self-supporting athletic programs in the country, we were ranked in the top 15 of the Directors Cup this past winter for overall sports competitiveness, and we had a number of our teams in the top 10 percent in the country for academic performance, including the men's basketball team that made the incredible run to the Final Four.

We make a positive difference every single day, so often in ways that are hard to measure but literally change lives.

We educate the most students in West Virginia. We open the world to young people from all backgrounds, including many first-generation college students, and prepare them to thrive in a global marketplace.

The Education Trust ranked WVU very high among public universities who are attracting – and graduating – low-income and minority students. In fact, they said WVU has made the most progress of any of the nation's flagship universities in providing access for low-income and underrepresented minority students. We are very proud of this distinction.



West Virginia University's men's basketball team won the Big East Championship and made an incredible run to the Final Four.



WVU physicians, nurses and other health care workers provided nearly \$80 million in uncompensated health care to those who could not otherwise afford those services.

Our graduates are in demand, and many of our degree programs have 100 percent placement rates.

In a state that has the highest number of veterans per capita in the nation, WVU also has placed a special emphasis on educating and employing returning veterans. Our success at integrating veterans into the Mountaineer community was recognized by the nation's top military official, Admiral Michael G. Mullen, Chairman of the Joint Chiefs of Staff. Admiral Mullen chose Morgantown and WVU last April for one

of his select visits on a "Conversation with the Country" tour to promote veteran integration. The University also was named a Military Friendly School by *G.I. Jobs* magazine this past year.

As West Virginia's flagship research institution, we perform research that helps our state attract businesses from around the world. Much of our research focuses on issues critical to West Virginia's future, from finding solutions to America's energy problems to addressing health problems prevalent in our state.

(continued on p. 64)



Morgantown: Poised to Lead the Region

The Honorable William Byrne, Mayor
Morgantown, West Virginia

William Byrne is the mayor of Morgantown, West Virginia, and has been an elected member of the Morgantown City Council since 1999. Mr. Byrne currently serves as an administrative law judge and legal director of West Virginia Advocates, in addition to a limited practice of law. He has been in private practice since 1981 with the firm Byrne Hedges and Lyons.

Born and raised in New York, he received his undergraduate degree in 1967 from the College of the Holy Cross in Worcester, Massachusetts, followed by three years as a Peace Corps volunteer in Brazil. He attended the Colombia SA Universidad de Antioquia in 1972 and completed his master's degree in political science at West Virginia University in 1974. He received his law degree from the West Virginia University College of Law in 1977.

He served as chairman of the West Virginia Supreme Court of Appeals Commission to Reform Mental Health Hygiene Law in 1998.

Before we can look to the future, we need to be certain where we are, where we came from and how we arrived at this point. Morgantown has been fortunate in many ways. Its success, in my view, has come as the result of making the most of assets that have come its way.

Morgantown is a community with a history dating back to the mid-18th century, with a rich tradition in commerce, industry and mining, as well as education. What gives Morgantown its unique character are its people – diverse, energetic and welcoming – and the good fortune to be the home of the flagship institution of higher learning, West Virginia University. Located in the valley of the Monongahela River, Morgantown has grown over the past two-and-one-half centuries into a community with a national reputation for innovation and collaboration among all sectors of the community. Recognized by numerous publications (see end of article) for its exceptional quality of life and economic vitality, it is one of the few areas in West Virginia experiencing population growth. Low unemployment, a well-educated workforce, excellent and sophisticated health care offered by area providers, cultural and sporting events, and an abundance of recreational opportunities make Morgantown a dynamic community poised to lead the region and the state into this new century. However, this was not always the case.

In the late 1980s, Morgantown, like many other cities, was languishing in decreasing revenues and increasing expenditures. The story told here in Morgantown is that there wasn't even money to buy oxygen canisters for fire trucks. However, with a smart new administration and a series of responsible and civic-minded city councils, fiscal responsibility was emphasized, and opportunities for partnerships with West Virginia University and the private sector were explored. Morgantown was positioned to take good advantage of improving economic

conditions in the nation as well as the new growth of West Virginia University, with its growing national reputation for excellence in higher education at an affordable price.

The city, WVU and the private sector embarked on a collaborative development of the riverfront which now boasts a first-class hotel conference and event center and an extensive rails to trails bike and walking path network. West Virginia University had the foresight to see the opportunity on the riverfront and, along with the WVU Foundation, constructed a modern office complex that houses the WVU Foundation, numerous administrative offices and the WVU Welcoming Center. The city constructed an amphitheater and riverfront park with the assistance of a generous philanthropic partner, and the private sector stepped up and constructed additional office buildings. These were followed by new restaurants and other amenities.



The annual Brew Ha Ha event in downtown Morgantown, West Virginia



High Street, Morgantown



Deckers Creek Bridge, Morgantown

A second collaborative project involving the city, the university and the private sector was the formation in 2002 of the Campus Neighborhood Revitalization Corp., better known as Sunnyside Up. This partnership between the city and WVU has primed the pump for tens of millions of dollars of private and public investment in the last five years. Sunnyside, a formerly deteriorated student neighborhood, is now turned around, taking advantage of its close proximity to the WVU downtown campus and becoming a neighborhood of choice for student life.

With an idea of where we find ourselves in 2010, what are the challenges for the future?

Land Use Planning

With the significant growth of the Morgantown area – which is now a Standard Statistical Metropolitan Area (SSMA) with a population of approximately 100,000 – the issue of land use planning is a matter of critical importance. While the City of Morgantown has zoning and planning ordinances in place, Monongalia County does not, creating a challenging situation. Housing developments and businesses develop in a helter-skelter fashion on the border of the city, placing tremendous stress on city services and infrastructure while not contributing to the tax base necessary to maintain those services. There are difficult political issues to address here, for sure, but they only become more difficult as time goes on. If this area is to

continue to grow and prosper, comprehensive land use planning for our SSMA is essential.

Transportation

The aspect of infrastructure most stressed by the tremendous growth in the area has been transportation. Morgantown has an inadequate road system around it to divert heavy through-traffic away from the downtown corridor and roadways in the northern part of the city. With an antiquated road funding system, based on gasoline taxes, and growing national deficits, significant increases in funding from the federal government seems unlikely. The area will have to develop methods to fund our own transportation improvement program that leverage the growth, development and innovative practices that characterize our community. Morgantown is truly choking on its traffic. Future growth and progress will require local, state and federal leaders to create innovative ways to locally fund the infrastructure we need.

Developing a Regional Profile

With only 1.5 million people in the state and only 100,000+ population in our SSMA, our national profile is relatively low. Metro government is a possible solution; however, in order to attract the necessary national attention to get needed investments, both public and private, the development of a regional profile is critical. Groups like Power of 32, a regional visioning and action organization encompassing 32

counties in northern West Virginia, southwestern Pennsylvania and eastern Ohio, with a combined population of 4.2 million people, is an effective way to combat the fragmentation that comes from working on too small a stage. Morgantown, as a progressive, successful area, should be at the forefront of this effort, sharing its experience and energy.

As we move further into the 21st century, Morgantown is ready to capitalize on its past successes and future opportunities. In my view, the ability to address the issues set forth above will be a major determining factor in Morgantown's future success. With resources we have in place and the quality of our private and public sectors, Morgantown can be one of the best university communities in America. That is the vision and that is the future, if we have the courage and energy to embrace it. ♡

The City of Morgantown has received multiple awards over the years, including:

- “3rd Best Small Town In America” – *Men’s Journal*
- “5th Best Small Place For Business And Careers” – *Forbes*
- “#1 Dreamtown In The Country” – *Bizjournals.com*
- “12th Hottest Small City” – *Inc. Magazine*
- “29th Smartest Place to Live” – *Kiplinger’s Personal Finance*
- “Best Small City In The East” – *The Rating Guide To Life In America’s Small Cities*
- “One Of The Best Sports Cities” – *The Sporting News*



Unleashing Fairmont's Silenced Majority: A Community Embracing the Future

The Honorable Matthew S. Delligatti, Mayor
Fairmont, West Virginia

At the age of 22, Matthew S. "Matt" Delligatti became the youngest mayor in the history of Fairmont, West Virginia. At the age of 20, he was elected to the 9th District City Council seat. His grass roots campaign brought together citizens of all ages to canvass the entire city of Fairmont.

Mayor Delligatti is a 2004 graduate of Fairmont Senior High School, where he won the 2004 West Virginia AAA high school state wrestling tournament in the 189-pound weight class. He now is a member of the executive board of the Fairmont Senior High School Foundation.

Mayor Delligatti will graduate from West Virginia University College of Law in May 2011. He graduated from West Virginia University in 2008 with a B.A. in political science and received the Order of Augusta, an award of academic excellence granted to the top eight graduating seniors. In 2007, he became West Virginia University's 18th recipient of the prestigious Harry S. Truman Scholarship, bestowed annually by The Truman Foundation to a select few American students who are dedicated to public service.

I have been humbled and honored to be the mayor of the city of Fairmont. So many great things are going on now in Fairmont and north central West Virginia (NCWV). However, we are still not achieving our full potential.

Just this year, Main Street Fairmont (MSF) was recognized nationally as one of five winners of the Great American Main Street Award. The Feast of the Seven Fishes, a street festival celebrating the traditions of an Italian Christmas Eve, is held in our historic downtown on the second Saturday in December (December 11, 2010) and is an annual highlight of MSF's programming. The I-79 Technology Park has been a driving force in diversifying NCWV's economy, and Fairmont graciously welcomes Allegheny Energy's Transmission Operations Headquarters to the Park this fall.

With the completion of the Gateway Connector in sight, and the continued success of Fairmont State University and Pierpont Community & Technology College, Fairmont is poised for even greater success. However, our citizens' ability to collectively engage economic and social ills, as



well as invest in the infrastructure for our future, is hampered by an archaic part of the West Virginia Constitution that requires a 60 percent majority for the approval of excess levies for municipalities.

Too often it feels like Fairmont and other cities are left waiting for scraps to fall from the table in Charleston or Washington, DC in order to provide bulletproof vests for our police officers or to repair a crumbling sidewalk. If we are going to prosper as a region and state, we need more flexibility for municipalities to generate the necessary revenue to provide police, fire,



The Feast of the Seven Fishes is an annual celebration hosted by Main Street Fairmont (MSF)



Fairmont, West Virginia

water, sewer, parks, snow removal, code enforcement and trash services, as well as properly invest in maintaining and improving our infrastructure. The tools needed to run Fairmont are not necessarily the same as those needed in Elkins, West Virginia. Accordingly, all municipalities need more flexibility from the state to fulfill the wants and needs of our residents.

The public expects the most from city government because we are so accessible. Most citizens are not able to voice their concerns directly to President Obama or Governor Manchin, but residents of Fairmont are able to petition the Council to address their concerns at any Council meeting. Although citizens expect the most from their cities, we have the least amount of resources to meet their needs, wants and wishes.


The West Virginia Legislature recently has taken small steps to allow municipalities to generate revenue, but larger strides are needed. The home rule pilot program is a great first step, but only applies to five

cities throughout the state. Home rule needs to be expanded, and I can assure you that Fairmont's Council, staff and citizens are able and willing to take on the responsibility – but we need our state to allow us to lead.

In 1982, West Virginia's Constitution was amended to require only a simple majority of the vote for school levies. So many schools throughout West Virginia exist because of this amendment. City services likewise would improve with a similar amendment. It is now time for our state to allow the majority to rule on all levies in West Virginia.

Since the end of the Federal Revenue Sharing Program in the late 1980s, Fairmont has struggled to pave city roads on a consistent and sustainable basis. Under current law, cities have limited means to generate revenue to pave streets: we can pass an excess levy, implement a utility-based service fee or implement a wage-based user fee. Fairmont has failed to pass three street levies within the last 10

years. All three levies received over 50 percent of the vote, yet failed to reach the 60 percent super majority required for passage. It is inherently undemocratic that a majority of our citizens are willing to pay for our roads to be paved, but the West Virginia Constitution prevents us from providing our citizens with a meaningful paving program.

For West Virginia to continue to move forward, we must allow our municipalities to lead the way. My constituents in Fairmont have shown what we can do with creativity, initiative and hard work. If we let the ballot box speak for itself, municipalities from Morgantown to Milton will be able to pave their own way. 



Moving North Central West Virginia and Fairmont Forward

Thomas Krepel, Ph.D., President
Fairmont State University

Dr. Tom Krepel officially became Fairmont State University's thirteenth president on June 30, 2009. From that first day, Dr. Krepel began moving Fairmont Forward.

Dr. Krepel came to FSU from Northern Illinois University, where he served as assistant to the president from 2005 to 2009. He was president of Chadron State College in Chadron, Nebraska, from 1998 to 2005. He also served at Chadron as interim president in 1998, as senior vice president for academic affairs from 1997 to 1998 and as professor of education from 1997 to 2005.

His professional background includes posts at the Office of University Outreach at Texas A&M University-Corpus Christi in Corpus Christi, Texas; the Center for Educational Administration and Leadership at St. Cloud University in St. Cloud, Minnesota; the Chancellor's Office and the Department of Educational Administration at the University of Nebraska-Lincoln; and the Department of Educational Leadership and Foundations at the University of New Orleans in New Orleans, Louisiana.

Dr. Krepel earned a Ph.D. with a major in administration, curriculum and instruction in 1983; a master's degree in education in 1979; and a bachelor's degree in education in 1972, all from the University of Nebraska-Lincoln.

Driving north through Harrison, Marion and Monongalia counties, signs of growth appear all around you. For drivers on the interstate, the I-79 Technology Park becomes one of their first impressions of Fairmont, West Virginia. These modern-looking buildings symbolize the forward thinking and promise of opportunity found here. With north central West Virginia poised for progress, Fairmont State University and our region's other institutions of higher education are here to help move us all to the next level.

FSU's roots reach back to 1865 and the formation of public education in the state of West Virginia. With a 120-acre main campus in Fairmont, FSU is part of the state's growing high technology corridor with a metro area of about 50,000 residents. The main campus, which is shared with Pierpont Community & Technical College, continues to expand. With an enrollment of about 4,570, FSU offers more than 90 baccalaureate degrees, as well as graduate programs. FSU and Pierpont also share off-campus sites throughout north central West Virginia, including the Robert C. Byrd National Aerospace Education Center at the



North Central West Virginia Airport, the Gaston Caperton Center in Clarksburg, the Higher Education Center at Braxton County High School and the Lewis County Center at Lewis County High School.

An economic impact study released in May 2010 by the West Virginia Higher Education Policy Commission and the Bureau of Business and Economic Research in West Virginia University's College of Business and Economics found that the state's four-year public colleges and universities generated \$7.9 billion in business volume and 40,600 jobs in the state during fiscal year 2008. Chancellor Brian Noland pointed out that West Virginia's investment in higher education is seeing a large return, not only in intellectual capital, but also in job growth and creation, new opportunities and the diversification of our state's economy.

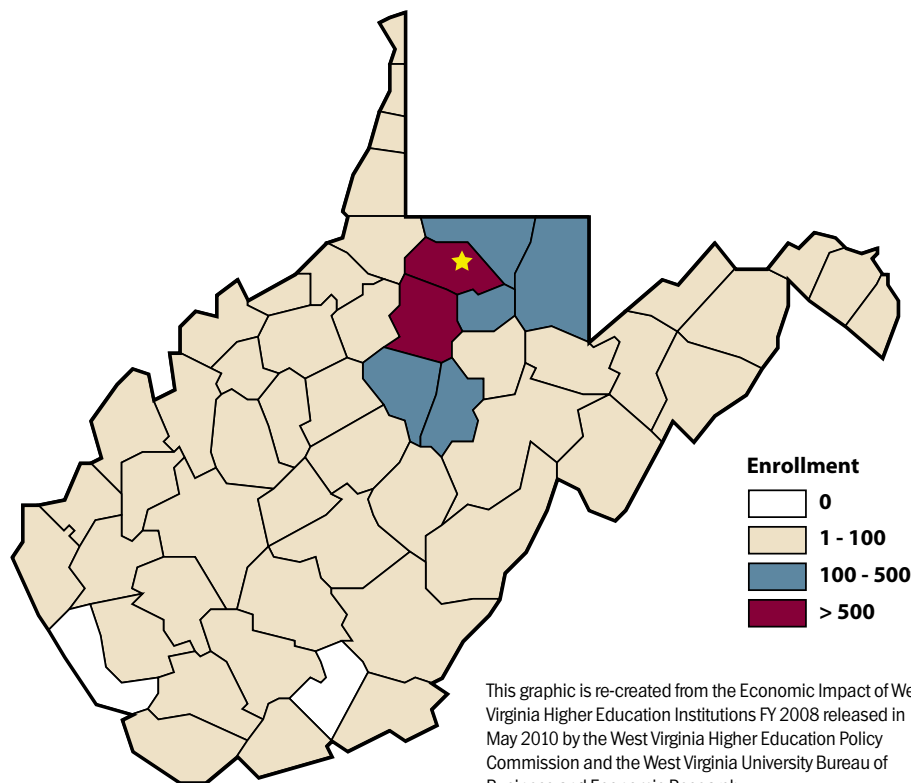


*Photo by John Piscitelli
Fairmont State University*

The Falcon Center, Fairmont State University

Fairmont State University In-State Enrollment

Fall 2007



This graphic is re-created from the Economic Impact of West Virginia Higher Education Institutions FY 2008 released in May 2010 by the West Virginia Higher Education Policy Commission and the West Virginia University Bureau of Business and Economic Research.

85 percent of our graduates report that they live and work in West Virginia. Over the past three years, 96 percent of our bachelor of science in nursing graduates report they work in West Virginia. FSU's alumni network is more than 29,000 strong.

Beyond its economic impact, an institution like FSU has a responsibility to be a resource for key initiatives in its region and state. That is part of the meaning of the theme "Fairmont Forward," adopted during my presidential inauguration in April 2010. At that time, I pledged that FSU would be available to bring forward resources and capabilities to help resolve challenging issues faced by Fairmont, our region and our state.

FSU should be involved in key conversations about the state's future – the decreasing number of traditional college-age students coming out of the state's high schools; the high number of adults who need to finish degrees they started earlier in life; creating opportunities to keep young residents from leaving the state; and diversification of the state's economy. I have to give credit to Governor Joe Manchin and other state policymakers for recognizing that there is an opportunity to increase both the aspirations and the attainment levels for the citizens of the state.

FSU has a clearly defined mission that relates to contributing to the foundation upon which the future of the state is built. Moving forward, FSU will preserve its focus on providing a high quality undergraduate experience in foundational disciplines, such as nursing, business, engineering and technology, education, fine arts and the liberal arts. FSU will continue to offer nationally accredited programs in high-demand fields, such as teacher preparation, nursing and engineering technology, as well as unique programs such as national security and intelligence.

Institutions like FSU open the doors to allow people to do things that otherwise they may never have access to do. This is

(continued on p. 64)



*Photo by John Piscitelli
Fairmont State University*

The FSU nursing program enhances learning through clinical experiences utilizing state-of-the-art simulation labs

As reported in the study, FSU, the state's third largest university, provided a total business volume impact of \$423.8 million on the state's economy. FSU had a total employment impact of 1,800 jobs and generated an estimated \$72.9 million in employee compensation. For fiscal year 2008, state appropriations to FSU totaled \$20.4 million, which means that every dollar the legislature spent on the

institution turned into \$20 in the state economy. An investment in higher education is an investment in the future of our region and our state.

More than 90 percent of FSU's students are West Virginia residents who remain here after they graduate to make contributions to the state. FSU students hail from 53 of the state's 55 counties. More than



What a New Hospital Means to North Central West Virginia

Bruce C. Carter, President and Chief Executive Officer
United Hospital Center

Bruce C. Carter has been president and CEO of United Hospital Center in Clarksburg, West Virginia, since 1987. Previously, he served as administrator of Riverview Hospital in Noblesville, Indiana, from 1982 to 1987 and as associate administrator of Lapeer General Hospital in Lapeer, Michigan, from 1980 to 1982. He also served as administrative resident and assistant executive director of Dearborn County Hospital in Lawrenceburg, Indiana, from 1977 to 1980.

Mr. Carter is a Fellow of the American College of Healthcare Executives. He earned a master's degree in health and hospital administration in 1978 from Xavier University in Cincinnati, Ohio, and a bachelor's degree in political science from Newark State College in Union, New Jersey, in 1976.

THE NEW UHC UNITED HOSPITAL CENTER

From the moment you drive onto the new United Hospital Center campus, situated at exit 124 on I-79, just north of the Clarksburg-Bridgeport interchange, you notice that the complex and its surroundings evoke a patient-centered design.

Our spectacular eight-story regional hospital has 292 licensed beds, 24 special-use beds and an array of state-of-the-art inpatient and outpatient technologies and services you would otherwise only find in larger cities.

In early October, the approximately \$300 million dream became a reality as UHC opened its doors to herald an accomplishment that has taken more than 10 years. It offers a fresh, new, compelling patient experience for the region.

Patient-centered care directed the layout and design of the new hospital. The departments and health care services have been placed next to each other for enhanced efficiency and to provide the highest levels of quality and safety.

In addition to medical care, this new health care environment will be wonderful for patients to seek comfort and enjoy privacy at the same time.

Just inside the hospital front doors, visitors will be greeted by a friendly hospital volunteer at the information desk. Signage has been strategically placed to direct patients, families and visitors to their intended location. It is just one more way to improve patient flow and ensure a pleasant experience during a visit.

Services in the new hospital will be greatly enhanced in terms of quality, effectiveness and



Photo by Rick Lee

The lobby of the United Hospital Center

patient safety. A hospital like the new UHC is also more than an acute care facility. It is a full-service health care facility providing advanced diagnostics and treatment that most often do not require hospitalization at all.

There is plenty of high tech medicine, highlighted by the wonders of the Cecil B. Highland, Jr. & Barbara B. Highland Cancer Center, the Cecil and Rebecca Jarvis Women and Children's Center, the Cornwell Critical Care unit, the Keeley Women and Children's Imaging Center and the Saad Mossallati Surgery Center.

In addition, new technology in the emergency room, cardiac, radiology, surgical suites, patient rooms and nursing areas round out a scope of



Photo by Rick Lee

The front of the new United Hospital Center

work that will keep specialists busy in every corner of the new hospital.

All rooms in the new hospital are private, with 32-inch high definition TVs, individual climate control, an electric recliner/lift chair and a sleep sofa to accommodate a family member who wishes to sleep over. Most pleasing of all, every patient bed is angled so patients can have a clear view of the mountains and valleys surrounding the hospital.

The environment may seem modern and even luxurious, but it is more than that – it is an environment that is all about healing. Down below the patients’ rooms is the Healing Garden. You encounter a spectacular view of the garden as you enter the hospital. It is part of the holistic approach to medicine practiced at UHC. Art and architecture, based on the natural beauty surrounding the hospital, take over whenever you are momentarily separated from the natural beauty of the outdoors.

People who enter this modern health care facility are not immediately swallowed up by a maze of windowless corridors winding through the bustling business end of the facility. Rather, they find themselves in a visitor-friendly “spine” along the front

of the building, fronted by plate glass windows looking out on a pastoral scene they have not really left behind. Regardless of where you enter the hospital, you can follow this main corridor to get to the department you need.

This new hospital is clear evidence that north central West Virginia is growing. UHC is providing not only the best possible health care, but also good jobs for the skilled and professional people who work here. UHC is proud to provide far more than quality health care to the 200,000 people in the region we are here to serve, particularly in the positive impact we have on the regional economy. ♾



WVU Healthcare: Promises Kept

Christopher C. Colenda, MD, MPH, Chancellor for Health Sciences
Robert C. Byrd Health Sciences Center
West Virginia University

Dr. Christopher Colenda was named chancellor for health sciences at West Virginia University in November 2009. Previously, he was dean of medicine and vice president for clinical affairs at Texas A&M Health Science Center. He also has taught and held administrative appointments at medical schools in Virginia, Michigan and North Carolina.

Dr. Colenda is a board member of the Liaison Committee for Medical Education, the executive committee of the National Board of Medical Examiners, the Accreditation Council for Graduate Medical Education and the American Board of Psychiatry and Neurology.

He is a graduate of the Medical College of Virginia of Virginia Commonwealth University and the master's program in health services administration at Johns Hopkins University.

Dr. Colenda completed training in psychiatry at the University of Virginia Hospitals and at Emory University. His training in preventive medicine and public health was at Johns Hopkins Bloomberg School of Public Health and Hygiene.

A half century ago, West Virginia University made a promise to the people of this state. In exchange for their support, we created schools for health professionals, academic hospitals and a network of other health assets that is by far the largest force for health in our state.

As we celebrate 50 years of service, it is appropriate to take stock of the return being paid on the people's investment.

A Penny At A Time

The original investment was made a penny at a time. Early in the 1950s, the state imposed a one cent tax on soft drinks to finance the construction of the first WVU medical complex. Over the decades, that tax has remained a vital part of how we fund our medical, dental, nursing and pharmacy schools. We also have benefitted from additional state appropriations, federal support for major building projects, tuition and fees paid by students, and generous gifts from alumni, grateful patients and friends of the University.

But as our medical complex has grown and matured, an ever-larger proportion of each year's budget has been generated from within. Hospital and medical revenue now support all of the costs of providing health care, including millions of dollars of free care for those who cannot pay – and produce a substantial surplus that underwrites educational and research programs. Our scientists regularly win competitive federal research grants.

The dollar impact on the state and region is huge – an estimated \$2 billion-plus each year. But the real impact on the lives of West Virginians, and the culture we live in, is more important and more lasting.

A Promise Kept

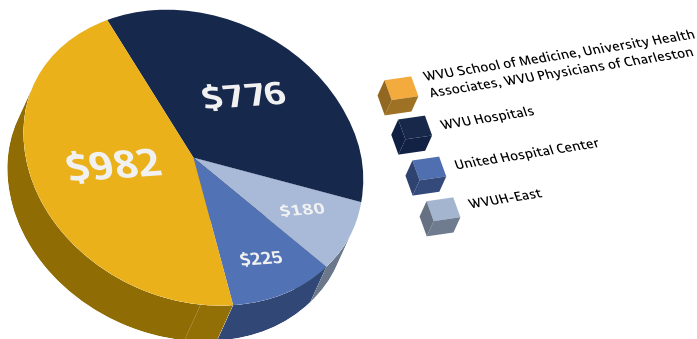
WVU graduates are at work in every corner of the state as physicians, dentists, nurses and pharmacists, and in a dozen other health professions.



Recent graduates of WVU's School of Dentistry display signs indicating where they are going into practice

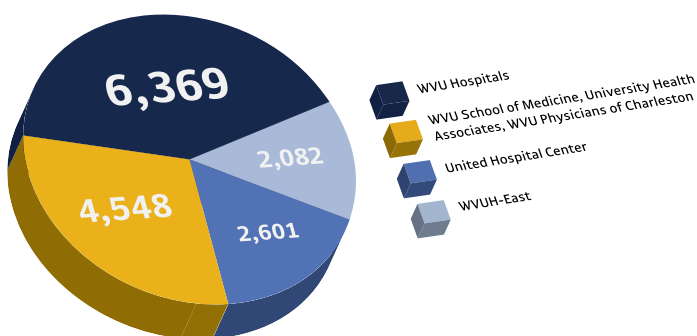
2009 Total Economic Impact = \$2.2 billion

In 2009, WVU Healthcare, the WVU School of Medicine and all related entities generated approximately \$941 million directly in the West Virginia economy. The total combined economic impact (direct and indirect) on the State of West Virginia economy equaled \$2.2 billion. (source: Tripp Umbach)



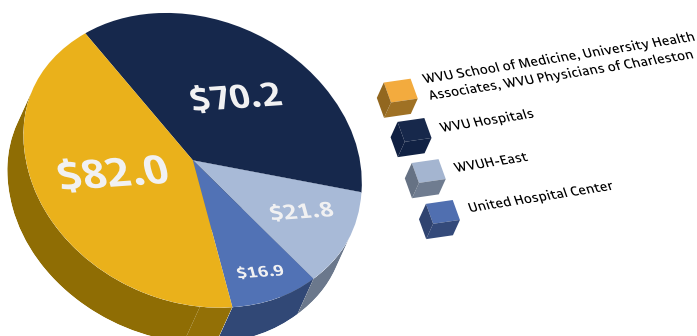
2009 Employment Impact = 15,600

In 2009, WVU Healthcare, the WVU School of Medicine and all related entities directly and indirectly were responsible for supporting a total of 15,600 jobs within the State of West Virginia — making WVU Healthcare one of West Virginia's largest employers. (source: Tripp Umbach)



2009 Total State and Local Tax Revenue Impact = \$191.1 million

In 2009, WVU Healthcare, the WVU School of Medicine and all related entities paid more than \$28.7 million directly in taxes to the State of West Virginia and generated more than \$191.1 million in total (direct and indirect) state and local tax revenue. (source: Tripp Umbach)



As promised in 1960, the development of WVU Healthcare has changed the face of health care in the state. Advanced medical care is now available without having to travel out of West Virginia; in fact, hundreds of patients travel from other states and countries to seek care from WVU physicians and surgeons. The development of the Charleston Division in the 1970s and the Eastern Division over the past decade brought a wider range of health care options to large parts of the state.

WVU efforts also have reached out into communities, large and small, with specific health needs. For more than a decade, our faculty and students in the CARDIAC program, led by Dr. William Neal, have been performing annual screenings for thousands of fifth-graders — alerting their parents to unseen health risks and building a massive research database on the health status of West Virginia children. The School of Dentistry's CHOMP program, led by Dr. Elliot Schulman, also working through schools, helps assure that young people have access to oral healthcare. We have created programs to allow nurses to earn advanced degrees online while continuing to serve their patients. WVU pharmacy faculty and students are working to bring wellness and disease management programs to local pharmacies — which often are the most accessible health institutions in small towns.

On WVU's three health campuses, faculty, students and staff are the nucleus of a knowledge-based economy: the key factor in building vibrant 21st century communities. WVU's health enterprises — our schools, our hospitals and clinics, and our research labs — attract a steady stream of fresh faces to West Virginia. These new arrivals bring enormous human capital to the state: they are well-educated, strongly motivated and highly productive people who choose West Virginia because of the opportunities we have created here.

West Virginia's Health Challenge

I am new to West Virginia. About a year into my work here, I identify strongly with WVU and its talented health professionals, scientists and teachers. But I still maintain some of the perspective of an outsider, and it is my nature to take a critical look at what we do and compare it to universities and health systems across the country.

One thing is clear: despite all we have achieved — building an institution, educating hundreds of professionals, reaching out to communities — some important goals remain ahead of us. The health of the people of West Virginia, while far advanced from 50 or even 20 years ago, remains a challenge for all of us. Every health statistical measure available ranks us below our neighbors; last year we ranked 48th among the states in cancer mortality and obesity, 47th in cardiovascular deaths and, sadly, 50th in the prevalence of smoking. As committed health professionals, we must change the dialogue of cultural fatalism and acceptance to one of action and hope.

(continued on p. 65)



WVU Athletics Play Key Role in Economic Vitality of North Central West Virginia

Oliver Luck, Athletic Director
West Virginia University

Oliver Luck was appointed director of athletics at West Virginia University in June 2010. He began his successful athletic and professional career as a record-setting quarterback for the Mountaineers from 1978-81. He received the Louis D. Meisel Award as the WVU football student-athlete with the highest grade point average.

After being selected in the second round of the NFL draft, he spent four years with the Houston Oilers, from 1982-86. After retiring from football, Mr. Luck became vice president of business development for the National Football League and in 1996 was named president and CEO of NFL Europe.

He became chief executive officer of the Harris County-Houston Sports Authority in 2001, overseeing the development and management of a \$1 billion professional sports and entertainment complex for the city of Houston. In 2005, he was appointed as the first president of Major League Soccer's Houston Dynamos.

In 2008, Mr. Luck was appointed by Governor Joe Manchin to a four-year term on the West Virginia University Board of Governors, a spot he relinquished to become director of athletics.

The Rhodes Scholar finalist graduated from WVU, *magna cum laude*, in 1982 as a member of Phi Beta Kappa. He earned a law degree, *cum laude*, from the University of Texas in 1987.

First of all, please let me state that I was very proud, honored and humbled to be appointed the 11th director of athletics at West Virginia University on June 10, 2010.

I just cannot put into words how special it was when my alma mater came calling for me to come home. Like all WVU graduates, I care deeply about our great University. This was evident in my decision to accept Governor Manchin's invitation in 2008 to serve on the Board of Governors, an experience which gave me tremendous insight into the importance of intercollegiate athletics at a land-grant institution like WVU.



Oliver Luck during his years as quarterback for the Mountaineers

This is a very dynamic time in college athletics, and that holds true in the state of West Virginia. As athletic director, I am the CEO of a \$60 million business, which has a significant impact on the entire state, region and even the nation. With no professional teams in the state, West Virginia University's intercollegiate athletic program takes on an enormous role and becomes a critical factor in the economic vitality of Morgantown, the region and the state. It is no secret that when the Mountaineers do well, the entire state of West Virginia does well. Pride in our athletic teams runs rampant in the state, and fans identify with the hard work our coaches and student-athletes put in to succeed on and off the field.

WVU Athletics is a self-supporting entity, which simply means that, on an annual basis, we generate the revenue that the department needs to cover its expenses. According to the most recent NCAA statistics, there are only 14 institutions in this category, so we are in elite company in this regard. It is vital for us to remain self-supporting, and I can assure you that we are committed to doing this, even in the face of a rapidly changing landscape within college athletics. The revenue growth within the athletic department over the past couple of decades has been nothing short of sensational, and my predecessor and friend, Ed Pastilong, should be lauded for overseeing this. We will continue to be aggressive in unlocking additional revenue streams because this is essential to our department.

Through the generous support of our loyal fans and corporate sponsors, Mountaineer Athletics is able to thrive, and that is good for everyone. When the Mountaineers do well, the city, region and state do well. Of course, WVU is the state's flagship institution and because athletics is the "front porch," we are inextricably linked with West Virginia. When our athletic teams are on national television, as happens so often, the state



Milan Puskar Stadium

Photo by Brian Persinger

and state. The dollars generated from Mountaineer athletic events contribute directly to the state's economic growth, which makes success for our teams that much more important.

Beyond our own athletic events, over the years we have hosted numerous Big East and NCAA tournament events in a variety of sports. Also, thousands of young students come to our campus each year to participate in our summer sports camps with our coaches, professors and administrators. And, because of our great facilities, Morgantown plays host to such outstanding events each year as JamFest, where future stars in college athletics visit our campus. In addition, we work closely with the Greater Morgantown Convention and Visitors Bureau to coordinate other revenue-generating events that use our facilities and create an economic impact.

Our mission is to educate and succeed in competition, while making a positive impact on the lives of our student-athletes and future leaders. If we achieve our mission, then the athletic department at West Virginia University will continue to be a significant player in the stability, vision and growth of the city, state and region for years to come. ♡



WVU Coliseum

Photo by Van Slider

is on national television. Being a member of the Big East Conference allows us the chance to play for national championships on an annual basis, and this gives us a spot on the national stage. Who can forget the lasting image that was left with millions of television viewers during the 2010 Final Four run, when Coach Bob Huggins cradled an injured Da'Sean Butler on the floor of the Lucas Oil Stadium? That image was priceless, not just for our University, but for the state as well.

That is why it is so important for us all to work together in maintaining pride in the Mountaineers. It is virtually impossible to put a dollar amount on the exposure that a national television opportunity brings

to West Virginia. Also, when our teams are in the national spotlight, it has a direct impact on the school's recruiting, not only for the athletic department, but for the University as a whole. Recruiting is our lifeblood and helps us stay strong, continue to grow and makes us appealing for fans to attend our events.

It is equally difficult to put a dollar figure on the economic impact that comes from the thousands of fans coming to Morgantown for a football or basketball game or, for that matter, any of our sporting events. Hotels, restaurants, retail shopping locations and businesses are all jam-packed because of WVU athletics, and millions of dollars come into the city



The Dynamic and Growing Morgantown/North Central Area of West Virginia

David C. Hardesty, Jr., Of Counsel
Bowles Rice McDavid Graff & Love LLP

David C. Hardesty, Jr. was president of West Virginia University from 1995 to 2007. He is now president emeritus and professor of law at West Virginia University. Prior to joining WVU, he was a partner in Bowles Rice from 1973 to 1995. He is now Of Counsel to the firm.

Mr. Hardesty served as West Virginia Tax Commissioner from 1977 to 1980. He is a founding director of the Blanchette Rockefeller Neurosciences Institute in Morgantown, West Virginia, and maintains numerous professional and business affiliations.

He holds degrees from WVU, Oxford University (where he was a Rhodes Scholar) and Harvard Law School.

Morgantown, West Virginia, and the surrounding region have performed well during the nation's recent economic downturn. So well, in fact, that visitors are often amazed at the progress in the region in recent years. The area's low unemployment and above average growth is likely to continue in the years to come. It is fair to say that the area is now one of the economic drivers of the tri-state region and will remain so well into the foreseeable future. The risks it faces are those associated with rapid growth.

The presence of stable and relatively "recession proof" industries has kept Morgantown strong in recent years. Among its economic pillars are West Virginia University (WVU), the related WVU Healthcare enterprise (including Ruby Memorial Hospital), United Hospital Center, Monongalia General Hospital, several national laboratories and offices, the new federal prison at Hazleton, national guard facilities at Camp Dawson in Preston County and the enormous FBI facility located in nearby Clarksburg, West Virginia. Together, these facilities and institutions foster "new economy" jobs and strong cash flow in the area. It well may be that the lasting legacy of leadership offered by the late Senator Robert C. Byrd is best demonstrated by the continuing vitality of the region.

WVU, under the leadership of a new and dynamic president, Dr. James Clements, is growing its research agenda, setting an all-

time research grant record in 2009-2010.

WVU partners well with the FBI, local Department of Energy and Center for Disease Control laboratories and regional businesses, leading to systematic strengthening of the economy. For example, the presence of the FBI identification facility in Clarksburg has led to important new academic majors and research initiatives at WVU in just a decade, including forensic science, forensic identification, forensic accounting, biometrics and biometric engineering.

Programs and research centers that did not exist 10 or 15 years ago are attracting nationally and internationally recognized personnel and public and private support to Morgantown. Not surprisingly, they also are winning awards for world class excellence.



The region is also growing because of private sector optimism and investment, in both traditional and new arenas. Both the community hospital and the university teaching hospital have emerged as important regional health care providers, and recently have been joined by a major new hospital serving the southern part of the region in Bridgeport, West Virginia. The health care synergies are dynamic, and likely will draw patients from all over our region and beyond. The primary manufacturing facility of Mylan Laboratories and its related research facilities, long-time corporate citizens of Morgantown, continue their drive to become a leading innovator in the pharmaceutical industry, consolidating their work in Morgantown to the area's advantage.

Companies serving the FBI, the Energy Department and WVU have made their home in the region, and young and courageous entrepreneurs and their financial backers are developing "new age businesses" related to complex and highly technical fields. The natural resource industry remains strong in the area and is likely to for many years, thanks to the importance of coal and gas to our national economies. The area is teaming with new natural resource development projects and related investments.

The strength of the economy has led to strong demand for highly skilled workers, which are readily abundant, thanks to WVU, Fairmont State University, West Virginia Wesleyan, Alderson-Broadus Colleges and other fine higher educational institutions. It is a joy to read the want ads every week in area newspapers. The output of the nearby educational institutions, and the pent-up desire of expatriates to return to the region, give the area an almost inexhaustible supply of highly skilled labor.

Another by-product of regional growth is capital investment by existing institutions and developers willing to risk their own capital based on the region's growth. Several organizations are building along the I-79 Corridor, including United

Health Center, the WV High Tech Consortium Foundation and developers on both sides of the interstate at various exits along the highway. In Morgantown, Longview Power Plant and WVU continue to invest in their facilities in a major way, as do the National Guard and the hospitals.

Quality of life adds to the vitality of the region. Recreational facilities, both private and public, arts and entertainment, and intercollegiate athletics add to enjoyment for area residents and those they entertain. A strong and consistent record of public safety adds to the quality of life that the region's residents have come to expect.

It is fair to say that the area is now one of the economic drivers of the tri-state region and will remain so well into the foreseeable future.

Another important driver is a long history of good local government and volunteerism by the area's citizens. Credit should be given to Dan Boroff, the experienced and talented city manager of Morgantown, who retired this year. He and the capable mayors and city council members he has served, along with their partners in county and state government, have served the region well for more than two decades. So, too, have the many public-spirited civic and charitable leaders of our area.

It is little wonder, then, that the region and its primary driver, the Morgantown area, have won more than 20 awards in the recent past, based on their national competitiveness. And banks, information technology firms, accounting firms, and law firms – including Bowles Rice – are moving to the area or growing the existing offices that are already here.

Looking Ahead

Risk factors for Morgantown – those associated with rapid growth – are rarely associated with communities in our region.

These include transportation and traffic congestion, the challenges associated with maintaining strong public school systems, the need for continued investment in higher education, appropriate public expenditures on infrastructure, such as pollution control, water, sewer and other utilities, and the maintenance of public safety during a time of rapid growth.

Fortunately, civic leaders in the region seem focused on maintaining the area's competitive advantages and are working together, in a largely non-partisan way, to keep the region strong. The region, like many others anchored by major public research universities, seems destined to grow for the foreseeable future. All the indicators for the area are pointing in the right direction.

In perhaps what is a subtle but important aspect of the region's current profile, a whole generation of young leaders in every field, perhaps best exemplified by those involved in Generation Morgantown, have developed the kinds of skills and attitudes necessary to continue the progress here. They have only seen Morgantown and the region at its best – growing, above average, competitive and dynamic. They will accept nothing less! ▽

For more information, and for statistical support for these general statements, the reader is encouraged to visit www.Morgantown.org, the web site of the Morgantown Area Economic Partnership. Detailed information about the growth of WVU can be found in an article by Becky Lofstead in a forthcoming issue of the WVU alumni magazine, and the WVU website, www.wvu.edu.



Providing the Highest Levels of Safety and Cost-Effectiveness for NASA's Mission-Critical Software

Gregory D. Blaney, Acting NASA IV&V Facility Director and Program Manager
National Aeronautics and Space Administration

Gregory D. Blaney was named Acting NASA IV&V Program Manager and Acting NASA IV&V Facility Director in December 2009.

Mr. Blaney was born in Morgantown, West Virginia, and raised just across the state line in Smithfield, Pennsylvania. He holds a bachelor of science degree in professional aeronautics from Embry Riddle Aeronautical University.

He previously served as deputy director of the NASA IV&V Facility and led the administrative management, strategic planning, coordination and oversight of the NASA IV&V Facility's intramural and extramural core systems engineering and infrastructure investments.

Mr. Blaney started working for NASA at Goddard Space Flight Center in 1983, supporting NASA's Satellite Tracking and Data Network. He advanced to the position of network director, a position he held until 1996.

In 1996, Mr. Blaney accepted a position at the NASA IV&V Facility as a project manager and later advanced to become operations and maintenance manager of the NASA IV&V Facility, a role that was elevated to associate director of operations in 2002.

Mr. Blaney has earned several awards throughout his NASA career, including the Manned Space Flight Awareness Award and the Silver Snoopy.

The NASA Independent Verification & Validation (IV&V) Program, located in the heart of the I-79 High Technology Park in Fairmont, West Virginia, was established in 1993 as part of an agency-wide strategy to provide the highest achievable levels of safety and cost-effectiveness for NASA's mission-critical software – projects such as the Space Shuttle, the International Space Station and others. The NASA IV&V Program was founded as a direct result of recommendations made by the National Research Council (NRC) and the Report of the Presidential Commission on the Space Shuttle Challenger Accident. Today, the IV&V Program is an agency-level function that contributes to the safety of NASA's most risky missions.

The NASA IV&V facility was the first building constructed in the Technology Park and has

continued to foster technology growth in northern West Virginia ever since. NASA IV&V, in partnership with West Virginia University, has been instrumental in bringing other government agencies into the area, providing job growth and opportunity for north central West Virginia.

The NASA IV&V Program has experienced continual growth in personnel, projects, capabilities and accomplishments. In 2010, the IV&V Program employs 47 government and almost 300 contractor personnel. This summer, NASA leased an additional 33,000 square feet of office space from H. T. Foundation Holdings Inc., in a building right beside the original IV&V facility, to house approximately 135 personnel. This will allow contractors that were scattered in offices around the area to be collocated with their government counterparts, increasing





The NASA Independent Verification & Validation Program is located in the High Technology Park in Fairmont, West Virginia

collaboration and effectiveness of the IV&V Program.

The vision of the IV&V Program is to provide confidence and integrity in software that cannot be found elsewhere. The IV&V Program's mission is to reduce the inherent risk in the agency's (or any customer's) ability to procure, develop, deploy and operate software within desired cost, schedule and performance goals by:

- Performing IV&V on safety and mission-critical software.
- Providing software expertise to the Agency's Safety and Mission Assurance (SMA) activities.
- Conducting research that improves IV&V and software assurance methods, practices and tools.
- Performing science, technology, engineering and mathematics (STEM) outreach.
- Performing management and institutional services with excellence.

Software IV&V is a systems engineering process that employs rigorous technical

methodologies and tools for evaluating the correctness and quality of the software product throughout the software development life cycle (SDLC). Basically, IV&V helps the developer build the "right product" in the "right way."

The NASA IV&V Program partners with various contractors, subcontractors and local education institutions to accomplish its mission. WVU has been a partner with NASA IV&V from the beginning and assists the IV&V Program in conducting leading edge research in the software engineering and assurance disciplines.

In addition, the IV&V Program maintains a goal to "inspire the next generation." With assistance from Fairmont State University (FSU), the IV&V Program conducts various workshops for local educators, maintains both high school and college internship programs and supports numerous community events. Lastly, and what I am most proud of, is that the people associated with the IV&V Program are extremely generous in supporting local charity organizations and events. The

IV&V family looks forward to providing excellent services to NASA, West Virginia and the local community. It is truly a great place to work! ♡



FBI Establishes Biometric Center of Excellence, Expands Complex

Daniel D. Roberts, Assistant Director
Federal Bureau of Investigation Criminal Justice Information Services Division

Daniel D. Roberts serves as assistant director of the FBI's Criminal Justice Information Services Division (CJIS) located in Clarksburg, West Virginia. A Detroit native, Mr. Roberts began his law enforcement career as a patrolman and field training officer with police departments in Michigan.

Joining the FBI as a special agent on June 29, 1987, his career highlights include serving in the Chicago division as a SWAT team member; heading the Violent Crimes/Fugitive Unit at FBI Headquarters; serving as assistant special agent in charge of the Salt Lake City division during the 2002 Winter Olympic Games; and being named special agent in charge of the Detroit division.

Mr. Roberts served as deputy assistant director for the FBI's Criminal Investigative Division from January 2007 until his promotion to head the CJIS division in April 2009.

He holds a bachelor's degree in business management from Oakland University in Rochester, Michigan, and a master's degree in public administration from Northern Illinois University, DeKalb, Illinois. Mr. Roberts also is a graduate of Northwestern University's Kellogg School of Management, Leadership Development Program, in Evanston, Illinois.

On April 8, 2010, officers with the Houston Police Department approached a man they believed was wanted for the murder of a security guard in Harris County, Texas. The man provided an ID, and denied he was the suspect. However, the officers used a mobile identification device to submit the man's fingerprints to the FBI's Criminal Justice Information Services (CJIS) Division. Near-instant results came back with a match for the suspect and details regarding the murder warrant from Harris County.

The CJIS Division, based in Clarksburg, West Virginia, manages the world's largest database of criminal fingerprints and criminal history information. Our mission? To equip law enforcement, national security and intelligence community partners with the criminal justice information they need to protect the United States while preserving civil liberties. Two new initiatives, our Biometric Center of Excellence (BCOE) and the physical expansion of our campus with a new Biometrics Technology Center (BTC), will help us serve our partners even better.



The FBI's Information Arm

In 1992, the FBI created the CJIS Division to consolidate its criminal justice services and information systems into a single organizational entity and began moving the CJIS Division to its newly built Clarksburg facility in 1995. The CJIS Division administers the Integrated Automated Fingerprint Identification System (and its successor, the Next Generation Identification System, currently



A rendering of the new Biometrics Technology Center (BTC)

**The FBI's work at our
expanding north central
West Virginia campus
reaches around the
world, helping to fight
and prevent crime.**



The Criminal Justice Information Services (CJIS) Division is located on nearly 1,000 acres in north central West Virginia. The campus currently includes a main building (shown above), a Service Center, the Lasting Impressions Child Development Center, a Central Plant and a Visitor's Center. CJIS also occupies a satellite facility in Fairmont, West Virginia. With nearly 2,500 employees, CJIS is the FBI's largest division.

in development); the National Crime Information Center, which provides centralized access information regarding stolen/recovered property, wanted persons, and missing and unidentified persons; and the National Instant Criminal Background Check System, which ensures the timely transfer of firearms to eligible gun buyers and prevents the transfer of firearms to those prohibited from purchasing them.

Other programs managed by the CJIS Division include the Law Enforcement National Data Exchange and Law Enforcement Online, two systems that help law enforcement share information and collaborate across jurisdictional lines; and the Uniform Crime Reporting Program, which provides a national perspective of crime through statistics.

The Future of Biometric Identification

As technology has advanced, the FBI has incorporated these advances within its criminal justice information systems to help combat crime and terrorism by providing information to law enforcement

quickly and efficiently. Most recently, the FBI has created the BCOE to explore new technology and methods that will facilitate advancements in biometric identification beyond fingerprints into areas such as rapid DNA processing, iris, palmprint and facial recognition.

The BCOE's aim is to foster collaboration, improve information sharing and promote optimal biometric and identity management solutions across the law enforcement and national security communities. Using its partnerships with law enforcement, academia and private industry, the BCOE is able to research and develop, test and evaluate, and promote through education new standards for biometric identification. This approach uses the FBI's best practices with biometrics and leverages our efforts across the U.S. government and the academic community.

In 2008, the FBI tapped West Virginia University (WVU) to serve as the BCOE's academic partner. In this role, WVU facilitates the sponsorship of research

and development projects to pursue innovations in identity management at WVU and other academic institutions.

Building the New Biometrics Technology Center

The BTC is another example of the FBI's effort to advance its biometrics programs. The construction of this facility will allow the FBI to co-locate our biometric identification operations and BCOE with the biometric operations of the Department of Defense (DoD). The coexistence of the BCOE and the DoD's biometric program will create a unique collaboration opportunity for the two agencies.

The BTC will have 300,000 square feet of space to be used by the CJIS Division (roughly three-fourths the size of our current main facility), 60,000 square feet of space to be used by the DoD and a four-level parking garage. Construction of the parking garage is underway, and the BTC is set to be completed in 2014.

(continued on p. 64)



A Resource for Health

Arthur J. Ross, MD, MBA, Dean
West Virginia University School of Medicine

Arthur J. Ross, III, MD, MBA, became dean of the West Virginia University School of Medicine in August 2010.

A native of Mamaroneck, New York, Dr. Ross is a graduate of Trinity College and the Case Western Reserve University School of Medicine. His postgraduate training included a residency in general and thoracic surgery at Duke University Medical Center; two years as a research fellow in pharmacology at the University of North Carolina School of Medicine; and a pediatric surgery fellowship at the Children's Hospital of Philadelphia. He also received a master's degree in business administration from the University of Wisconsin-La Crosse.

He served as a faculty physician at Children's Hospital of Philadelphia/University of Pennsylvania School of Medicine; as the chief academic officer for the Western Clinical Campus of the University of Wisconsin School of Medicine; and, most recently, as dean of Chicago Medical School and vice president for medical affairs of Rosalind Franklin University.

Dr. Ross is certified by the American Board of Surgery in general and pediatric surgery. He serves as an elected member of the Governing Council for the American Medical Association Section on Medical Schools, and has been appointed to the Liaison Committee on Medical Education. He is the author or co-author of almost 100 scientific articles and book chapters.

West Virginia has something few other states can claim: a statewide medical school. With campuses in three locations – Morgantown, Charleston and Martinsburg – and affiliates in nearly every community, the West Virginia University School of Medicine is woven into the fabric of the state in a way that strengthens education for all our students.

One of the things that drew me here this year from Chicago is the opportunity I will have to be part of a land-grant university. At WVU, everyone from the president and the Board of Governors, down through the entire organization, understands that our mission is to serve the people of the state.

Our school benefits from being part of the larger university. Medical faculty members develop collaborative research and service projects with engineering, biology, law and business professors, as well as others across the spectrum of academia. Additionally, we collaborate broadly with the federal researchers who share our campus. We draw students from a wide variety of undergraduate majors – here at WVU and elsewhere – and they benefit from the diverse resources available on the University campus. All of us are enriched by the deep connections that WVU and the School of Medicine have developed over several generations with people and communities in every part of the state.

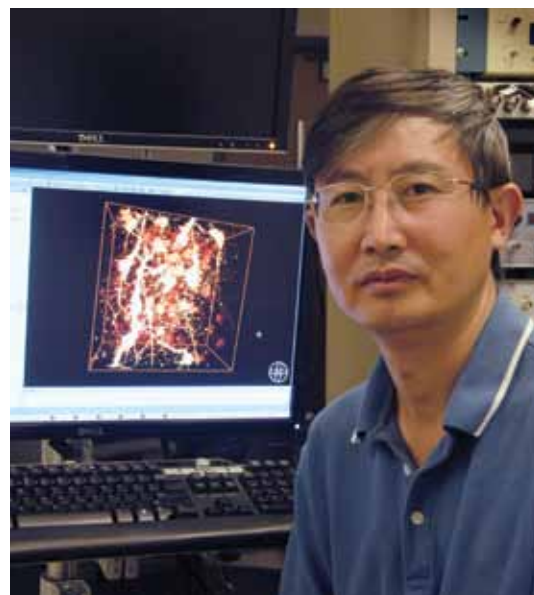
In my initial conversations with WVU medical students, faculty members and others in the University community, I heard over and over again that we must do more for the people of West Virginia. Our commitment, as a school, will be to make this a point of pride for the entire state; a place where West Virginians know they and their family members can get the best medical care; where we help people make positive changes in their own lives and health;

where we teach people not just to be skillful professionals, but to contribute in innovative ways to the well-being of their entire community.

When we are successful, we will know it because West Virginians will tell us, "I am healthier or smarter about my health care needs because we have this wonderful medical school." We will know it every time a smart, ambitious and caring young person in this state decides, "I want to go to medical school, and I am choosing WVU."

To do that, we must first be listeners.

I am spending my first weeks as dean of the School of Medicine listening to our faculty, staff and students on all three campuses and our health care partners on and off campus. As I become more familiar with the school, I hope to reach out across the state, not just to spread the word about what we do at WVU, but to hear what citizens, health professionals, policymakers and others would like us to do to contribute to the advancement of the health of West Virginians.



*Lingqing Zhang is a member of the
WVU Health Sciences research team*



Feruz Ganikhanov, a member of the WVU Health Sciences research team, conducts research on non-linear optical microscopy

Next, we must be team players.

Each of the health care professions has a part to play in the health of individuals, and in the health of communities. It is important for each school to pass on the skills and traditions of the profession we serve, but it also is very important to begin to train students early to work collaboratively with other professions for the benefit of the patient. WVU has taken steps in recent years to bring together students who are studying for various health care careers into multi-professional learning groups. We are going to strengthen and encourage these efforts, and we are going to reach out to anyone and everyone in West Virginia who shares our vision of a healthier state.

Finally, we must be leaders.

It is clear, despite the accomplishments and successes of all who work for health in West Virginia, that there is a lot of work still to do. WVU has to focus its efforts – in research, in service, in education and in

health care – on the urgent health needs of West Virginians. We will be the leaders in developing research programs aimed at discovering the type of knowledge that is translatable into enabling people and communities to successfully address long-standing health problems. We will recruit service-oriented students who want to make a difference, and give them opportunities to do so throughout their time at WVU. We will be strong advocates for health, on and off our campuses.

It is an honor to be a part of this school and join the thousands of other Mountaineers who are dedicated to improving the health of our state. ♡



“oneWVU” Seeks Unity in Gold and Blue

Marlon LeBlanc, Head Coach
West Virginia University Men's Soccer Team

In just four seasons, Marlon LeBlanc, the 2006 Soccer America and FieldTurf-Tarket National Coach of the Year, has built the West Virginia University men's soccer program into a national contender.

Coach LeBlanc took over at West Virginia University in 2006 and helped the program reach new heights immediately. For his efforts, Mr. LeBlanc and his assistants were named the 2006 Big East Coaching Staff of the Year, and he was named the NSCAA/adidas Northeast Regional Coach of the Year.

He played soccer at Penn State and graduated in 2000 with a bachelor of arts degree in economics. He served as an assistant soccer coach at Penn State from 2001-05.

He is a member of the Black Soccer Coaches Association (BSCA) and serves on the Leadership Council for the Black Soccer Coaches Committee. In addition, he holds a position as the BIG EAST representative on the NSCAA/adidas Division I, Men's National Ranking Committee. He is a member of the Black Coaches Association (BCA), the NSCAA/adidas Northeast Ranking Committee and the NCAA Regional Advisory Committee. He served on the NCAA Certification Committee on Gender Equity and Diversity as well.

Coach LeBlanc was instrumental in the creation of the *oneWVU* initiative, which promotes diversity among all races of students, faculty and staff through fellowship on WVU's campuses.

Back in December 2007, I was presented with a not-so-unique circumstance. However, that not-so-unique circumstance presented me with a tremendous

opportunity. Many times I have sat back and wondered if I should be doing more with my life. Often, I have thought about what I could be doing to make a difference in this world, and many times I have wondered how I would respond if I were ever given the opportunity to make an impact. Sometimes I have to laugh, because never in my wildest dreams did I think I would have that opportunity as the men's soccer coach at West Virginia University.

Back in 2007, one of the black student-athletes on my 2007 NCAA “Sweet 16” team was called a “n-----” while walking home to his apartment after a night out with some friends. Two men in a car pulled up next to him at a traffic light and made the racial slur before promptly speeding away. When he told me about the incident, I was heartbroken. Not only was I heartbroken for the young man, but I also was heartbroken because I was faced with the reality that my children were going to face some of the same challenges that have plagued us for generations. As a black man, I have been called every racist name in the book. But here we were, almost 25 years after the first time I can remember being called a “n-----,” in the exact same place.

A plethora of “what ifs” ran through my head. “What if” those guys didn't speed away and decided to get out of the car? “What if” my player confronted the guys in the car? “What if” a fight broke out and someone was hurt, or even worse, killed that night? “What if” it was Pat White or Steve Slaton? “What if” it were a woman on the basketball team? “What if” it was me walking with my daughter, who at the time



was just two years old? The questions ate away at my core, but even more, the unquantifiable answers to those questions were devastating my heart. At some point I decided to stop asking questions and told myself it was time to do something. This scenario wasn't just a WVU or Morgantown thing. This type of stuff happens all over the country and the world. But WVU and Morgantown seemed like a great place to get started.

There was no doubt in my mind that much like everyone in the great state of West Virginia, those two guys that night were avid, dedicated and loyal WVU fans. I imagined them sitting in the stands on football Saturday and cheering every time Slaton scored a touchdown. I pictured them high-fiving everyone when Darris Nichols knocked down a huge three-pointer. As the soccer coach at West Virginia University, I knew I had at my disposal one of the most influential media vehicles and resources in the entire state: West Virginia University Athletics. In my opinion, nothing unites this state like WVU athletics. Nothing can bring 60,000 people together and have the ability to captivate an audience the way WVU football and athletics can. So why not use that vehicle to spread a message that can make a difference?

So with the help of the senior administration at the university, senior athletic administrators and many others, *oneWVU* was born. The *oneWVU* message was, and still is to this day, very simple: “Only two colors matter at WVU – Gold and Blue.” It means that despite the color of our skin, we have the bond of Gold

and Blue – our school colors. We are united in a way that is special and in a way that brings so much pride to the people of this great state. It is a bond that cannot be taken for granted and one that should be celebrated. *oneWVU* is about showing and reminding everyone about the common characteristics that bring us together, rather than letting the color of our skin be what sets us apart.

**The *oneWVU* message
was, and still is to this
day, very simple:
“Only two colors matter at
WVU – Gold and Blue.”**

The *oneWVU* program has become more than I ever imagined. National publications and television commercials, video messages at football and basketball games, a university-supported diversity

initiative, web sites, posters, newspapers and thousands of t-shirts to boot. If I had a penny for every time someone told me they saw that *oneWVU* commercial and how great they thought it was, I would be a rich man. But most of all, this incident has given me the opportunity to show everyone how truly powerful and uniting the “flying WV” really is. This initiative has helped unite our campus even more. It has given me the opportunity to show the entire state and the country that my home, the great state of West Virginia, is a place that has welcomed my family and me with open arms. West Virginia University has afforded me, the only African-American head coach in the history of WVU athletics, to be a leader on this campus and make a small difference in this world.

I’m not foolish enough to believe that racism isn’t still alive in my community. And even though this problem could have likely been isolated, the problem we have isn’t one we necessarily see every day, because it may not be open and evident.

However, the worst problems we have in life are the ones that we aren’t prepared to admit we have...and the most dangerous are the ones we try to hide. WVU isn’t hiding, our fans aren’t hiding and our community isn’t hiding. *oneWVU* is, in actuality, helping make the people who don’t like you because you look different, the true “minority.”

I am proud of what this program has accomplished, and in a lot of ways it has been far more fulfilling than any athletic achievement. My hope is that *oneWVU* can continue to grow in its educational foundation here at West Virginia University and leave with each and every faculty member, staff and student in their everyday walk in life. In sports, the best players and coaches seem to have the biggest impact...why should life be any different? ♡





West Virginia: Global Competitiveness in Biotechnology

Steve Turner, Founder and Chief Executive Officer
Protea Biosciences, Inc.

Steve Turner is the founder and CEO of Protea Biosciences, Inc., located in Morgantown, West Virginia.

Mr. Turner has 35 years of experience in the formation, management and development of biotechnology companies. He successfully founded, served as CEO and took public three biotechnology companies, including Life Technologies (NYSE: LIFE).

He has completed numerous public and private equity financings, corporate partnerships, mergers and acquisitions, both in the United States and Europe.

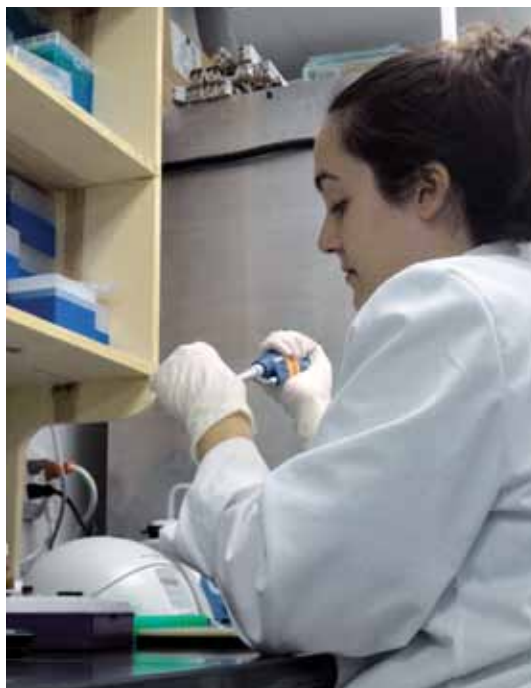
During his career, Mr. Turner has negotiated over 60 technology license agreements with universities and medical centers, worldwide.

He is a graduate of Stanford University.

Nine years ago, West Virginia University signed its first biotechnology licensing agreement. It was with a new, Morgantown-based startup company called Protea Biosciences. At that time back in 2001, Protea had one employee.

Today, Protea has 40 full-time employees, most of whom are WVU graduates, including our top scientists, and in their first job out of college. We manufacture over 200 products in our 9,000 square-foot Morgantown facility, a state-of-the-art bioanalytical laboratory. Our products and services are sold to research laboratories worldwide – we currently have over 400 accounts, and our sales are growing.

We serve a total worldwide market estimated at \$7 billion in 2009 – the over 30,000 pharmaceutical, biotechnology and academic research laboratories worldwide currently active in protein research.



Protea Biosciences offers products and technologies for proteomics research



Protea has a clear business focus – to have the best technology for the direct identification of proteins in all types of biological samples – such as tissue biopsies, blood, urine and single cells. We improve the discovery and analysis of the proteins that regulate the biological functions of the human body as well as all other forms of life.

This is a critical area of pharmaceutical research, because all biological functions are carried out by proteins, and proteins are the primary “targets” for developing new pharmaceuticals. The number of proteins in the human body is estimated to exceed 200,000. Yet all the currently available pharmaceuticals combined target a common pool of only several hundred proteins. This small number of protein “targets” currently utilized in pharmaceutical development reflects the narrow base of human biology that underlies today’s pharmaceutical industry. In other words, more disease-specific protein targets must be discovered to support the development of new, more effective pharmaceuticals.

We apply our technology to the development of new pharmaceuticals, life science products and research services. To that end:

- We have entered into exclusive, worldwide license agreements with West Virginia, Johns Hopkins and George Washington Universities for new protein identification technologies that are now under development by the Company.



The ProteaPrep Cell Lysis kit is used to prepare samples for protein research



The GPR-800 instrument employs a single-use plastic chip and reagents kit to perform the simultaneous recovery of eight protein samples in 20 minutes

to the creation of the biopharmaceutical industry, and major new companies such as Genentech and Amgen were spawned.

Today, we see another new era of biology emerging, one where new bioanalytical technologies will be used to directly identify proteins and their molecular interactions in cells. These technologies will provide unprecedented precision to identify and characterize proteins, and will be a major catalyst for the next generation of pharmaceutical development.

Protea, based in West Virginia, is a leader in this field.

Our company is providing jobs in West Virginia for our university graduates, making investments in WVU-owned technology and financially sponsoring graduate students and research at WVU. It is my hope that Protea connects West Virginia to the global biotechnology marketplace thereby helping to assure robust and quality economic development for our state. ♡

- We are currently completing a Phase I/IIA human clinical trial for a recombinant lipase biopharmaceutical for the treatment of pancreatic disease. Our co-developer is Mayoly-Spindler, a European pharmaceutical company. Under terms of the partnership, Protea receives the exclusive marketing rights for North America. The worldwide market for recombinant lipase is estimated at \$1.1 billion.
- This past year, our laboratory became fully compliant with FDA regulations. This allows us to provide protein discovery services to pharmaceutical companies, which we have begun. This is an area of strong growth for us.
- We formed Proteabio Europe SAS, a wholly-owned subsidiary located in France, to support European sales and business development.
- We launched the GPR-800 instrument that employs single-use plastic chips and reagent kits, manufactured by the company. The instrument performs the simultaneous recovery of eight protein samples in 20 minutes, compared to three to six hours per sample required by current methods.

Thirty years ago, new technology that enabled the splicing and manipulation of genes to produce therapeutic proteins led

Top Ranked



We are proud to announce that, in **30 different practice areas**, Bowles Rice has received “First-Tier” recognition in *U.S. News & World Report*’s first-ever publication of “Best Law Firms.” This 2010 issue joins the magazine’s nationally recognized “Best Hospitals” and “Best Colleges and Universities” editions.

Bowles Rice is a full-service law firm with six regional offices in West Virginia, Kentucky and Virginia. Our “First-Tier” rankings in the Charleston area and Morgantown, West Virginia regions (in which the magazine’s editors include our offices in Parkersburg and Martinsburg) and Lexington, Kentucky, are testimony to our commitment to quality, excellence and professionalism in all that we do.



But that's not all...

Bowles Rice has long been recognized as an AV-rated law firm by Martindale-Hubbell, an authoritative resource on the legal profession.



Bowles Rice is top-listed by *The Best Lawyers in America*® 2011 in 17 key practice areas, including **Corporate Law, Tax Law, Mergers & Acquisitions, Employee Benefits Law, Education Law** and **Bet-the-Company Litigation**. In addition, 52 Bowles Rice attorneys have been named by *Best Lawyers* for their work in nearly 40 different areas of the law.

d. 30 Times.

The areas of law in which we received “First-Tier” rankings are:

- Administrative/Regulatory Law
- Antitrust Law
- Banking and Finance Law
- Bankruptcy and Creditor Debtor Rights/Insolvency and Reorganization Law
- Construction Law
- Corporate Law
- Education Law
- Elder Law
- Eminent Domain and Condemnation Law
- Employee Benefits (ERISA) Law
- Employment Law - Management
- Energy Law
- Environmental Law
- General Commercial Litigation
- Government Relations Practice
- Health Care Law
- International Arbitration
- Labor Law - Management
- Legal Malpractice Law - Defendants
- Mass Tort Litigation/Class Actions - Defendants
- Mergers & Acquisitions Law
- Natural Resources Law
- Non-Profit/Charities Law
- Oil & Gas Law
- Personal Injury Litigation - Defendants
- Professional Malpractice Law - Defendants
- Real Estate Law
- Tax Law
- Trusts & Estates Law
- Workers’ Compensation Law - Employers

Bowles Rice again achieved a top ranking from Chambers USA in its 2010 edition of “America’s Leading Lawyers for Business.” In every practice area evaluated in West Virginia – **Corporate/Commercial, Labor and Employment, Litigation, Natural Resources and Real Estate Law** – Bowles Rice is ranked among the top business law firms in the state.



Twenty-one Bowles Rice attorneys were selected for inclusion in the 2010 West Virginia and Kentucky editions of *Super Lawyers*® magazine. The recognized lawyers practice in more than a dozen different areas of law, including **Business Litigation, Taxation, Energy and Natural Resources, Banking, Employment and Labor, Estate Planning and Probate, Civil Litigation, Business/Corporate Law, Mergers and Acquisitions and Bankruptcy and Creditor/Debtor Rights Law.**



Mon General Adapts and Transforms to Meet Changing Health Care Needs

David J. Robertson, President and Chief Executive Officer
Monongalia General Hospital

David J. Robertson has been the president and chief executive officer of the Mon Health System in Morgantown, West Virginia, since 2003. He received his undergraduate degree, *summa cum laude*, in health care administration from Wichita State University in Wichita, Kansas, and holds both a master's degree in business administration and a master's degree in health services management from the University of Missouri. He has been a hospital CEO for more than 30 years.

The Mon Health System is a comprehensive health system comprised of Monongalia General Hospital, Mon EMS (the authorized 911 emergency transport provider for Monongalia County), The Village at Heritage Point (a 130-apartment retirement and residential care community), Mon HealthCare Equipment & Supply Company, HealthWorks Rehab & Fitness, Mountainview Rehabilitation Hospital, The Foundation of Mon General Hospital, CarePartners (home care services), The Surgical Eye Center of Morgantown, Morgantown Hospice, The Wound Healing Center and Fairmont Home Medical Equipment & Supply.

Mr. Robertson is a fellow in the American College of Healthcare Executives, a member of the board of trustees of the West Virginia Hospital Association and is the recipient of numerous awards and recognitions in the health administration field, including being named the outstanding young health care executive in Iowa and Oklahoma.

Throughout our 67-year history, Mon General Hospital has always endeavored to provide excellent hospital and health care services to the residents of north central West Virginia. However, as we entered the 21st century, we began to take a hard look at the changing demands for medical services and consider how our facility, built in the mid-1970s, needed to adapt and transform in order to meet those changing needs.

Mon General moved into new facilities at its present location in Morgantown, West Virginia, in October 1977, a time when hospital services were largely provided to patients whose care involved an overnight stay in the hospital. Thirty years later, the vast majority of our services are provided to patients who never spend a night in the hospital but, rather, are treated as outpatients. Despite this change, very little had been done, from a functional design standpoint, to alter the hospital from a primarily inpatient facility.

Most of today's medical technology did not exist 33 years ago. Computer technology was in its infancy at that time and, as a result, the building was not designed to adequately meet the cabling requirements of today's "wired workplace."

It also was rare, in 1977, for a patient to have a private room. Most shared a semi-private room with another patient, with a curtain divider for privacy. Today, patients expect a private room – and federal privacy requirements almost mandate it. More importantly, semi-private rooms impose significant safety concerns regarding the transmission of infection and disease, and we recognized that an all-private room facility was no longer a luxury, but rather a medical necessity.

It became obvious to the hospital board of directors, medical staff and administration that it was simply time to update, renovate and



expand an institution that had served the area extremely well for many years. An innovative design process was utilized, led by over 30 design teams comprised of front-line employees and physicians. Patient safety and patient privacy were identified as the top design priorities.

Patient safety is a constant focus at Mon General, and we have received the National HealthCare Safety Award each of the last five years. This recognition goes to the top five percent of the nation's hospitals each year, based on demonstrated patient safety.

In 2005, Mon General broke ground on a \$92 million renovation and expansion project, which ultimately doubled the size of the hospital without increasing our number of licensed beds. At the center of this expansion was the construction of a five-story patient tower, named the Hazel Ruby McQuain Tower (South Tower), in recognition of its benefactor, which opened in 2008. The renovation of the existing hospital (North Tower) was completed in early 2010.

All patient rooms in Mon General are now private as is every treatment area or area in which medical information is passed from one person to another. Whether a patient is spending time with family, talking with a doctor, receiving care from a nurse or simply trying to sleep, they can do so in an environment in which a commitment to privacy drove the design of the entire project.

For example, Mon General was one of the first hospitals in the nation to be designed with two corridor systems – one private and one public. Visitors and patients now use separate corridors to move through the hospital. This affords patients greater privacy and comfort when



Mon General Hospital in Morgantown, West Virginia

leaving their rooms for tests, and it helps put visitors at ease. Patients never have to pass through waiting rooms or public areas, nor do they have to use public elevators.

Our expansion has more than doubled the size of the hospital's emergency services department, and it allowed us to build a new intensive care unit with state-of-the-art technology. The expansion's new imaging department is twice as large as the old department, and it is equipped with the latest generation of magnetic resonance imaging (MRI), computerized axial tomography (CT), and other diagnostic capabilities. In addition, our women's health services are now combined in a single convenient location – the Women's Imaging Center.

One of the most striking features of the new South Tower is that it looks more like an upscale hotel than a hospital, from the sweeping staircase in the two-story lobby to the terrazzo tile floors in the main concourse. Large expanses of glass offer views of a calming natural landscape. Even the patient rooms have a home-like feel, featuring a muted palette of earth tones, cherry wood casework and the look of hardwood floors. Spacious waiting rooms feature comfortable upholstered furniture,

flat screen TVs and complimentary wireless Internet access.

Our patients have responded extremely favorably to our changes. While Mon General has always experienced very high levels of patient satisfaction, since completion of our new facilities, our patients have rated Mon General among the top five percent, nationally, in patient satisfaction for inpatient, outpatient and emergency care.

Although it has only been a few months since the completion of the renovation and expansion project, we are already looking toward the future.

Planning has begun for a new orthopedic surgery center, new cardiac catheterization labs and a separate endoscopy center within Mon General. Federal funding has been awarded to help develop the endoscopy center, and the hospital is currently finalizing the design of the new orthopedic surgery center and pursuing the necessary state approvals to begin the construction process.

It is hoped that construction will begin on the new orthopedic surgery center, a critical need for the hospital, in early

2011. With one of the largest teams of orthopedic surgeons in the state, we are currently performing over 3,600 orthopedic procedures each year, a 20 percent increase over the past five years. The planned orthopedic center will feature modern operating rooms needed to treat complex orthopedic conditions.

Also well underway is planning for a new access road to the hospital which will enable ambulances and visitors to have a more direct route to the hospital, bypassing nearby residential roads that have become more congested in recent years.

Over the past five years, Mon General has made many changes to meet the health care needs of our patients. While the construction of the South Tower and renovation of the North Tower have brought us to the forefront in patient care and privacy in the region, these advances are not an endpoint, but only a new vantage point from which we can look to the future to better serve the patients of north central West Virginia. ▽



The Power of Collaboration and Cooperation

Billy Atkins, Partner
Bowles Rice McDavid Graff & Love LLP

Billy Atkins has practiced law in West Virginia since 1970. He is a partner in the Morgantown, West Virginia office of Bowles Rice and a member of the firm's Commercial and Financial Services practice group. He focuses his practice in the areas of civil litigation, corporate and business law and real estate law.

Mr. Atkins is actively involved in many civic and community activities and is a member and past president of the board of directors of the Greater Morgantown Community Trust. He also is a member of the board of trustees for Monongalia General Hospital and Monongalia Health and a member and former chairman of the Greater Morgantown Area Chamber of Commerce.

He is a former member of the City of Morgantown Building Commission, the Ward Boundary Commission and the Monongalia County Development Authority and has served as president of the Mon County Habitat for Humanity and as a United Way volunteer.

He graduated from Morris Harvey College in 1967 with a bachelor's degree in political science. In 1970, he received his doctor of jurisprudence degree from West Virginia University College of Law, where he was a member of Law Review.

Generally, collaboration is defined as a process where two or more people or organizations work together toward a set of common goals by sharing knowledge and ideas, learning from each other through open discussions and building consensus. Cooperation is the process of acting together, rather than working separately in competition.

The communities of north central West Virginia have grown and prospered in recent years, while other parts of the state have declined in population and economic development. Many factors contributed to this phenomenon; they include a good highway system, a diverse economy, outstanding institutions of higher learning and excellent health care facilities which serve the state and the region. In addition to these physical factors, the communities in the region share an important intangible quality which has been critical to their success. That quality is an attitude which promotes collaboration and cooperation.

It is the willingness of the citizens of the community to join together to find ways to cooperate and get things done, rather than find reasons why it cannot be done.

Such an attitude permits the community to identify common goals, to build a consensus for accomplishing the goals and to overcome any obstacles. It is the willingness of the citizens of the community to join together to find ways to cooperate and get things done, rather than find reasons why it cannot be done.

This cooperative attitude is the core of an effort to establish a new regional collaboration. On prior occasions, the two community foundations



which serve the north central region of the state, the Greater Morgantown Community Trust (GMCT) and the Community Foundation of North Central West Virginia (CFNCWV), had discussed the possibility of an affiliation. The GMCT serves primarily Preston and Monongalia counties and has total assets of \$5,000,641. The CFNCWV serves all of the counties in the north central region of the state and has assets of \$1,371,655. Both organizations recognized that their service areas were part of an economic region with increasingly interdependent communities.

Earlier this year, representatives from each of the boards met to further explore opportunities for affiliation. Tom Heywood, managing partner of Bowles Rice, volunteered his time to facilitate the discussion. At the meeting, the benefits and concerns of an affiliation were discussed and identified, and a decision was made to seek approval from each board to continue the dialogue.

Subsequently, Seth Wilson, a partner in the Bowles Rice Morgantown office, met with members of the executive committees of the two organizations. Based upon the discussion at that meeting, a draft memorandum of understanding

was prepared. The participants agreed that an affiliation of the two foundations would result in benefits to the organizations and the entire region, including those areas currently being served. The benefits identified included: (a) significantly greater assets being held under common management; (b) a stronger brand identity and enhanced marketing efforts; (c) shared administrative costs and total-dollar cost savings; (d) economies of scale; and (e) the ability to make more significant grants to and within the region.

The memorandum provides for the formation of a new organization which

will serve as the parent and sole member of the two foundations. The board of the new organization will be comprised of members from the two foundations and will oversee the consolidation of administrative personnel and marketing efforts. Both the GMCT and CFNCWV will retain their identities for a period of time in order to assure the anticipated benefits of the affiliation are realized. If the new organization functions as anticipated, the goal is to merge the two existing foundations into the new organization. However, the memorandum states that the new organization will be structured to be fluid and flexible, so as to permit either

foundation to end its affiliation should it no longer provide maximum benefit to the community which it serves.

During the affiliation period, each of the foundations will convert to a membership form of non-profit corporation, and then form the parent company as a non-stock, non-member, non-profit corporation, which will serve as the sole member of both foundations. The parent company will then operate to manage and invest the combined assets of the CFNCWV and the GMCT and make all decisions with respect to contributions. The existing boards of the CFNCWV and the GMCT will be subsidiary boards and will continue to make grants and scholarships on behalf of the foundations and conduct public relations activities and marketing efforts for the mutual benefit of the three organizations.

Beyond the advantages of a greater investment pool and the consolidation of administrative expenses, an important benefit will be the ability of this regional organization to become a leader and facilitator in future efforts by governmental units, charitable organizations, educational institutions and health care organizations to regionalize services. It is all about working together.

The success of this endeavor will depend upon the ability of the leaders of the respective foundations to maintain the cooperative attitude which has prevailed. In this era of increased economic interdependence, the north central region's success will require greater collaboration and cooperation between the citizens and communities within it. W





WVU Pursues Innovation to Advance Energy Technology

Senator Robert C. Byrd's Challenge to Move America Forward

Curt M. Peterson, Ph.D.

Vice President for Research and Economic Development, West Virginia University
President, WVU Research Corporation

Dr. Curt M. Peterson leads West Virginia University's research mission as vice president for research and economic development and president of the WVU Research Corporation.

Before coming to WVU, he held senior leadership and faculty positions at the University of Northern Colorado and Auburn University.

A biologist, Dr. Peterson's research led to the production of more than 165 technical reports, including 53 published journal articles.

He has served as the principal investigator (PI) or co-PI on grants or contracts from a wide range of federal and state agencies. He received his doctorate in biology from the University of Oregon and a bachelor's degree in biology from Moorhead State University in Minnesota.

Advanced Energy Initiative WEST VIRGINIA UNIVERSITY

In the last year of his life, the late Senator Robert C. Byrd wrote, "The future of coal and indeed of our total energy picture lies in change and innovation."

Senator Byrd's call was warmly embraced by the cadre of scientists at West Virginia University and colleagues at research universities and federal agencies where energy research is being aggressively performed.

Senator Byrd believed that the future of American industrial power and our economic ability to compete globally depends on our ability to advance energy technology. He was a fervent supporter of energy research efforts at WVU and he was an unwavering champion of the National Energy Research Laboratory (NETL), where he did all he could to provide facilities and talent to wage war on energy problems and the search for ways to responsibly use our most abundant natural resources.

That is why WVU/NETL collaboration has always been important, and why WVU is proud to carry Senator Byrd's legacy forward as part of a new alliance with NETL and some of the most prolific American energy research universities. That new NETL-sponsored effort is known as the Regional University Alliance for Energy Technology Innovation, or RUA.

With WVU scientists, researchers from Carnegie Mellon University, the University of Pittsburgh, Penn State University and Virginia Tech are allied in pursuit of Senator Byrd's challenge to anticipate change; adapt to the global economy; and respond to energy demands.

RUA "assists NETL in conducting both basic and applied energy and environmental research programs that support the U.S. Department of Energy's mission to advance U.S. national, economic and energy security." To West Virginia, the RUA effort means more: it means WVU talent, expertise and unique history of success have a wonderful opportunity to be focused on a national stage in the effort to spin research into jobs and economic progress.

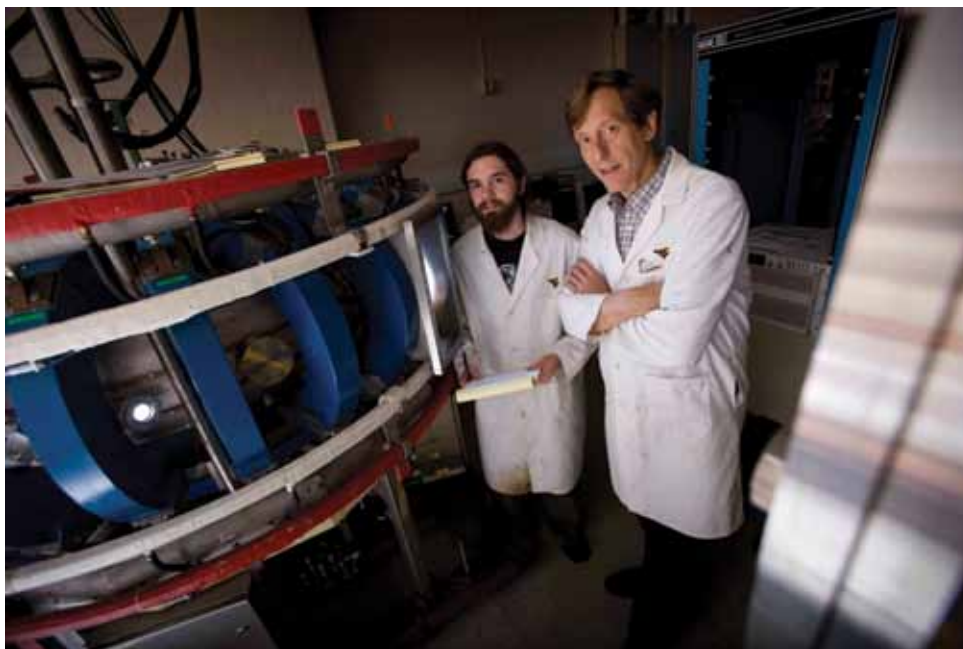
With coal's long legacy, the rapidly expanding Marcellus Shale natural gas activity in Appalachia, the promise of an expanding wind energy industry, fuel cell advancements and development of hydrogen fueling stations from one end of West Virginia to the other, it is clear that the Mountain State's place in America's energy future will be bright and important if we follow Senator Byrd's advice to change and adapt through innovation and hard work.

WVU is the energy university in America's energy state, and its efforts to create jobs through research and innovation is on an upward arc. WVU brings to this regional alliance an impressive collection of projects, centers, collaborations and researchers that preserve energy jobs, create new ones and help ensure West Virginia's role in a continued American vitality. Here are a few examples:

- **The Coal and Energy Research Bureau** develops new, safer and more economical ways to mine, transport and use coal while considering environmental impacts.



Olafemi Olajide (seated) works the control panel of WVU's proprietary coal-to-liquids process reactor as chemical engineering professor Alfred Stiller, the technology's principal investigator and co-inventor, looks on



The AEI, teaming with researchers from other universities and federal agencies, is helping WVU make a difference in the drive to attain American energy independence

research to improve fuel efficiency in our vehicles.

- **The Center for Advanced Separations Technology** finds ways to separate valuable minerals from waste materials to increase economic competitiveness and reduce environmental impacts.
- **The West Virginia Water Research Institute** develops technologies for the economically and environmentally sound use of water resources – a key issue facing energy projects everywhere.
- **The National Institute of Fuel-Cell Technology** is a cluster of WVU energy researchers striving to make fuel cells an affordable, efficient and clean source of energy.
- **The National Alternative Fuels Training Consortium** operates a nationwide effort to educate Americans about maintaining vehicles powered by ethanol, natural gas, biodiesel, hydrogen and electricity.
- WVU researchers have developed a new kind of wind turbine designed to increase efficiency and lower costs while offering additional protections to wildlife.

All of these efforts and others fall under WVU's Advanced Energy Initiative (AEI), built on a strategic plan to advance research in three focus areas: fossil energy, sustainable energy and energy policy. The NETL RUA complements the strategic vision of the AEI to address energy challenges of today's world by striving to achieve energy independence and transition to a more sustainable energy form.

Following Senator Byrd's vision, WVU will, both independently and as part of the new regional alliance, continue its focus on discovery, engagement and innovation for a better West Virginia, a better Appalachia and a better America. ▽

- **The Consortium for Fossil Fuel Science** focuses on catalyst development to convert coal to liquid fuels, hydrogen and chemical feedstocks.
- **The Advanced Power and Electricity Research Center** focuses on innovations in system-wide controls using operational and economic data to allow companies to be profitable in a competitive market.

- **The Petroleum Technology Transfer Council** provides information to oil and gas producers about techniques and equipment for recovering resources.
- **The Appalachian Oil and Natural Gas Research Consortium** is dedicated to the immediate and long-range needs of the petroleum industry in Appalachia.
- **The Center for Alternative Fuels, Engines and Emissions** conducts



Expansion to Morgantown: A Solid Investment for Dan Ryan Builders

Chris Rusch, Division President
Dan Ryan Builders

Chris Rusch is the division president for Dan Ryan Builders' Morgantown division. A skilled electrician, siding mechanic and carpenter, he found his calling at an early age in the home building industry.

Before joining Dan Ryan Builders as the company's Morgantown division president in 2006, he held various positions with national home builders, including vice president of operations at Beazer Homes, warranty service manager with David Weekley Homes, construction manager for Toll Brothers and construction superintendent at Ryan Homes.

I can still recall driving into Morgantown, West Virginia, for the first time. It was a fall afternoon during a WVU home football game against Louisville. What a comeback the Mountaineers orchestrated that day! The excitement in the air from the game was palpable, and the town was alive and vibrant. To me, that is exactly how the real estate market has been for us in north central West Virginia (NCWV) since I arrived here five years ago. This feeling continues today.

Dan Ryan Builders decided to enter the NCWV market in early 2005. At the time, all of our divisions were located in the fringe of the Washington, D.C. market. The decision to expand was the result of a strategic initiative rolled out by our board of directors. The mission was to diversify the company and try to insulate it from the negative impacts of a cyclical housing



market. With the increasing population and positive economic factors, NCWV looked like the perfect fit for our company. The result: Dan Ryan Builders has become the number-one new home builder in NCWV. We are thrilled, to say the least!

We have single family communities in Bridgeport, Fairmont and Morgantown, as well as multiple townhome communities in Morgantown. We have no intentions of slowing





down soon, as we have two new communities currently in the early stages of development in the beautiful Cheat Lake area. Our products range from entry-level town homes to beautiful single family homes that offer more than 3000 square feet of living space.

Since 2006, we have delivered over 200 new homes and townhomes to customers in NCWV. The growth of the Morgantown division is evident in our sales numbers. From 13 closings in 2007 to a projected 105 closings in 2010, this recession-resistant area has proven to be a solid investment for our company. Our commitment to quality is reflected by the fact that 92 percent of our customers say they would recommend us to a family member or a friend. In addition, our sister company, Monocacy Home Mortgage, has a local branch office and meets individually with potential and existing purchasers to ensure a smooth loan process. Their flexibility and competitive rates help us stand out from the rest.

The primary catalysts for our success in the area have been the growth of West Virginia University, Mylan Pharmaceuticals, Ruby and Mon General Hospitals, and the expansion of the High Tech Corridor along Interstate 79. With these solid economic contributors, the area has supported a strong and stable housing market. As more and more people locate to Morgantown, Dan Ryan Builders will have a continued presence in the area and will be focused on delivering the best value in home ownership for years to come! ♡



Intellectual Property: The Transformative Capital of the North Central West Virginia Economy

Andrew G. Fusco, Partner
Paul E. Parker, III, Partner
Bowles Rice McDavid Graff & Love LLP



Andy Fusco is a partner in the Morgantown, West Virginia, office of Bowles Rice. He focuses his practice on general and complex litigation, RICO, contract disputes, white-collar criminal defense, intellectual property infringement, mergers and acquisitions, joint ventures, product and technology licensing, pharmaceutical law, first amendment law and construction law. He has represented clients in transactions or litigation in 24 states and 12 countries outside of the United States.

Mr. Fusco received his bachelor's degree from West Virginia University and earned his law degree from the West Virginia University College of Law. He has maintained a close connection with his alma mater, having instructed at West Virginia University's School of Journalism, College of Business and Economics and College of Law. In addition, he has lectured at the West Virginia University School of Pharmacy.

He served as the prosecuting attorney of Monongalia County from 1977 to 1981.

Mr. Fusco is the author of "Antitrust Law" in the *West Virginia Practice Handbook*, as well as articles in various books and journals. He frequently speaks on intellectual property and other legal matters to groups, including the Food and Drug Law Institute.

Eddie Parker is a partner in the Morgantown, West Virginia, office of Bowles Rice and a member of the firm's Business Litigation Practice Group. He has more than 20 years of legal experience, practicing in the areas of litigation, intellectual property, economic development and government relations.

He previously served as vice president and general counsel for the Institute for Scientific Research, Inc. in Fairmont, West Virginia. He also supported the West Virginia High Technology Consortium Foundation, serving as general counsel from 1995-1996 and associate general counsel in 2007.

A Fairmont native, he is active on numerous local boards and commissions. He is the vice president of the City of Fairmont Parks Commission and a past director and campaign chair of the United Way of Marion County. He has served as a director and vice-president for education of the Marion County Chamber of Commerce and as a director of Fairmont General Hospital and its foundation.

He attended the London School of Economics and Political Science at the University of London. He graduated, *magna cum laude*, from West Virginia University with a bachelor of arts degree in political science and received his law degree from West Virginia University College of Law.

The north central West Virginia economy is diversifying and now encompasses more modern, borderless, knowledge-based businesses. From biotech identification technologies to software validation and verification for space exploration, high tech enterprises rely on inventions, innovation and "out-of-the-box" thinking. Such inventions and innovations are not limited to the high tech industry, and also are found in mines, in steel mills, in manufacturing facilities, in construction and in any other business activity that hopes to survive and prosper in today's global marketplace. As we progress through the re-invention of our region's economy, intellectual property clearly is becoming the transformative capital fueling our business Renaissance.

Intellectual property (IP) is, at its core, ideas – the creative expression of innovation. In the traditional industries, IP is seen in tools and dies, augers, materials and related inventions. In the high tech arena, IP can take the form of software, hardware, circuits, methods, processes, formulae and a multitude of other scientific inventions. In industry generally, IP can be found in drawings, diagrams or other "writings," and IP may consist of business names, images, logos and similar symbols.

Recognizing, creating, developing, protecting, leveraging, maintaining and enforcing IP rights are essential to the success of businesses in north central West Virginia. While IP frequently requires a substantial investment of human and financial resources, it can result in huge returns to its owner. On the flip side, however, IP often can be easily and inexpensively reverse engineered by competitors. It is, therefore, critical that businesses understand the basics of IP law and to position themselves to protect their investment from infringement.

The law affords various methods for such protection. Patent, copyright and trademark law essentially secure to creators of IP monopolistic rights for varying periods of time in order to allow for recapture of investment. A basic familiarity with these forms of IP protection is important to businesses in recognizing the assets in their portfolios.

Patent types include utility (machines, processes, items of manufacture and compositions of matter), design (ornamental characteristics), and plant (new varieties of plants). Issued by the U.S. Patent & Trademark Office (USPTO) following application and examination, patent rights secure the inventor's right to exclude others from making, using or selling the patented invention for a period of 20 years in the United States. During the term of the patent, rights therein may be assigned or licensed for commercial advantage, and may be used as collateral in financing transactions.



unique challenges of cyberspace. For example, domain names may be disputed when they infringe upon either common law or registered trademarks, and new procedures have been created offering expedited arbitration to resolve such disputes. While Internet service providers, such as AOL, have been granted statutory immunity from liability for defamation and other tort claims arising from user-generated content posted on their sites, they still can be held liable for copyright infringement. Similarly, music copyrights have been protected from illegal downloading, creating a new, legal industry for iTunes and other distributors of music and related content. As the Internet expands, IP law will evolve accordingly.

For IP that may not be readily discovered by inspection of the product or service, protection by simple non-disclosure – trade secret – may be appropriate. The Coca-Cola formula is perhaps the best known example of a trade secret. In order to maintain IP as a trade secret, the owner must carefully limit disclosure, even within the company, and jealously protect its secrecy by non-disclosure agreements, employee confidentiality agreements and similar contractual instruments prohibiting unauthorized use or disclosure.

Once protection of IP is properly secured, IP rights may be enforced against infringers through resort to state and federal courts, in arbitration, and in other forums. Available remedies include injunctions and monetary damages, as well as costs and attorneys' fees in cases of willful conduct. Punitive damages also may be available in exceptional circumstances.

IP can be the competitive advantage for north central West Virginia businesses to succeed in the global marketplace. Properly protecting and managing that IP is critical to the long-term success of businesses. Unfortunately, IP recognition and protection is often overlooked by businesses. For that reason, businesses should consult with IP counsel to ensure adequate protections are in place. ▽

Once a patent expires, exclusionary rights expire, and the patent may be practiced by others.

In the forefront of patent law today is the issue of the patentability of business methods. Affecting software developers, biotech inventors and others in both traditional and high tech businesses, this issue has recently received much attention from the press and the courts. On June 28, the U. S. Supreme Court issued its long-awaited ruling in *Bilski v. Kappos*, 130 S. Ct. 3218 (2010), holding that business methods may still, at least in some cases, be patented. While the Court, by a narrow 5-4 vote, denied the patent at issue on other grounds, it did hold that business methods, if otherwise eligible for patent, would not be categorically excluded from patent eligibility. Therefore, at least for now, business methods remain eligible for patent protection. However, the close vote of the Court suggests that the decision is vulnerable. Until a bright line standard is announced, it behooves all businesses to be alert to changes in this area of patent law to be sure that they protect their own business methods and that they are not infringing on the patented business methods of others.

Copyright protects an author's original works, such as writings, drawings, diagrams, computer programs, recordings and similar creations and arises immediately upon

being fixed in tangible form. Copyright claims may be registered with the U.S. Copyright Office. Importantly, formal registration is not required to lay claim to a copyright, although registration does provide for validation of the existence of the copyright and for certain enhanced rights of enforcement (e.g., increased damage entitlement for willful infringement). Like patents, copyrights may be licensed or assigned for commercial gain. For copyrights created after January 1, 1978, the term of copyright is generally for 70 years after the death of the author.

Trademarks (for goods) and service marks (for services) often are thought of as branding elements and include logos, tag lines, symbols, designs, images and names used by a business to identify itself as the source of its goods and services. Unlike copyrights, rights in trademarks and service marks are not recognized until they are actually used in commerce. Most states recognize common law marks, but marks also may be registered with the USPTO. Registration secures the exclusive right to use the mark and, as with copyright, offers enhanced rights of enforcement. The term of registration is indefinite, subject to timely filing of renewal applications and payment of the required fees.

On the Internet, traditional IP rules are being applied as they evolve to meet the



The High Technology Foundation

James L. Estep, President and Chief Executive Officer
West Virginia High Technology Consortium Foundation

James L. Estep was named president and chief executive officer of the WVHTC Foundation in June 2000. During his tenure, the organization's asset base has grown from just over \$13 million in 2000 to \$184 million in 2010, and five subsidiary organizations have been established. His efforts have expanded the I-79 Technology Park to over 450 acres and 750,000 square feet of Class A office and lab space built.

Mr. Estep's love of technology has led the organization to develop cutting-edge and innovative technologies for its various research and development customers. These include the development of a biometric system to capture face recognition at over 100 meters, day and night.

He is very active in several business and technology efforts around the state. He serves as chairman of the Mid-Atlantic Aerospace Complex and is a board member for the West Virginia NASA Space Grant Consortium and the West Virginia Roundtable.

Mr. Estep earned a master's degree in computer science from West Virginia University. He also received a bachelor's degree in computer science from the West Virginia University Institute of Technology.

Upon graduation from WVU Tech in 1989, he went on active duty with the United States Army as a commissioned officer. In 1992, he joined Unisys Corporation as a software engineer.

The West Virginia High Technology Consortium (WVHTC) Foundation, or "High Technology Foundation," is a 501(c)(3) non-profit corporation, chartered on August 12, 1993. The High Technology Foundation was established as an organization to help build greater economic diversity in north central West Virginia. Since 1993, the programmatic efforts of the High Technology Foundation have evolved in response to changes in the regional business environment, but the overall mission of the organization has remained *focused on economic development and economic diversification*. This focus has taken the form primarily of support and advocacy of the technology-based business sector in north central West Virginia.

The economic and business world in which the High Technology Foundation operates has continued to evolve since the early 1990s. While the evolution almost certainly will continue, one basic principle remains true – the economy will continue to be driven by *innovation* and the *effective utilization of technology*. This premise cannot be overstated and drives the programmatic efforts of the High Technology Foundation. As demonstrated throughout history, regions that not only encourage, but facilitate, this type of culture have been the most successful. The High Technology Foundation's strategic planning efforts have taken this didactic insight into consideration as it plans future programs.

There has been a great deal of national research into defining the components necessary to promote "innovation" and the "effective utilization of technology." The High Technology Foundation has adopted these concepts and strategies as appropriate and feasible and adapted them to specific regional circumstances.



In general terms, the efforts of the High Technology Foundation can be described as a "*technology-based economic development*" or "TBED" initiative. TBED has become a commonly used term around the country for this particular economic development strategy. Many resources exist that provide ideas and insights to anyone interested in the subject.

Research conducted by the State Science and Technology Institute (SSTI) in partnership with the U.S. Department of Commerce has defined the following required elements for successful *technology-based economic development*.

Elements Required for a Tech-Based Economy¹

- An intellectual infrastructure
- Mechanisms for transferring knowledge
- Physical infrastructure
- Highly skilled technical workforce
- Sources of risk capital

The north central West Virginia region is very fortunate to have institutions such as West Virginia University and Fairmont State University to bolster the foundations of a strong intellectual infrastructure. The High Technology Foundation has designed its programmatic efforts to take advantage of these types of resources and address each of these TBED areas.

For example, the INNOVA Commercialization program is focused on engaging the region's "intellectual infrastructure," which includes entrepreneurs from the regional workforce, as well as the local universities to provide a



An aerial view of the I-79 Technology Park in Fairmont, West Virginia


vehicle for the commercialization of regional innovation. INNOVA provides a bootstrapping function by providing help with all aspects of the commercialization process to include access to risk capital at various levels. The program also works to facilitate the transfer of “new knowledge” through partnerships and networking opportunities. Services supported by the INNOVA program, such as the “networklearningalliance.com,” are intended to support and improve the regional technical workforce.

The High Technology Foundation’s development of the I-79 Technology Park directly addresses the “physical infrastructure” needs of the technology community. The 400-plus acre park has been planned and organized to provide the highest quality and functionality for its occupants while allowing managed scalability. Already the park is populated with an impressive inventory of world-class facilities and organizations.

The growth of the technology sector in north central West Virginia has been sparked by its “federal anchors,” which

include the Federal Bureau of Investigation (FBI) Criminal Justice Information Center (CJIS), the National Aeronautics and Space Administration (NASA) Independent Verification and Validation (IV&V) Facility, the Department of Defense (DoD) Biometrics Identity Management Agency (BIMA) and the Department of Energy (DoE) National Energy Technology Laboratory (NETL). They attract companies large and small who pursue work with these entities.

This not only creates opportunities for small business, it “clusters” thousands of highly educated workers in the area who interact and work together. The projects they work on involve the latest and greatest technologies and have national and international exposure. From this fertile ground sprouts *innovative ideas* and *entrepreneurs*. The High Technology Foundation’s challenge of how to make the most of this important “crop” is two-fold. First, what mechanisms can we put in place to effectively harvest the entrepreneurial opportunity? What can we do to improve their chances of success? This is important because there is a smaller population to

work with than other areas, so we need to make the most of what we have available. Second, how do we keep these federal anchors from leaving? This is the context in which the High Technology Foundation operates. 

Footnotes:

¹<http://www.ssti.org/TBED/introtext.htm>



Changing Perspectives

Nikki Bowman, Editor
WV Living and *WV Weddings* magazines

Nikki Bowman, a West Virginia native, is the owner and editor of *WV Living* and *WV Weddings* magazines and co-owner of the newly opened *WV Living* Marketplace at Snowshoe Mountain. She graduated from West Virginia University, *magna cum laude*, in 1992 and received her master's degree in writing from DePaul University in Chicago, Illinois.

Ms. Bowman has nearly 15 years of experience editing magazines in Chicago, Washington, D.C. and Mississippi, and has won several industry awards. Recently, *WV Living* and *WV Weddings* were nominated for several Eddie and Ozzie Awards, the industry's leading acknowledgement for national magazine excellence.

Since moving back to West Virginia, she has logged thousands of miles in her car, driving from one corner of the state to the other. She frequently speaks to alumni groups, civic clubs and other associations about the need for West Virginians to become invested in their communities and to take pride in their heritage.

She is a member of several organizations, including the West Virginia Chamber of Commerce's Tourism Committee, West Virginia Hospitality and Tourism Association, Main Street Morgantown, Morgantown Area Chamber of Commerce and Generation Morgantown.

In 1992, I left West Virginia after graduating from West Virginia University to move to Chicago. Honestly, I never thought I'd ever return. After all, from an early age I was taught that if you wanted to be somebody or do something great with your life, you needed to leave the state. It was expected. But the farther I moved away from West Virginia, the deeper my roots grew and the more I longed for home.

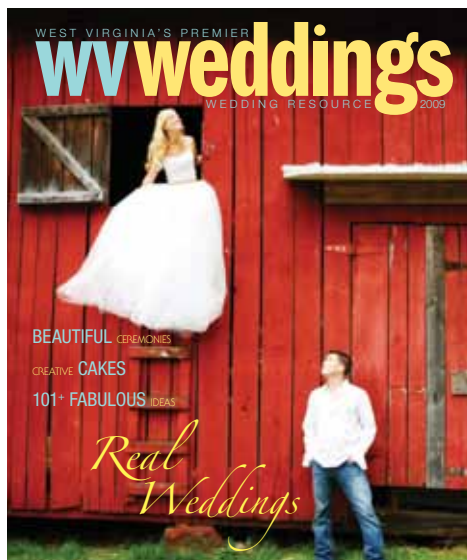
In 2008, after working nearly 15 years as an editor of magazines in Chicago, Washington, D.C. and Mississippi, I moved back home to launch *WV Living* magazine and *WV Weddings* magazine. It was not the best time to be in the magazine business – it was one of the publishing industry's worst years. Magazines were folding left and right. Yet I felt that there was a deep-seated need for a statewide, national caliber lifestyle magazine that showcased the best that West Virginia had to offer in a positive and modern way, with outstanding photography and articles that covered the entire state.

West Virginians were tired of hanging their heads as national media-perpetuated stereotypes. I was convinced that our state was on the verge of a cultural revolution, and I wanted the magazine to be its trumpet. But I also knew that as a new business, I needed to be fiscally savvy. One way to do this was to base my magazine in a university town, where I could keep my costs low in the critical start-up stages by relying on journalism, marketing and business school interns. Morgantown was the ideal location, and those educated and passionate interns soon became my first employees.

I admit that at first it was strange living in the town where I had attended college. I felt old as I watched students shuffle to class in flip flops (Wasn't it just yesterday that I was one of those students?), but then something unexpected happened. I realized that Morgantown was much more than a quintessential college town. It is a place where the quality of life is high, the arts and culture flourish and the economy is strong.




WV Living Marketplace is located in the village at Snowshoe Mountain, West Virginia

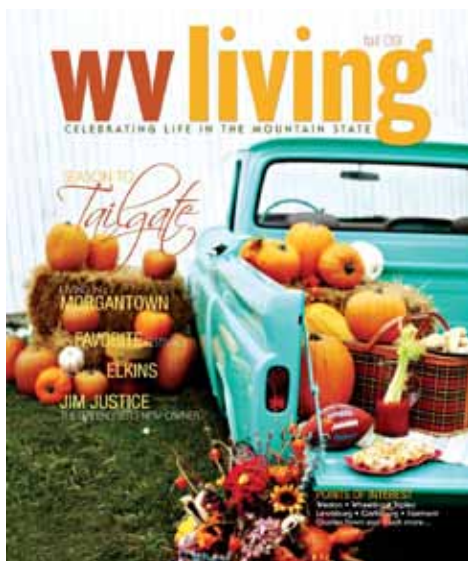


Walmart, Books-a-Million, Sam's Club and Barnes & Noble, we also are the first West Virginia magazine to be sold in national chains in over 18 states. Our circulation and subscriber base grows by leaps and bounds every day. Our websites, **WVLivingMagazine.com** and **MyWVWedding.com**, attract thousands of visitors from around the world – and all of them want to experience our country roads.

In response to the growth of the magazine and to further promote our mission, in July we opened the *WV Living* Marketplace in the village at Snowshoe Mountain, one of our state's top tourism destinations, and we will be opening a second location in the Seneca Center in Morgantown this fall. Our goal is to showcase the state's finest artists and craftsmen, providing them with an economic and creative outlet, while encouraging people to support local businesses. In essence, we've brought the magazine to life.

We also have created our own line of products – the *WV Living* Artisan Collection – where we have designed items and worked with local craftsmen to produce them. We hope that instead of buying glassware made in China, people will drink from tumblers hand-blown by Ron Hinkle of Buckhannon, West Virginia. Instead of purchasing food grown in Chile, folks will buy salsa made from local ingredients. We hope that instead of registering for dishes from Crate and Barrel, brides will set their tables with unique pottery from WVU's Ceramics Studio. Because being local isn't just a lifestyle – it's a responsibility.

WV Living Magazine is a celebration of who we are – and who we are becoming. I truly believe that each issue is a journey, where our people, our towns, our businesses and our artists are the main characters. Join us and become a part of the story. It is, after all, *your* story, too. 



It was convenient – I could travel almost anywhere in the state and be home for dinner. I loved that my children attended a public school where more than 20 different nationalities were represented, exposing them to cultural diversity and the world around them, yet at the end of the day they could run around barefoot, chasing fireflies beneath the evening sky. Morgantown is a place where people can bond over football, gourmet food or discussions of foreign direct investment.

This is our calling card.

My mission, when I started *WV Living* and *WV Weddings*, was to create a publication that changed perceptions – on a local, regional and national scale – not just of how outsiders look at us, but how we look at ourselves. And I knew if I stayed true to my mission that others would

join me – and together we would change the way the world views West Virginia. Today, as we embark on our third year of publication, we have encouraged countless people to discover the hidden treasures in their own backyard – wonderful towns, charming shops, and unique restaurants. We've inspired many more with stories about successful West Virginians like Matewan native John Hendricks, founder of Discovery Channel.

We've championed small businesses and artists, and I'm pleased to say that with the help of our advertisers and readers, we are accomplishing our goals. I'm not so naïve as to think it will happen overnight or that one magazine alone can change 200 years of negativity, but it's a start, and I see proof on a daily basis that it is working. Not only are our magazines sold statewide in large outlets like Target, Wal-Mart, Rite-Aid,



Forever Mountaineers: Alumni Continue to Lift Up and Serve West Virginia University

Stephen L. Douglas, President and Chief Executive Officer
West Virginia University Alumni Association

Stephen L. Douglas, president and chief executive officer of the West Virginia University Alumni Association, has been a professional in the alumni relations/institutional advancement field since 1977, serving all but five years with the WVU Alumni Association.

Since being named executive director in 1988, Mr. Douglas has led the Association to unprecedented growth. During his tenure, the annual operating budget of the WVU Alumni Association has more than doubled, and investments and assets of the Association have increased by 500 percent.

Under his leadership, the WVU Alumni Association recently embarked on a \$12 million building campaign to build the new Erickson Alumni Center – the second facility constructed under his leadership. The Association also has been recognized as a pioneer in the field of technology and alumni service.

Mr. Douglas is a founding member and first president of the West Virginia Alumni Directors Association and served as regional trustee for the Council of Advancement and Support of Education. He is past chair of the Big East Conference Alumni Professionals Organization.

He holds both a master's degree and bachelor's degree from WVU.

More than 137 years ago, 16 West Virginia University graduates, including Marmaduke H. Dent, our first graduate and president of the WVU Alumni Association, met in the University Chapel to sign the official constitution incorporating the WVU Alumni Association. On that very day, our graduates set forth to uphold the mission and goals of our great university.

While times may have changed, our long-standing commitment to keeping alumni connected and involved in the life of WVU has not. The WVU Alumni Association and its global network of more than 175,000 alumni serve our university in remarkable ways. They raise money for scholarships, buildings and programs that ensure future success. Our graduates provide networking and professional opportunities to students and young alumni. They hire fellow Mountaineers. And they wear the Flying WV proudly as they serve their own communities by volunteering their time and energy to enhance the lives of those around them.

Staying Connected to the Mountaineer Family

With a global footprint of successful graduates extending to all continents, connectivity is vital to the WVU Alumni Association and the University. The use of digital communication, such as Facebook, LinkedIn, web sites, and e-newsletters, is helping us to further extend the reach of the University, to highlight success stories of our alumni, to keep the lines of communication open and to help graduates feel a part of the campus – no matter where they may be.

This spring, through a partnership with the WVU Foundation and the University, we rolled out the Mountaineer Connection at www.mountaineerconnection.com as an on-line community for alumni and friends of WVU. Through this vehicle, visitors can get the latest news and information, search for former classmates and friends, update their information and view the latest activities/events on campus. It also is helping us stay connected to our graduates in new and exciting ways.



Photo courtesy of WVU Photographic Services

The Erickson Alumni Center is located on the Evansdale Campus of WVU.



The Erickson Alumni Center conference facilities play host to hundreds of alumni events and activities on the campus.



The Erickson Alumni Center also provides a beautiful setting for formal receptions.

Engaging Alumni

As our university has grown, the role of the WVU Alumni Association has continually evolved to broaden the programs and services for alumni and friends. In addition to helping our alumni stay connected, we also are expanding our role to enhance networking opportunities, both socially and professionally.

Through a partnership with WVU's Career Services, we are creating and identifying a network of alumni and other professionals that can help students and graduates find internships and jobs, offer career advice or return to campus to be part of career fairs or speak to students. Our alumni want to help their fellow Mountaineers, and we are providing opportunities for them to share their expertise and experiences.

Our national and international network of chapters and constituent groups help us further our mission and goals. Volunteers help to plan and coordinate WVU activities in their area, including advocacy programs such as the Capital Classic Luncheon in Charleston and the State of the University in Washington, D.C.; volunteers plan social activities for alumni and families; they help recruit the next generation of WVU students through

our National Alumni Recruiting Network; and they serve as advocates, upholding the mission of WVU's tradition of service.

A Home for Mountaineers

Two years ago we opened the doors to our magnificent Erickson Alumni Center on the Evansdale Campus. This state-of-the-art facility has become the front door to the University and provides a welcoming atmosphere for alumni, friends and other visitors. With more than four times the space of our previous center, we are able to host larger events to accommodate the needs of our growing university, alumni and community.

The Erickson Alumni Center serves as the home away from home for alumni and friends. The center has played host to Mountaineer unions and reunions, luncheons and banquets, international conferences, meetings, galas and other special events. Most recently, more than 200 alumni and marketing professionals traveled from as far away as California and Texas as part of the 2010 Council for Alumni Membership and Marketing Professionals. Like most of our visitors, they were in awe of this incredible facility and its staff.

Our alumni are powerful voices for the University. WVU President James Clements has often remarked about our incredible network of alumni who are ready, willing and able to serve in any way they can. As a two-time graduate, I am extremely proud of the work of our alumni and that of the WVU Alumni Association.

More than five years ago, WVU distinguished alumnus Jim Fagan coined the phrase (later touted by alumnus and Mountaineer great Pat White), "Once a Mountaineer, always a Mountaineer." The WVU Alumni Association and its graduates are forever Mountaineers who will continue to lift up and serve the University for years to come.

To stay connected to the Mountaineer family or to join the WVU Alumni Association, visit our website at <http://alumni.wvu.edu>. ▽

The photos on this page were provided courtesy of the WVU Alumni Association.



In the Place Just Right: Core Arboretum

Kimberly S. Croyle, Partner
Bowles Rice McDavid Graff & Love LLP

Kimberly Schmidt Croyle is a partner in the Morgantown office of Bowles Rice and a member of the Energy and Real Estate Development Practice Group. Ms. Croyle provides guidance and counsel in the areas of mineral energy production, including property acquisition, litigation matters involving real estate, curative action, title examinations and other issues generated by the mining industry.

She also is active in the areas of land use and development, representing developers in commercial and residential development projects, including business formation, project planning, zoning, permitting and state and federal compliance.

Her practice includes commercial real estate work, property acquisition and permitting and title searches. She has been appointed by the Monongalia County Commission to serve on the Monongalia County Board of Zoning Appeals.

In addition to her work in energy law, she provides assistance to Boards of Education in formulating policies and providing in-service training to faculty and staff and offers advice and guidance to school boards throughout the state on education law issues, including bullying and harassment, special education issues (IDEA), §504 accommodations, personnel matters, Title IX, FERPA, Title VII, the ADA and general school laws.

Ms. Croyle chairs the Bowles Rice human resources committee and is a member of the firm's diversity committee.

In Morgantown, West Virginia, tucked between West Virginia University's Creative Arts Center and the Monongahela River, lies the Core Arboretum. Established in 1948 by Earl Lemley Core, the 91-acre Arboretum serves as an outdoor classroom and learning lab for the study of biology and botany.

As you enter the Arboretum on the Rail Trail's path, there is a small blue sign that reads "Take only Pictures, Leave only Footprints."

When the land was acquired by the university in 1948, it was bisected by the Baltimore & Ohio Railroad, which meandered along the Mon River to Pittsburgh. The tracks have

since been replaced by a portion of the 48-mile Caperton Rail Trail, and visitors now have access to 3.5 miles of trails that run through the Arboretum.

As you enter the Arboretum on the Rail Trail's path, there is a small blue sign that reads "Take only Pictures, Leave only Footprints." While some visitors may prefer photographs, it is my memories that make each season in the Arboretum so unique.

Take winter, for example, when the first big snow blankets trees that have stood in the same spot for hundreds of years, including a chinquapin oak tree, a sentinel that reigned for more than 400 years before it finally succumbed to age and nature. Flocks of robins mark the onset of spring, followed by a stunning palette of blooming wildflowers, known as spring ephemerals. It is during this time that the Arboretum floor is covered with the delicate blossoms of larkspur, bluebells and trilliums.

Summer brings lush foliage and tests the line between art and science in predicting when and where you will happen upon a snake sunning itself along the trail.

Although spring is widely considered the time for rebirth, it is fall that symbolizes renewal in Morgantown. There is an electricity in the air when the students return to campus and the city is infused with vibrancy and youth. So, too, is it a time for





Dwarf larkspur is one of the many spring ephemerals that bloom in the Core Arboretum

reflection and regeneration in the Arboretum. And when the sounds of “Simple Gifts,” as performed by the WVU Marching Band during an afternoon practice, waft through the leaves, it becomes a truly magical place.

Although written in 1848, the lyrics to the Shaker song describe perfectly the tiny slice of heaven created on the campus of WVU 100 years later:

*‘Tis the gift to be simple, ‘tis the gift to be free
‘Tis the gift to come down, where we ought to be,
And when we find ourselves in the place just right,
‘Twill be in the valley of love and delight.**

The next time you find yourself in Morgantown, treat yourself to the simple gift of a walk through the Core Arboretum. Leave only footprints and take only memories – you’ll be glad that you did. ♡

**“Simple Gifts” was written by Joseph Brackett in 1848.*



Building Entrepreneurship in West Virginia: Enabling “Ninja Assassins”

W. Thomas McClellan, MD
Morgantown Plastic Surgery Associates

Dr. W. Thomas McClellan is a native of Charleston, West Virginia, a graduate of West Virginia University School of Medicine and a “serial entrepreneur.”

He completed his Plastic and Reconstructive Surgery training at the Lahey Clinic Foundation and Brigham and Women’s Hospital in Boston, Massachusetts. Additionally, he completed a hand/microsurgery fellowship at Duke University in Durham, North Carolina, and an aesthetic fellowship at Emory University in Atlanta, Georgia.

Dr. McClellan is board certified by the American Board of Plastic Surgery, a member of Alpha Omega Alpha, the national medical honor society and has published over 50 peer-reviewed articles and book chapters. He currently resides in Morgantown and practices at Morgantown Plastic Surgery Associates.

Dr. McClellan has founded three medical device start-up companies and has been successful in venture funding, product development and creating value-based partnerships. His newest venture is a result of his challenges experienced in the start-up world. Intermed Partners is an accelerator company that partners with medical inventors to transform their ideas into products, companies and successful exits.

I recently had a medical device start-up, Figure 8 Surgical, funded by a venture firm in Silicon Valley and a syndicate of angel groups. It took six months, 14 trips to San Francisco, about 600 e-mails and almost \$50,000 of my money. Luckily, I have a very understanding wife.

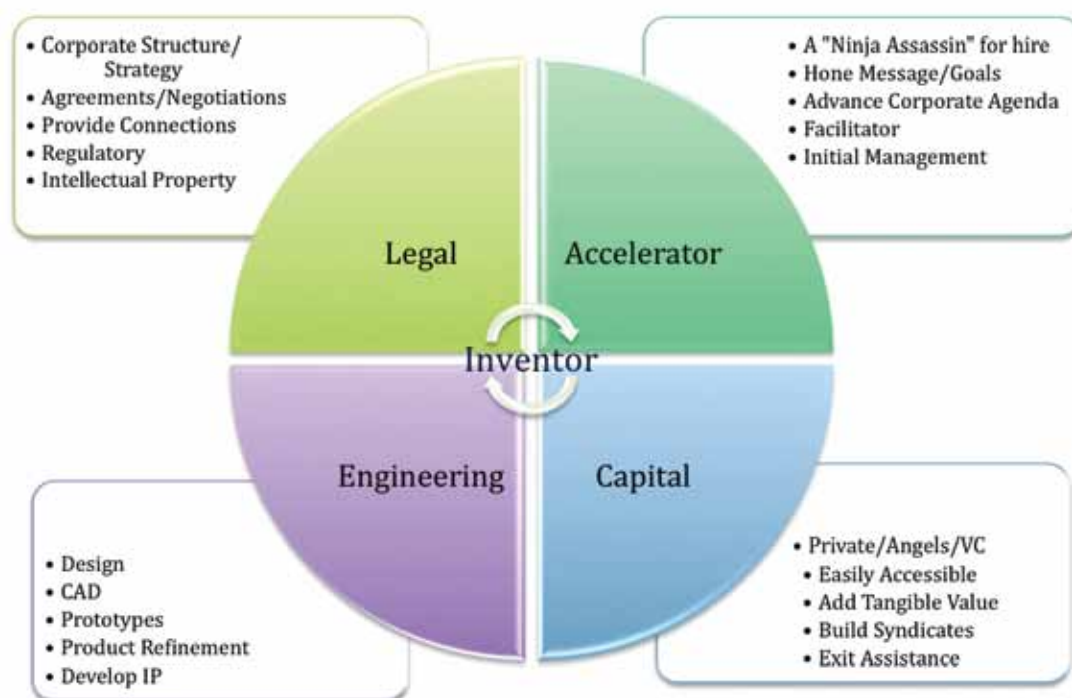
Somewhere along the way, flying over Iowa, I thought to myself, “How can we improve the intellectual mining of West Virginia’s life science community? How can we encourage more spin-off technology from WVU into viable start-up enterprises? What prevents north central West Virginia (NCWV) from being more like the Research Triangle in North Carolina? Is it a lack of money, opportunity or environment?”

Fortunately, NCWV has thousands of physicians, scientists and other allied health professionals from which to draw. The mining of their intellectual property is unique in that it is clean, renewable and grows annually. In order to capitalize on this resource, an environment that



fosters creativity, collaboration and innovation needs to be created. In short, assist the people who generate these ideas by providing them the tools they need to build a company.

A good example of our underlying potential is the University of Utah’s successful commercialization of intellectual property (IP), with 20 new start-up companies in 2008. These new companies have attracted more than 270 million venture capital dollars and hundreds of new jobs. How did they do it? By streamlining IP exit from the university, building an esprit de corps that values entrepreneurship and simplifying the start-up process.



In NCWV, we can start by simply identifying and transforming innovators within our state. I believe there are essentially three types of life science contributors: “idea people,” pure inventors and entrepreneurs.

“Idea people” are smart, cerebral and innovative. However, their interest in building value is fleeting and their ideas are just that, ideas.

Inventors take ideas a few steps further, pursue a patent but often lose interest or direction after encountering difficulties. Most inventors lack the vision, collaborative skills and simple elbow grease to create a business.

Entrepreneurs believe enough in their ideas to risk failure and personal fortune in order to create greater value. Only a few of these entrepreneurs have it all and are considered “Ninja Assassins.” According to Ann Miura-Ko, a partner at Floodgate Venture Partners, a Ninja Assassin is a creative, fearless, nimble and focused entrepreneur. Most importantly, they have the ability to make others believe, the sheer will to succeed and the resolve to recover from failure. Identifying, transforming and enabling Ninja Assassins within West Virginia should be priority one.

Enabling these entrepreneurs begins with the formation of strategic partnerships between the components necessary to build a company, or “fire.” Boy Scouts are taught that to start a fire you need an ignition, fuel source, oxygen and a vessel. By cultivating relationships between capital, engineering, legal and management, we can create the environment needed for medical innovation and productivity in our area.

A strong legal team is the vessel in which a start-up forms and is a critical cog in the wheel. Establishing proper corporate structure, negotiating contracts, IP protection and assistance in raising capital are critical services. Creative financing, deferred billing or simply understanding the great challenges of bootstrapping would streamline utilization of those services.

Most innovators are busy, averse to risk or have no interest in building a company. As Glenn Prestwich, a medical chemist, states, “Getting an academic to turn their idea into a company is like getting a cat to jump into water.” An accelerant, or fuel source, is essential for the innovator to become a fledgling start-up. This accelerator can drive the process for the innovator, perfect the pitch and facilitate the agenda.

Finally, we need to create better access to “good” capital, or oxygen. As many of you know, not all capital is good, equal or even wanted. A start-up needs money from experienced groups that can provide guidance, build interstate capital syndicates and help cultivate exit opportunities. A good first step has been the recent formation of the West Virginia Angel Network. However, further regional capital sources are needed to ensure that new local companies have sufficient funding opportunities.

Imagine a time when a local nurse or a WVU Ph.D. has the next great idea and we have assembled a “fire” team to capitalize on that spark. As we encourage the conversion of inventors into Ninja Assassins and simplify the transition of ideas into companies, then growth, revenue and opportunity are sure to follow. ▽





Morgantown Chamber Launches VetConnection to Assist Returning Veterans

Delbert Royce, 2010 Chairman of the Board
Morgantown Area Chamber of Commerce

Delbert Royce has 35 years of sales and management experience, reflecting his entrepreneurial spirit and record-breaking performance in the marketing industry. In 1987 he became vice-president and partner in BlaineTurner Advertising, a full service marketing and public relations firm in Morgantown, West Virginia.

Mr. Royce previously spent nearly 20 years with the Morgantown Dominion Post, serving as advertising director from 1978 to 1987.

His strong commitment to his community is evident in his leadership roles. In addition to serving as 2010 chairman of the board of directors for the Morgantown Area Chamber of Commerce, he is on the advisory committee for the interim mayor of Star City and is co-chair of the Star City Vision Committee, which was instrumental in acquiring a \$7 million TIF program. He is a past member of the Greater Morgantown Convention and Visitors Bureau's board of directors.

Mr. Royce is one of four members of the executive committee helping to form VetConnection, in response to the community initiative challenge set forth by Admiral Mike Mullen, Chairman of the Joint Chiefs of Staff.

This year has been rewarding for the Morgantown Area Chamber of Commerce (MACC). In February, Ken Busz, president of the MACC, was contacted by the office of the Joint Chiefs of Staff to help facilitate a visit by its Chairman, Admiral Mike Mullen. Admiral Mullen is, by law, the highest ranking military officer in the United States Armed Forces and the principal military adviser to the President of the United States and the National Security Council. His visit was one of three stops that started in New York City, followed by Pittsburgh and culminating in Morgantown, West Virginia.

The Chairman was looking for communities to promote his initiative: connecting returning warriors and their families with health care, education and employment. It could not be a government or military initiative – it had to come from the communities that our military personnel and their families were calling home after their service. It had to be a grass roots effort to identify those in need and to make resources available to them.

Our initial meeting with the advance team from the Pentagon consisted of myself; Ken Busz; Mark Carter, vice president of Swanson Industries; Frank Vitale, vice president of Clear Mountain Bank; Colonel David Sutherland from the Pentagon; and Sutherland's aides. Understandably, our very first question to the Colonel was "why Morgantown?" The Colonel promptly noted that the Morgantown area has a vibrant economic base, even in a down economy, a proactive higher education veterans' program and some of the best health care facilities in the country. He added, "It didn't hurt that WVU was in the NCAA Final Four."

Colonel Sutherland was Commander of the Grey Wolf Brigade from November 2006 to November 2007, in Iraq's Diyala Province, one of the most vicious and dangerous places in Iraq.

He arrived on an advance trip in his dress blues with a chiseled, seasoned, military look.

The Colonel was featured in a *New York Times* article titled "Death In Diyala, A Salute for His Wounded, a Last Touch for His Dead." His strong bond with his troops led to a personal visit to every dead and badly wounded soldier in the 4,000 strong unit. I realized why the Colonel was the lead in the Admiral's advance team: he cared about his troops in battle, the sacrifices they made, and cares deeply about his returning warriors. So many veterans need physical and mental health care. Post-Traumatic Stress Syndrome is prevalent. Job opportunities are scarce and training is hard to find. Many are unaware of available educational programs. The needs are endless, and that is why Colonel Sutherland was leading the way for Admiral Mullen's visit.

During the Admiral's visit, his agenda consisted of educational and business forums held at the WVU Mountainlair ballroom. WVU panelists talked about the University's role in recruiting veterans for enrollment. The business panel consisted of Swanson Industries, Mylan Pharmaceuticals, Azimuth, ESGR and Clear Mountain Bank. The Admiral again laid out his community initiative and applauded the hard work being done by local businesses and WVU.

The Morgantown Area Chamber of Commerce went on to host a "town hall" meeting at the Morgantown Event Center, adjacent to Waterfront Place Hotel. The Admiral fielded some very tough questions from veterans, family members of military personnel and business leaders. He concluded with a challenge to the Chamber: organize a community-wide effort to promote his initiative. Ken Busz and the Chamber accepted that challenge with enthusiasm and dedication.



Admiral Mike Mullen with WVU President, James Clements, at the Education and Business Forum



From left to right: Frank Vitale, Mark Carter, Admiral Mike Mullen, Delbert Royce and Ken Busz

We have begun work on our response to the Admiral's challenge by putting together an extensive, statewide committee representing government agencies, educational institutions, health care facilities and regional employers. It is simply called "VetConnection," and is organized as a 501(c)(3). VetConnection's mission is to support those who have served in the Armed Forces and their families. VetConnection will ensure that returning veterans and family members are treated with respect and will assist them in building a new life in our community.

A web site, **www.vetconnection.org**, is in production and will serve as a portal for returning veterans and their families. The web site will help veterans access appropriate resources that are needed to provide continuing health care, education and employment opportunities. Resources will be categorized under the main challenges facing our returning warriors: health, education, employment, legal and finances. Each resource will have an in-depth description of the services offered, location and contact information. As our program matures, volunteers will be mentoring and coaching "at risk" veterans and their family members.

Now, more than ever, our returning warriors need our help. Our military is being called upon to go above and beyond their expected duty. Families are being stressed. Divorce rates for military personnel are at record levels. Post-Traumatic Stress Disorder is at an all time high, affecting spouses and children. Long and repeated tours of duty put the veterans' civilian jobs in jeopardy. As a community, we can help them come back home to meaningful jobs, to the health care they may need and to the education they desire. We should challenge ourselves, as they have been challenged on the battlefield. Embrace these men and women. They gave *their* best...and they deserve *our* best.

I hope you build on these efforts in your own hometown or join us at **VetConnection.org** to show your support for our returning heroes and their families. ♾

A Family's Community Pride Yields Business Success

David Biafora and Richard Biafora, Owners
Metro Property Management



Brothers Richard and David Biafora are Morgantown, West Virginia natives. Together, they own and operate Metro Property Management LLC and various other development, construction and ownership companies.

Metro Property Management is a Morgantown, West Virginia-based company specializing in all areas of real estate management, including residential, commercial and condominium association management. The company is the largest residential property manager in northern West Virginia.

The brothers' commercial developments include Pierpont Landing and Suncrest Towne Centre in Morgantown. They also are partners in the development of Suncrest Village, a 400-unit condominium community.

For nearly a century, our family's business philosophy has been predicated on pride in our community and giving back to that community by always striving to enhance the area's quality of life through each of our business ventures.

Our grandfather and his brother immigrated to Morgantown before the first World War. Grandfather was a tailor who established a clothing business in Morgantown known as Biafora's. We grew up knowing that your business is a reflection on your family, and business and family are often inseparable in a small town. Our grandfather's brother was a carpenter, and several buildings in Morgantown still bear the family name. This was always a source of pride for us as children, and it taught us that you should build a timeless, quality product that will be an asset to the community for years to come.

When we were children, our parents owned two apartment buildings which housed local businesses at ground level and residential apartments on the upper floors. We came to understand



Grandparents, Joseph and Rose Biafora



Parents, Martin J. and Eilene Biafora



Richard and David Biafora in front of the Suncrest Village development



Commercial and residential developments include (clockwise from top) Suncrest Towne Centre, Northpointe Plaza, Suncrest Village, Northpointe Townhomes

that proximity between the businesses and consumers creates conveniences that benefit both groups of tenants, while also improving quality of life. Our parents also taught us that you should not rent a property to your neighbor that you would not be willing to live in yourself. When each of us built our home, we lived in one of our residential apartments, alongside our tenants. This firmly reinforced our parents' lesson and established in our minds the need for quality housing at a fair price.

We have spent our entire lives in Morgantown and watched a sleepy mountain town grow along with its university. That growth has not always been easy, as our community struggled through increases in population, land value, infrastructure demand and traffic. In recent years, national businesses have grown or located in Morgantown, increasing the demand for non-student housing, dining and other services.

West Virginia University has likewise prospered, resulting in student encroachment into Morgantown's

original residential neighborhoods and the decline of some of the most vibrant parts of our community. Notwithstanding these growing pains and the national recession, Morgantown remains a vibrant economy which continues to thrive, contrary to the national average. All of these things have taught us that progress is inevitable, but balanced community growth is essential to overcoming growth-related hurdles.

Today, our family businesses are a reflection of our family history, our family philosophy and our longstanding commitment to our community. We have expanded into both student and non-student housing, providing condominiums, single-family detached planned communities, townhomes and apartments. We are committed to developing our housing projects based on location, need and quality of life. We create non-student accommodations in low-density, mixed-use environments that conveniently offer dining and other amenities, such as physician and dental offices, retail clothing, bakeries, carwashes, pharmacies, tanning, fitness and recreational opportunities.

We have entire residential rental communities that are limited to either graduate students or families and which are gated or physically separated from our apartments geared to the typical undergraduate student. We are committed to the long haul, and only providing quality facilities intended for generations to come. The occupancy of our more than 2,000 residential units is close to 100 percent, due to our commitment to quality and reasonable rental rates.

In our commercial ventures, we try to meet the entire range of community needs, but always strive to facilitate small, local businesses. With the exception of grocery stores and hotels, which are always needed in a college town, we try to enhance the community by bringing new national businesses to Morgantown and interspersing them with "mom and pop" local operations to maintain balance, harmony and that "small town character" which makes Morgantown such a wonderful place to live.

(continued on p. 65)



Generation Morgantown Assists in Recruiting, Retaining and Advancing Young Professionals

Jack Thompson, Co-Chair
Generation Morgantown

Jack Thompson is the public affairs coordinator for Chesapeake Energy. He serves as co-chair of the Generation Morgantown Advisory Board and as a director for the Morgantown Area Chamber of Commerce.

A resident of Morgantown, he currently serves on the boards of Rosenbaum Family House, Prickett's Fort, the Pittsburgh Symphony WVU Partnership and the Morgantown Museum Commission.

The next generation of West Virginia's leaders are among us, but maybe not for long. Recent graduates become young professionals – including lawyers, teachers, bankers and entrepreneurs – in all types of business. They work in nonprofits, small businesses and large corporations. Unfortunately, each year thousands of them leave the Mountain State, looking for greater opportunity and employment elsewhere. Indeed, West Virginia suffers from the worst “brain drain” in the nation. This loss of our current and future educated and skilled workforce negatively impacts the state's economic growth and our quality of life and our ability to compete with other regions who also are trying to attract young talent to live and work in their communities. Generation Morgantown works to reverse this trend by recruiting, retaining and advancing young professionals in the Greater Morgantown area.

The organization's current structure consists of committees that provide members with the opportunity to serve and become invested in the organization and the community as well as opportunities for personal and professional growth.

The organization was founded in 2006 as a “grass roots” movement initiated by Ashley Hardesty of Bowles Rice; Leslie Lester, with Centra Bank; and Parween Mascari, with Jackson Kelly. Generation Morgantown later established a partnership with the Morgantown Area Chamber of Commerce. Many members of the Chamber's board of directors have



supported Generation Morgantown through their mentorship of Generation Morgantown members and their attendance at and promotion of Generation Morgantown events.

Generation Morgantown was one of four “young professional” organizations that led the way in creating a statewide organization, now called Generation West Virginia. Governor Manchin has recognized the importance of these organizations and has facilitated a number of sessions with Generation West Virginia members to address quality of life issues that are most concerning to the state's young talent.

The organization's current structure consists of committees that provide members with the opportunity to serve and become invested in the organization and the community as well as opportunities for personal and professional growth. Active committees include education, community service, diversity and special events.

Generation Morgantown's education committee has organized seminars geared specifically for

the young professional. These include personal finance, dressing for success and etiquette training. Because Generation Morgantown actively encourages its members to serve on local and state boards and committees, one of the most well attended events was a seminar on parliamentary procedure and Robert's Rules of Order. Some of the issues the committee hopes to tackle in 2011 include long-term health care planning for young professionals and their aging parents and stress management.

Generation Morgantown members have provided thousands of hours of community service, and the organization has facilitated contributions of thousands of dollars to non-profits and local community causes. These projects include serving meals at Rosenbaum Family House, building homes for Habitat for Humanity and raising money for local arts organizations. Through the years, members have donated coats, backpacks, snacks and other items to social services agencies. Among the organization's featured community service projects are the Canine Classic, an annual 5K walk/run to benefit animal-related charities, and Generation Engagement, a speed networking event allowing Generation Morgantown members and local nonprofit organizations to exchange information and

ideas for potential partnership and non-profit board membership.


The diversity committee raised \$2,500 for the Nooristan Foundation, to be used in the construction of the Pagisam Village School in Nooristan Province, Afghanistan, and hosted a luncheon during Women's History Month, at which Joyce McConnell, Dean of the WVU College of Law, was the featured speaker.

Other special events provide members the opportunity to network with each other and to meet more "established" members in the community. First Friday is held each month and is a well-attended social networking event. Generation Morgantown also has sponsored networking events at which established leaders in the community have addressed the organization, providing insight into their experiences at the beginning of their careers and sharing tips for professional development. Speakers have included Bruce McClymonds, president of West Virginia University Hospitals, Inc.; Ron Justice, former mayor of Morgantown; and Wayne King, president of the WVU Foundation.

The Blend Gen fundraising event serves as a cornerstone of Generation Morgantown's mission regarding mentorship. Past Blend

Gen keynote addresses were given by Senator Jay Rockefeller and former WVU President David Hardesty. The 2010 event, scheduled for the evening of November 10 at the WVU Erickson Alumni Center, will include a panel of community leaders speaking about their mentors, how to take advantage of mentorship opportunities and how to mentor others.

Generation Morgantown is led by a 10-member advisory board. I am honored to sit on this board, along with Brandi Potock of the United Way of Monongalia and Preston Counties; Sherea Mercure, Blaine Turner Advertising; Sarah Rotruck, West Virginia University; Rachel Walker, Lakeview Resort & Spa; Jennifer Farley, the Dominion Post; Briggs White, Department of Energy; Erich Lipphardt, MedExpress; Bradey Loffert, Northwestern Mutual; and Nathaniel Zinn of the WVU Department of Athletics.

For more information about Generation Morgantown, visit our website at www.generationmorgantown.com. 





Pride in Preston

Dr. Larry Parsons, Superintendent
Preston County Schools

Dr. Larry Parsons has been a teacher, counselor, school psychologist, director of special education, associate superintendent and county superintendent. His educational career has been spent, and remains, in West Virginia school districts.

Dr. Parsons began his career as a teacher and later a junior high counselor in Jackson County. He later worked in Marion and Randolph Counties, and for more than 12 years was superintendent of Mason County Schools. Since July 2009, he has served as the state-appointed superintendent for Preston County Schools. He also has served as adjutant professor at West Virginia University and the College of Graduate Studies in Institute, West Virginia.

He has served on various State Board of Education appointed committees and is currently serving on the West Virginia School Board Association/West Virginia Department of Education Training Standards Review Committee. He has presented at various local, state and national-level conferences.

Dr. Parsons is a graduate of Glenville State College with a B.A. in education. He obtained his master's degree in counseling and guidance at Marshall University and his school psychologist certification from Ohio University. He received his doctorate degree in educational administration from West Virginia University.

In May of this year, Preston County voters overwhelmingly supported the passage of a three-year maintenance levy by nearly 63 percent. This vote of confidence, demonstrated through providing \$4.5 million over three years, was a tremendous step forward. Deteriorated facilities have been a concern to employees, parents, business leaders and students during the past several decades. Many of the buildings used over the past 50 years are still being occupied by students.

The statement, “invest in our today and our tomorrows” sends an essential message that entwines education with economics.

Currently, Preston County Schools serve 4,328 students in 12 schools. Previously – and for the most part of the 20th century – our county operated 10 high schools. Since 1991, students in grades 9-12 call Preston High School their “home away from home.” Enrollment figures as of August 23, 2010, indicated 1,350 students are attending this high school. Approximately 650 professionals and 250 service personnel strive to meet the educational needs of Preston County students. Each student is treated as a precious resource.

On November 2, voters will be provided the next step of our journey. A \$39.6 million bond call will bring our schools into the 21st century. The momentum is shifting. Excitement is generating in both homes and

schools. From this positive climate will spring greater opportunities for all Prestonians. A re-emphasis on community schools has spurred the opportunity for improved countrywide economic development.

The role county schools are playing within the local economic development of Preston County is encouraging. We have always taken pride in the quality work that the school system employees perform on a daily basis. The opportunities voters have given now provide schools with enhanced learning experiences for each student. We envision an enthusiastic relationship between the school system and the economic future of both citizens and local businesses. The slogan for the upcoming bond election reflects vision. The statement, “invest in our today and our tomorrows” sends an essential message that entwines education with economics. W





Power of 32: The Power of Partnership and Collaboration

Ashley P. Hardesty, Partner
Bowles Rice McDavid Graff & Love LLP

Ashley Hardesty is a partner in the Morgantown office of Bowles Rice and focuses her practice in the areas of general litigation, education law and employment law. She serves on the firm's Wellness Committee.

An active member of her community, she is involved with many organizations, including Power of 32, the Defense Trial Counsel of West Virginia, Generation Morgantown, the Morgantown Area Chamber of Commerce and United Way of Monongalia and Preston Counties. She is chair of the economic development committee for Generation West Virginia and chair of the Monongalia County Arts Fund. In 2008, she was selected by *The State Journal* as a "Generation Next: 40 Under 40" award winner, which annually recognizes young leaders in West Virginia for contributions to their communities.

Ms. Hardesty earned her law degree from the West Virginia University College of Law in 2003. She earned her bachelor of arts degree in political science from West Virginia University.

According to a Japanese proverb, "Vision without action is a daydream. Action without vision is a nightmare."

Recognizing the wisdom of this adage, Power of 32 has initiated one of the largest regional visioning projects ever undertaken. This project represents 32 counties across Pennsylvania, Ohio, Maryland and West Virginia.

Power of 32 recognizes that this region shares common assets, such as natural resources, cultural history, universities and health care and common challenges (transportation, child care, urban sprawl, an increasingly un-diversified workforce, etc.). By facilitating collaboration and partnership across our region, the project hopes to develop and implement a plan to increase the region's presence in the global economy and improve quality of life for the 4.2 million people who live and work in its communities. Ultimately, Power of 32 intends to create a regional agenda that represents the shared vision of all citizens, including individuals, businesses, government and nonprofit organizations.

The idea of visioning is not new to West Virginia. More than a decade ago, leaders from the public and private sectors in West Virginia created Vision Shared and embarked on a plan to evaluate and pursue strategic growth opportunities. Vision 20/20, facilitated by the Morgantown Area Chamber of Commerce, is another example of a successful visioning project focused on North Central West Virginia.

West Virginia's leadership in visioning initiatives is often recognized as a significant factor contributing to the economic growth in north central West Virginia. In fact, of the counties represented by Power of 32, only six have experienced population growth in the last ten years, and four of those were in north central West Virginia (Monongalia, Preston, Marion and Harrison counties).



Power of 32 is very much like Vision 20/20 and Vision Shared, except that it reaches beyond county and state lines and seeks to eliminate the "silos" and political boundaries that keep us competing with one another. Because resources today are limited, our region's chance of success is much greater if our interests are united. In other words, the potential for a significant presence in the world's economy is greater if we present ourselves as a collective region rather than smaller, distinct communities.

Power of 32 is in its very early stages and currently is in the listening phase of the project. The initiative has hosted numerous community conversations across the region, and other conversations are being scheduled. These conversations are interactive, facilitated discussions about the project and are intended to elicit what our residents envision for the future of this region in the next 25 years.

When all the community conversations are complete, Power of 32 will enter the framing solutions phase, when the ideas and goals developed during the listening phase will be considered and evaluated. In 2011, Power of 32 will host an online regional town meeting, where the region's citizens will prioritize the proposals outlined in the framing solutions phase. The final phase is implementation – where action meets vision, and where the hopes, dreams and expectations of the people living and working in this region come true.

Power of 32 can only achieve a truly representative vision if a diverse group of citizens are engaged in the process. Anyone who is interested should visit www.powerof32.org to get involved. ▽

WVU is Improving Lives in West Virginia

(continued from p. 9)

We help to create jobs and strengthen West Virginia's economy. From the roughly \$200 million WVU receives from our state, we create more than \$8 billion in business volume for the state's economy. This is a 40-to-1 return on the state's investment.

We make world-class, life-saving health care available to everyone in West Virginia. Our health care enterprise provides nearly \$80 million in uncompensated health care to those who could not otherwise afford those services.

Recognizing our special responsibility to address the health issues of rural West Virginia, WVU places students in small communities to train side-by-side with local doctors, dentists and other health professionals.

We also are focusing on preventive health care that lowers costs and saves lives. WVU's CARDIAC Project has screened more than 100,000 children in West Virginia in the past 12 years for risk factors for heart disease and diabetes – two conditions that are prevalent in our state. Bonnie's Bus, a mobile mammography unit staffed by WVU health care providers, is offering lifesaving early detection for breast cancer in a state with the fifth-highest mortality rate in the nation. The bus was

made possible by a private donation from Ben and Jo Statler, and has traveled approximately 9,000 miles to reach out to West Virginians in the first year of operation.

Our faculty and students put their knowledge to work for West Virginians in other ways as well.

College of Law faculty and students provide more than 40,000 hours of free legal services, which equates to approximately \$4 million in free services per year, to those who otherwise could not afford it.

Through WVU Extension's 4-H Program, one out of every four children in West Virginia participates in camps, clubs, and other youth development activities.

Through Extension's Energy Express Program, over 3,400 volunteers help maintain or improve West Virginia school children's reading skills over the summer months.

We have tremendous momentum: Our enrollment is solid. Our campus is growing. Our research is expanding. Our outreach is impacting and saving lives. No university in this country means more to its state than we mean to West Virginia. As we move forward, WVU's greatest obligation – and our greatest opportunity – is to harness our momentum to make West Virginia an even better place. ♡

FBI Establishes Biometric Center of Excellence, Expands Complex

(continued from p. 27)



FBI's Work in West Virginia Reaches Around the World

The events of September 11, 2001, brought to the forefront the utility of biometrics in securing the nation. Through the CJIS Division, the FBI has met the increased demand for fingerprint identification services that followed the terrorist attacks. Currently, the average daily number of requests for biometric identification is nearly 175,000 – over three times more than the average a decade ago. In addition to the DoD, we have

also worked closely with the Department of Homeland Security, which conducts fingerprint checks at the border, and the Department of State, which now relies on biometric identification to help vet those requesting a visa to visit the United States.

The FBI's work at our expanding north central West Virginia campus reaches around the world, helping to fight and prevent crime. We continue to be forward-thinking as we lay the groundwork for additional types of biometric identification services that will meet emerging needs of law enforcement and assist in the global war on terror. ♡

Moving North Central West Virginia and Fairmont Forward

(continued from p. 15)

usually done in ways that are not well recognized or highly publicized, but they are critically important to the future of the community, of the region, of the state and of the country.

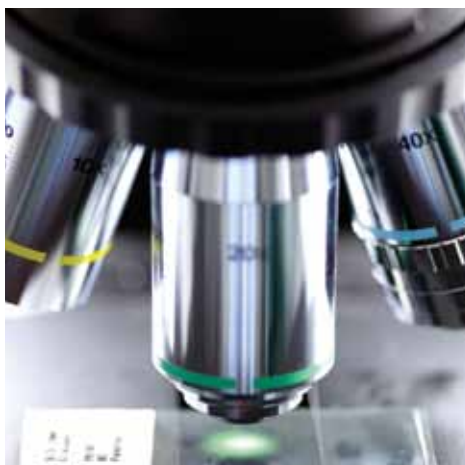
Because of the rapidly changing world, we cannot predict what our graduates will be doing five, 10, 15 or 20 years down the road, but we can give our students the habits of intellect, habits of discipline and value sets to allow them to have flexibility and to perform – not just in an economic sense – but also as citizens in a democratic republic. ♡

WVU Healthcare: Promises Kept

(continued from p. 19)

At WVU we are putting new resources into research that looks at the health of entire populations, and can help identify public and individual actions that can result in better health outcomes for large numbers of people. We are working together with hospitals, public agencies and other universities and schools to create a statewide network aimed at translating academic science into effective action at the community level. And we are stepping up our efforts to recruit and retain primary care providers in every health profession.

Our country's historic decision in 2010 to reform health care insurance will have a substantial impact on the way we deliver care and the health care revenues that subsidize teaching and research. WVU is preparing for the changes ahead by unifying all our Morgantown hospitals and medical offices under a single management organization. We are committed to



creating a more seamless system for our patients, eliminating duplication and needless expenses, and anticipating and providing for statewide health needs.

WVU is strengthened in all of these activities by the tremendous foundation that people across West Virginia provide us: they support us with their tax dollars, they send their children here to be educated and they entrust us with their health care. We are ready for the challenges ahead. ▽

A Family's Community Pride Yields Business Success

(continued from p. 59)

Our commercial office buildings are geared to both the largest and the smallest clients, and our warehousing and industrial facilities are always located in industrial parks and locations where they belong, rather than in residential neighborhoods. We try to accomplish this with timeless buildings that are harmonious with the land and Morgantown's small town character. We always try to build something that looks good when you drive past because it belongs where we built it. If we build low-level commercial near residential, we only build something where we would not mind living next door.

Our family philosophy and our commitment to being part of the community, as well as giving back to the community, have served us well and allowed us to achieve success. We have expanded from Morgantown to Fairmont, Clarksburg, Bridgeport and Martinsburg, West Virginia, and Washington and Waynesburg, Pennsylvania. We believe that our commitment to building the right project at the right place, and providing for the needs of the community at the right price, are the keys to success in those communities, just as they have been in our Morgantown home. ▽

Coming Soon:

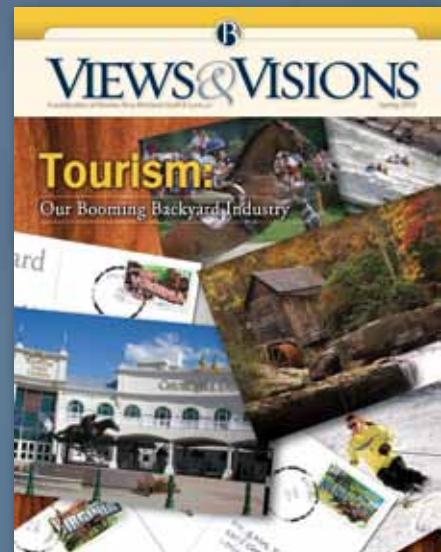
Oil and Natural Gas: Powering Our Future

The Spring 2011 edition of *Views & Visions* will focus on the oil and natural gas industry and exciting developments taking place throughout our region.

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**North Central West Virginia:
Taking It To The Next Level
Fall 2010**

Cover photos courtesy of:

*From Left to Right - Fairmont State University, West Virginia University
(by Brian Persinger), Mon General Hospital, WVU School of Medicine,
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