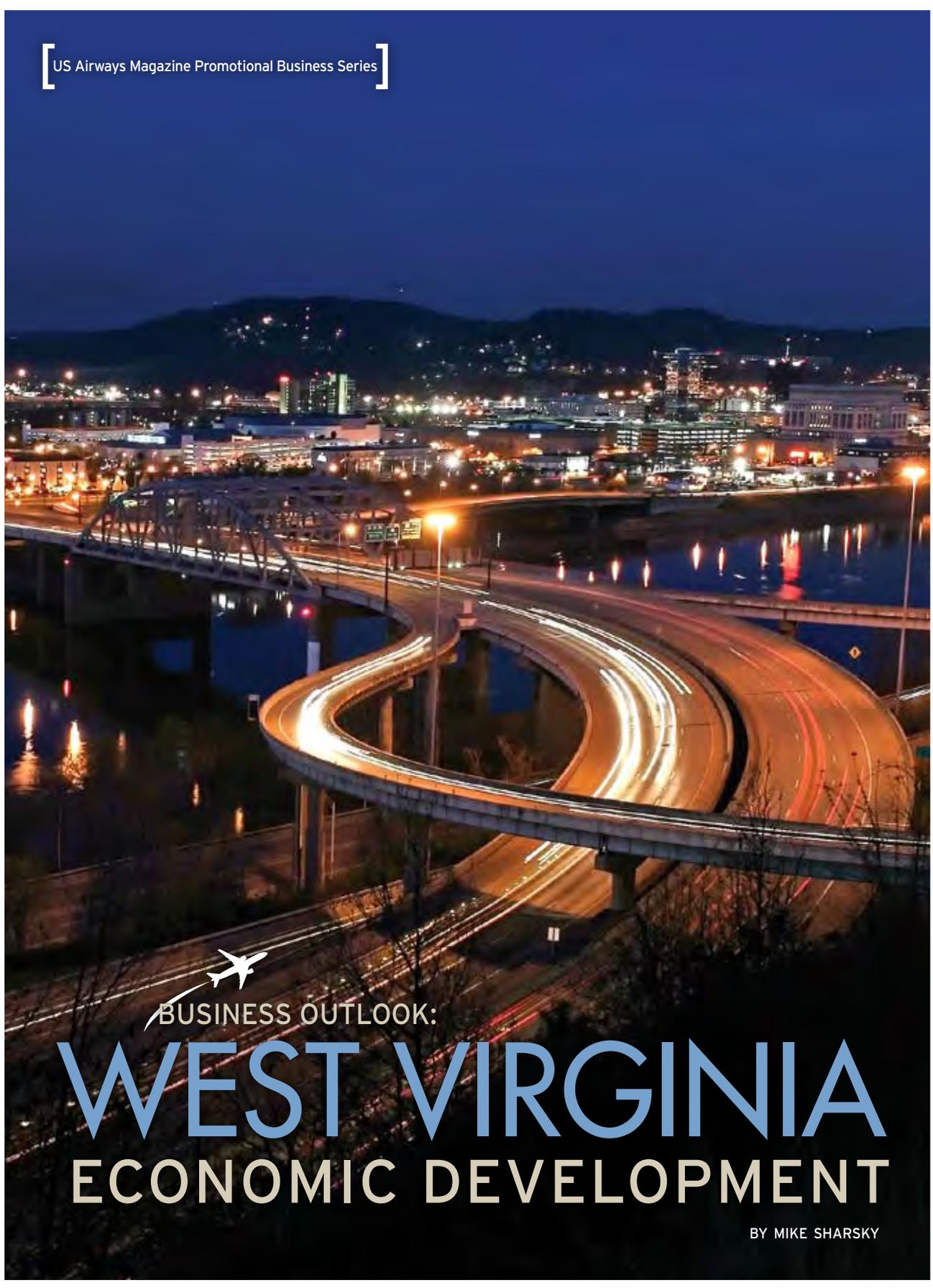


[US Airways Magazine Promotional Business Series]




BUSINESS OUTLOOK:

WEST VIRGINIA

ECONOMIC DEVELOPMENT

BY MIKE SHARSKY

Yes, It's **WEST VIRGINIA**

You've been hearing a lot lately about a perfect storm of financial crises. If you're an employer or an employee seeking shelter, where do you turn?

Well, you'll want a sound fiscal environment, of course. You'll want the right regulations to protect you, yet not keep you from pursuing your business or doing your job. You want a trained work force with a strong work ethic, taxes that make sense, a low cost of doing business and low cost of living, a strong system of higher education committed to fostering economic development, government agencies actively pursuing industries of the future, top-quality health care and, at the end of the day, a beautiful, safe and nurturing environment to raise a family.

At this point you might well say, sure, all that would be wonderful. But come on—the economy's in a meltdown, right? Where do I find this economic Shangri-La, this haven for good business and good employee satisfaction?

You'll find it where you might expect



it least: in the little state of West Virginia, tucked quietly close to much of the population and political centers of the nation—trucks carrying manufactured goods are within overnight distance of half the U.S. population. Long overlooked and misperceived as nothing more than a mountainous and backwoods coal mining state, West Virginia has become "Open for Business" under new Gov. Joe Manchin. The state boasts everything in the economic Eden pictured above. It is, in fact, a pretty close to perfect port in the current economic storm.



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Open for BUSINESS

He's been described as soft-spoken, but on a day late in September, when lawmakers in Washington were waffling on how best to save Wall Street from itself, Joe Manchin is livid. Manchin is a West Virginia native, and like many in this hardscrabble state, Manchin is a generally easy-going guy who speaks plainly and answers questions directly. And like many from mountainous regions of Appalachia, he's a tough customer whose passion can rise when he's sufficiently vexed.

"We've kept our eye on the ball and kept ourselves fiscally strong. It's a shame that we're going to take a hit because of all the greed on Wall Street," Manchin says, his voice vibrating with his frustration. "How do you reward

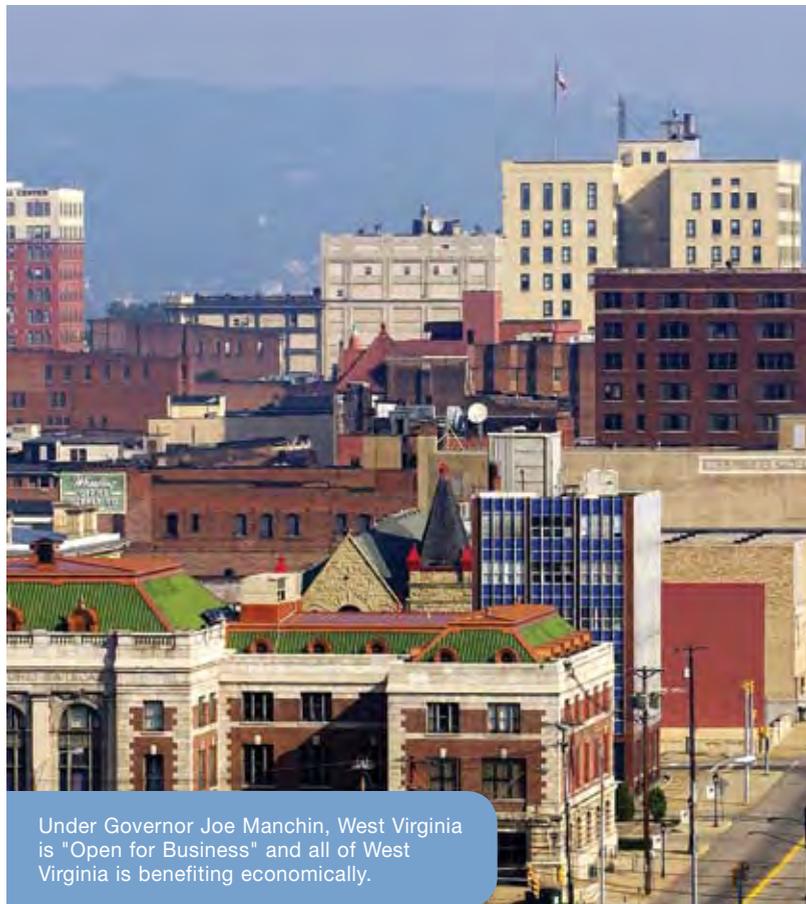
"We've kept our eye on the ball and kept ourselves fiscally strong."

people for poor performance? Where I come from, in West Virginia, you don't do that."

What you do is reform taxes and take workers' compensation out of 19th-century industrial legacy. You build upon a traditionally conservative banking base. You create a new cabinet post, secretary of commerce, to coordinate initiatives in energy, green technologies, tourism and more, creating a one-stop shop for prospective new businesses. And, to further woo those potential employers, you show them the advantages of a small state: a streamlined bureaucracy that offers plenty of personal attention and puts those considering opening shop in West Virginia in front of those who already have, are glad they've done so and are happy to say why.

"Open for Business" was Manchin's slogan early in his tenure and defines this former retail executive's mission. You can read reams of success stories on the Web site, wvopenforbusiness.com, which features detailed monthly reports on new business openings, creative initiatives for existing businesses and much more. Relevant statistics flash past the viewer, further dispelling any notion of a state mired in a mining past. Just one example: The cost of doing business in West Virginia is 14 percent lower than the national average, according to the 2005 Milken Institute Cost of Doing Business Index.

In his 2007 state annual report, Manchin points out that West Virginia had three consecutive years of a budget surplus—that year, it was \$107 million, and there was strong revenue collection without a tax increase. Since Manchin's first year in office, the state has corralled more than \$8.3 billion in business investments, including international investment from 23 countries, that has created more than 22,000 jobs. The state's international exports went up by close to 23 percent, 7th highest by percentage of the 50 states;



Under Governor Joe Manchin, West Virginia is "Open for Business" and all of West Virginia is benefiting economically.

"I am passionate about two things:
space and West Virginia University."

*student body president + Honors College + Mortar Board Honoray
= exploring the final frontier*



WVU student **Jason Gross** likes to fly — in zero gravity. One of 20 students chosen for the NASA Academy, he helped perform experiments in microgravity. He won the Robert H. Goddard Research Award for his work on the James Webb Space Telescope, which will launch in 2013. "I plan to earn a doctorate in aerospace engineering at WVU — my dream is to be a NASA engineer and a research professor."

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The WVU Honors College is a community of scholars accomplishing extraordinary things (<http://www.honors.wvu.edu/>)

WVU is the lead institution of the NASA West Virginia Space Grant Consortium (<http://www.nasa.wvu.edu/index.html>)

www.wvu.edu

BUSINESS OUTLOOK:
WEST VIRGINIA
ECONOMIC DEVELOPMENT



in 2007, West Virginia exported \$4 billion worth of coal, machinery, automotive components, plastics and aluminum.

The achievements and improvements are a blizzard of numbers and proactive business programs that you can peruse at leisure on the site and in its reports. Manchin cites a few more: using some 13 percent of general revenue to grow the state's rainy-day fund to the fourth best in the country. Pumping \$1.7 billion into the state teachers' retirement system. Slicing the food tax in half for West Virginians, to 3 percent. A plan to eliminate government waste over five years by \$350 million and prioritizing West Virginia's financial health by paying down debt.

"This is a new West Virginia today, that no one believed we could ever have, with the opportunity to move to the next level, and I believe that with all my heart and soul," Manchin says. "I just know how good we are. I've been selling something all my life to make a living, and I know how good a product we are. Our banks are solvent, we have oversight practices in place. We're not going to escape this meltdown on Wall Street, but we're going to weather it better than other states."

So, just what is it West Virginia is selling that positions it to be a bedrock of economic health amid the shifting sands of its larger neighbors? Let's take a look at some specific programs, policies and state sectors that make West Virginia the small state with big possibilities.



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Reforming the **SYSTEM**

When you're open for business, taxes matter. Two years ago, Manchin convened a state summit of 350 legislators, business leaders and constituent group representatives to evaluate West Virginia's tax structure. As a result, the state legislature has since passed several reforms. Among them:

- The Corporate Net Income Tax rate has been reduced and, by 2014, will have dropped from 9 to 6.5 percent.
- Contractors whose purchases are used directly by manufacturing facilities are exempt from sales taxes, encouraging manufacturing investment within the state.
- Starting this year, firms that make computers, electronic components and other high-tech equipment receive a tax credit that offsets 100 percent of the Business Franchise Tax and 100 percent of the Corporate Net Income tax for 20 years.
- A new Low-Income Family Tax Credit eliminates the state's personal income tax on families with incomes below the federal poverty level.
- The available Refundable Property Tax Credit for Seniors has doubled to \$20,000 and the credit provides relief to seniors within 150 percent of the poverty level.

Another key reform under Manchin has been making workers' compensation make sense. Greg Burton is president and CEO of Brickstreet Mutual Insurance Company, a tax-exempt entity (that status expires in January) that grew from one of the rare remaining state-run workers' compensation monopolies. "From 2003 to 2005, workers' compen-

sation was considered an economic deterrent for allowing businesses to come into our state," Burton explains. "We lost a lot of people coming into our state. The West Virginia Development Office (WVDO) will tell you that that is no longer an issue. Up until we privatized, there were five states that were state-run monopolistic. Now there's four."

Burton says the state system in 2003 had a \$5 billion unfunded mandate. When Manchin privatized workers' compensation, Brickstreet had about 10 months to get up and running.

"Since January 1 of '06, there's been about a 30.5 percent rate reduction in what employers are paying in West Virginia," Burton says. "About \$150 million came out of the system in what employers are paying." And as of last July, the market was thrown open to other private firms. So far, more than 100 companies within and from outside West Virginia have written workers' compensation policies.

What's more, "claims are getting paid faster than they ever have," says Burton. Claim resolutions that used to average 42 days now average 12. "That means that the injured worker, the key person here in the whole equation, they're getting the care they need, and they're getting back to work faster than they ever have."

Why the dramatic improvements? Under the old state-run monopoly, there were 94 workers' compensation classifications, many of them subsidizing other classifications. For example, says Burton, coal mining companies used to pay the same premium on a secretary sitting in front of a computer terminal as it did on the miner digging coal—clearly, two



The state legislature has opened West Virginia to a whole new business world.

greatly different degrees of risk. Now, more than 600 classifications fine-tune what companies pay and more fairly spread the risk.

Some policyholders were upset: those, says Burton, whose higher-risk policies were subsidized by the state-run system. With the frankness typical of West Virginians within and without government, Burton explains the transition.

"It's a painful process," he says. "There's a lot of things that policyholders have to learn and agents have to learn and medical providers have to learn, but it's a process that at the end of the day is the right thing for West Virginia."

3
YEARS AGO

West Virginia privatized workers' compensation with BrickStreet Insurance

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"we strive to be the best partner possible. It's our job to tell you what the rules and regulations are, then get out of your way."

A cabinet position for commerce has top-level access to other areas of government, and this allows Goes to facilitate meetings between prospective new employers and the other state regulatory agencies those employers must work with. Tourism, for example, is an important part of the state's economy. In West Virginia, tourism is mostly a collection of small businesses. The Commerce Department can connect existing and new tourism enterprises with the West Virginia Small Business Development Center.

"I see it as an edge for a fairly small state. I can call or put my hands directly on any person" when a company needs help, Goes says. "Many people don't know about West Virginia. But we've been fiscally responsible, so particularly now we're attractive. Doing business in West Virginia is a good idea because it's a very sound state, and that takes the burden off the companies who might be worrying about tougher times."

A Sensible **PARTNERSHIP**

When the AT&T system was broken up in the 1980s, its remaining divisions struggled in the marketplace: Ma Bell had never had to compete. In a somewhat similar vein, as a state whose economy began and ended with coal, the old West Virginia had little apparent need for a high-level state agency dedicated to commerce and economic development. Manchin knew this had to change for his state to become the economic powerhouse he believes it can be.

"He really elevated economic development to a full-service concept," says Kelley Goes, the state's secretary of commerce. The Commerce Department operates through nine agencies, including the WVDO; among them is WORKFORCE West Virginia, which the department's Web site describes as "a network of work-force development services designed to provide West Virginia's citizens and employers the opportunity to compete in today's competitive global economy."

Goes sees the agencies, in concert with the Open for Business program, as a way to streamline attracting new business and industry to West Virginia and, once it arrives, to maintain a good business climate. Echoing a Manchin refrain, Goes notes that, for any business anywhere in the country, state government is always a partner. "In West Virginia," says Goes,

"In West Virginia, we strive to be the best partner possible. It's our job to tell you what the rules and regulations are, then get out of your way."

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Energetic **INDUSTRY**

West Virginia is looking to the future and Goes says the state is committed to diversifying its economy. The WVDO identifies 10 target industry sectors, ranging from aerospace, with firms such as Lockheed Martin Aerospace and Pratt & Whitney Engine Services now operating in the state, to so-called back office operations: the businesses that help make their parent companies run smoothly and service customers. Amazon.com and Ticketmaster have back-office operations in West Virginia; beBetter Networks in Charleston, supporting the health-care industry, is the 15th fastest-growing private company in the U.S. and has been named by *Inc.* magazine as the leader in its industry.

Still, energy remains central to West Virginia, where coal has long been king. Of the nine Commerce Department divisions, three are directly concerned with the energy industry. In fact, the state is America's energy mother lode. Goes points out that coal accounts for 49 percent of all power generated in America. And in figures just recently released by her department, West Virginia is shown as a huge exporter of energy.

Marshall University in Huntington studied energy production and consumption for the Division of Energy (one of those nine agencies within the Commerce Department). Its figures show that in 2006, the state had available for use 4,382 trillion BTUs of energy, the huge majority of it from coal. Of those available units of energy, West Virginia consumed only 834 trillion BTUs, only 57 tril-

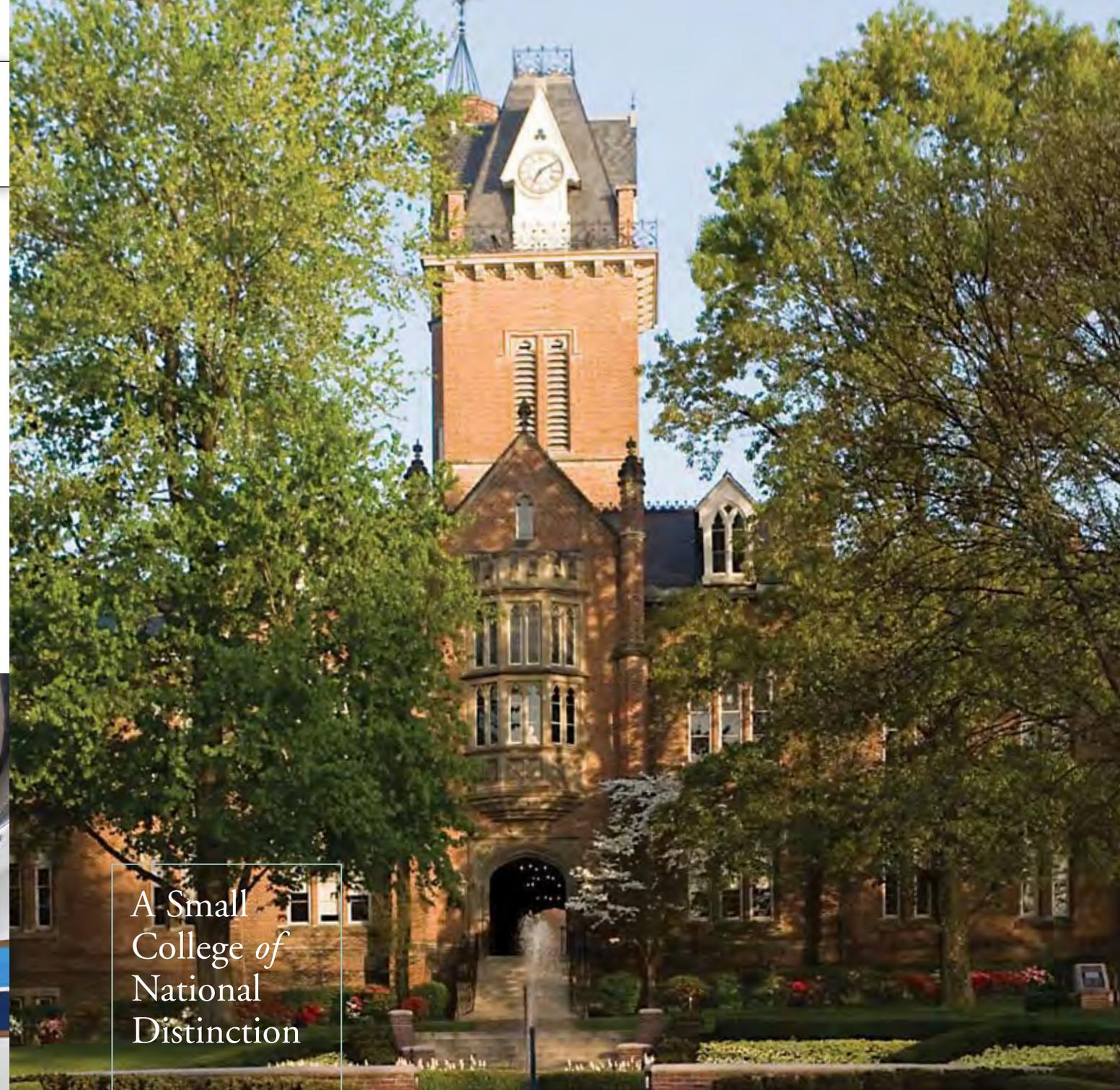
lion BTUs of which was in coal energy. The remaining total BTUs available were exported, including 2,469 trillion BTUs in raw coal to other states and 392 trillion BTUs in raw coal energy exported abroad.

The key now is taking coal from its ancient roots into a better, cleaner future. West Virginia is leading the way in new energy technologies, too.

"If we can really improve and develop in the next 5 to 10 years a clean-coal technology, then we've got enough coal to last the United States for the next 50 to 100 years, by which time we'll have our energy from other sources," explains C. Peter Magrath, interim president of West Virginia University, where another Manchin initiative commonly called "Bucks for Brains" is focused in part on energy and environmental sciences. Magrath says the state's coal reserves and its potential for new coal technologies make West Virginia potentially "the Saudi Arabia of the United States."



As West Virginia is looking to the future, companies like Pratt & Whitney Engine Services are calling it home.



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Turning Black COAL GREEN

Two projects exemplify the move toward clean-coal technologies. One will be the nation's first modern coal-to-liquids production facility. Another is a new manufacturing plant that spans the gamut of how energy is used and viewed in the United States.

In Moundsville, American Electric Power installed a scrubber stack that captures synthetic gypsum from the coal-fired Kammer-Mitchell Power Plant. The 2004 AEP announcement of this green technology in turn lured the world's largest wallboard manufacturer, CertainTeed's parent company Saint-Gobain, because what AEP's scrubber produces as a byproduct becomes synthetic gypsum that can replace naturally-mined gypsum in wallboard. A two-mile conveyor belt carries the synthetic gypsum over to the new 750,000-square-foot CertainTeed Gypsum plant. With the synthetic gypsum, and the fact that CertainTeed Gypsum uses 100% recycled face and back paper, the final wallboard product contains up to 99% total recycled content and can contribute to U.S. Green Building Council LEED® credits on building projects. In effect, the entire operation is a microcosm of the history of energy production in America. AEP begins with high-sulfur coal that has long been mined in the Ohio Valley, keeping mining jobs intact. That coal produces energy, as coal long has here, but in a new way that reduces harmful byproduct emissions, turning them into raw material for an environmentally conscious company that makes a staple of the American construction industry.

Meanwhile, a new \$800 million joint venture in Marshall County between CONSOL Energy and Synthesis Energy Systems will construct



Come Home to WEST VIRGINIA



Quality of life is crucial to economic development because employers understand that their employees want a good place to live, not just a good job. "Where West Virginia doesn't get enough attention is the high quality of life we offer," says Secretary of Commerce Kelley Goes. "Now you have an opportunity to come and raise a family in an environment that is beautiful and safe. There's a friendliness and a warmth about living in West Virginia that is hard to replicate in an urban environment."

As part of its strategy to attract employees, the Commerce Department has a "Come Home to West Virginia" campaign that includes success stories of folks who are both new to the state and, like native West Virginians Gina Pertee and Karen Bragg, sought careers elsewhere, then realized West Virginia is really where they'd rather be. The pair operate an organizational development business in Charleston called 20/10.

Before joining forces back home, the two had worked elsewhere: Bragg in Virginia Beach, Va., and Pertee in Louisville, Ky. "Although we had a good experience in Louisville, cities can be transient places," says Pertee. "Many don't put down roots. It's harder to get to know people, and it's easier to fall into the trap of 'keeping up with the Joneses.' My family's recreation interests focus on outdoor activities. It was not as socially acceptable to do rugged outdoor sports in Louisville. A business executive was supposed to relax at a

golf club or the racetrack—not be seen on an ATV in the middle of the woods on a weekend. There wasn't the terrain and the freedom to explore. In West Virginia, you have the freedom to be who you are, not who everyone thinks you should be."

Jeff James left home with a graduate business degree from West Virginia University and went to work for Microsoft, first in nearby Pittsburgh, and then eventually at the company's headquarters in Redmond, Wash. After rising to become Director of Enterprise Marketing for the United States, James was given the choice of performing his duties from anywhere he wished to live.

He came home to West Virginia; he was so drawn by the quality of life that for two years he flew off to Seattle on business every other week. Today he owns his own marketing management firm, Mythology, and chairs Create West Virginia, an initiative of the West Virginia Council for Community and Economic Development. The program works to bring to the state those who work in what is commonly known as the creative class, people ranging from artists to technology specialists who live in areas of high economic development. Such individuals help incubate new businesses.

"I would encourage them to bring their ideas with them," James says. "Once identified, people in this state bend over backwards to support people in pursuing great ideas." He cites the quality of life of the Mountain State as a "healthier place to create. There's fresh air when chasing your dream."



World-Class Health Care in West Virginia

A health care provider is only as good as its performance. Northwood Health Systems, headquartered in Wheeling, West Virginia, is one of the top performing health care providers in the United States. In fact, outside experts agree that Northwood's success and accomplishments have made the company an industry leader.

That's why Northwood received national recognition when it earned the Process Innovation Award at the Solution World ConferenceExpo for its customized electronic medical records system. And why Northwood has also received multiple international awards, competing with thousands of other companies from more than 50 countries, for its industry leading web site.

No wonder Northwood's success and accomplishments have received positive national recognition for both the company and the state of West Virginia. Media outlets such as CNN TV, The Chronicle of Philanthropy, and several prominent national publications including Behavioral Healthcare, Health Management Technology, and Behavioral Health Management have reported on Northwood's achievements.

In addition, West Virginia Executive magazine has featured CEO Pete Radakovich on the front cover and recognized Mark Games, Chief Operating Officer, as a Young Gun.

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Bucks for BRAINS

What do you do with a state budget surplus? Depends on the state. In West Virginia, Gov. Joe Manchin believes in turning monies resulting from good government practices into long-term economic development strategies.

One of those is the new West Virginia Research Trust Fund. It taps into the brains available at West Virginia and Marshall universities through programs of applied research. Commonly known as "Bucks for Brains" after a similar program of that name in Kentucky—which was the model for West Virginia's version—the fund creates a \$50 million endowment, with \$35 million going to WVU and \$15 million to Marshall. The schools have five years to match their fund dollars with capital raised from private and corporate donations.

The basic idea is simple: Turn the intellectual capital available at top colleges into commercially viable ideas, products and services. At WVU, the eventual \$70 million combined funding will focus on four areas of applied research: energy and environmental sciences; nanotechnology and materials science; biological and biomedical sciences; and biometrics for security sensing and related technologies.

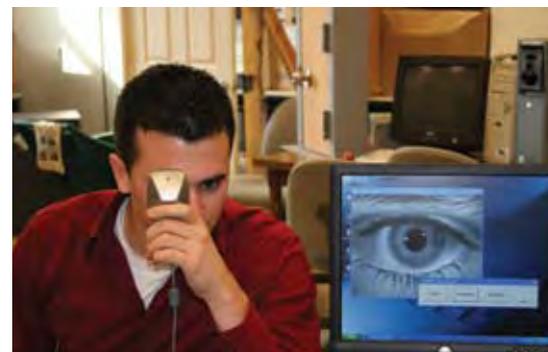
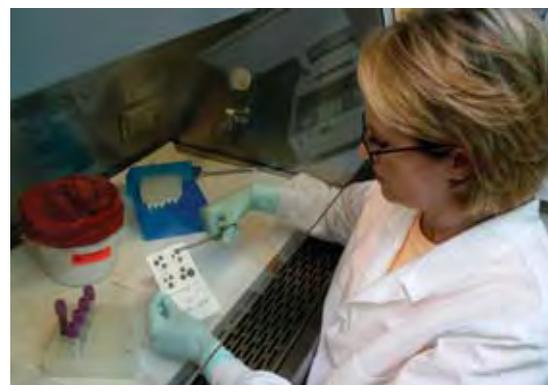
Curt Peterson is vice president for research and economic development at WVU. He's also president of the WVU Research Corp., the private, not-for-profit implementation arm of WVU's Bucks for Brains allocation. He says the corporation is in the planning stages and has been meeting with leadership of the university's so-called STEM colleges, in science, technology, engineering and mathematics.

Some of the funding will go toward interdisciplinary and ongoing programs. The nanotechnology Bucks for Brains segment, for example, will tie into WVU's current nanotechnology initiative. In biometrics, the university has a National Science Foundation-sponsored program called CITeR, the Center for Identification Technology Research, with which government agencies and other universities collaborate. And the Bucks for Brains allocation toward energy and environmental sciences will go toward an Advanced Energy Initiative, in which researchers from three universities will expand upon current work.

At WVU, Bucks for Brains will fuel a range of activities across the continuum of pure research, R&D, technology transfer and commercialization. "Overlaying all of that is our effort to encourage entrepreneurship among our faculty," says Peterson. "We want them to take their best and brightest ideas and move those through the research chain and into the marketplace. Today the economy is built on knowledge."

There are many goals, many collaborative efforts and high hopes. The WVU Research Corp. leadership will explain to potential Bucks for Brains matching-

funds donors the university's existing West Virginia-based consortium, CWP Inc. It's a collaboration between Carnegie-Mellon University, the University of Pittsburgh and WVU, in partnership with the U.S. Department of Energy's National Energy Technology Laboratory, which researches advanced energy technologies on the road to energy independence for the United States. NETL has sites in Morgantown, WV, and Pittsburgh. Donors, says Peterson, "can see how their contributions will further drive our success in the energy area."



West Virginia University and Marshall University uses the Research Trust Fund to help fund applied research such as biological and biomedical sciences as well as biometrics for security sensing.

"It's our intent that we bring in substantial new grant funding, not only for conducting basic research, but leading to projects that will end up with new companies starting in West Virginia and staying in this state. We know for example that for about every \$100,000 that's brought into the state of West Virginia, those dollars turn over about 6 times. WVU as an economic engine is the most powerful in northern West Virginia, and ultimately it will impact all areas of the state."



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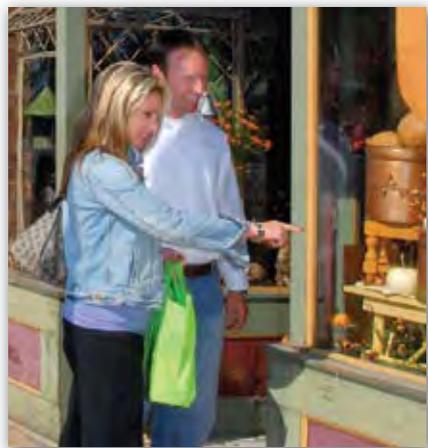
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We have laid the groundwork to create an environment in which businesses can thrive. Since Gov. Joe Manchin took office in 2005, West Virginia has attracted \$8.3 billion in new investment and created 22,800 jobs. The privatization of Workers' Compensation has saved businesses \$150 million. Corporate Net Income and Business Franchise taxes have been reduced. Last year alone, the average annual unemployment rate was 4.6 percent, the lowest in the state's history.

You may already know of the beauty of the Mountain State. Main Street communities have maintained their distinctive personalities, making them small town gems. We enjoy natural wonders preserved in more than 200,000 acres in state parks and forests with 800 miles of hiking trails and 5,000 acres of fishing waters. It's no wonder tourism attracts 11 million visitors each year, generating more than \$3 billion in economic activity.



The cost of living in West Virginia is 4.5 percent below the national average. In fact, a recent report by Coldwell Banker showed an average family would pay less in West Virginia for a 2,200-square-foot house than anywhere else in the United States. Low property taxes help West Virginia lead the nation in home ownership and the state has one of the lowest crime rates in the country.

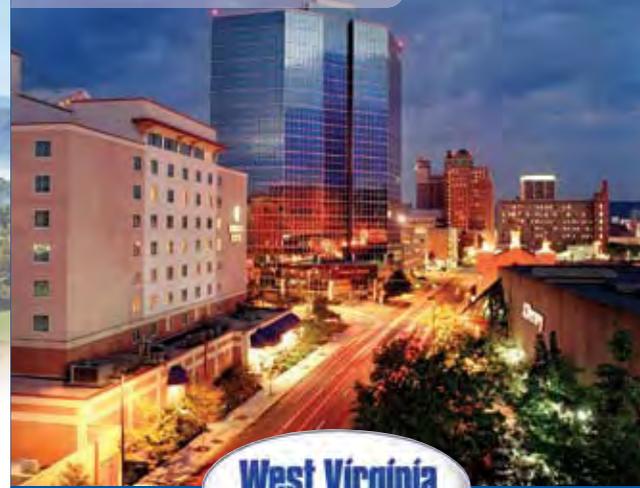
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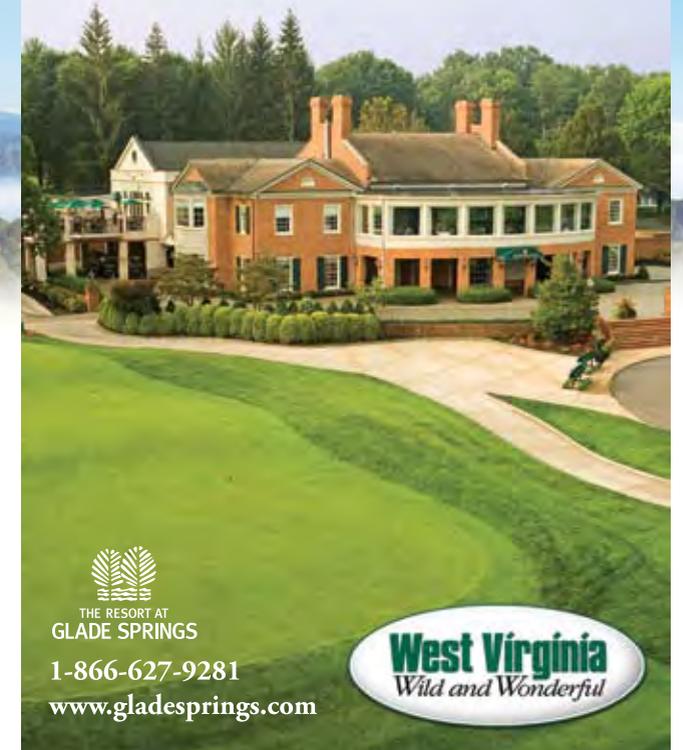
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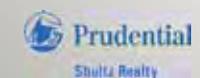


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the nation's first modern coal-to-liquids plant in West Virginia's northern panhandle. Announced last July by Manchin, U.S. Sen. Jay Rockefeller and other government and industry officials, the plant will take coal—CONSOL is the country's largest bituminous producer—and turn it into gases and liquids. The plant, which Goes says is slated to go online in 2011, will produce synthetic methanol that in turn will be used as both raw material for the chemical industry and in production of what government and industry officials predict will be 100 million gallons annually of 87 octane gasoline. The plant will be built close to the mouth of CONSOL's Shoemaker mine complex; plans include a river terminal facility with tank storage and barge delivery of end products.

Northern Appalachia Fuel LLC, the company formed by CONSOL and SES to develop the plant, will design a carbon-capture system in which waste carbon emissions from the plant will be sequestered in a deep saline aquifer.

"Not only will we create economic value for the state, but we will help West Virginia become the linchpin of American energy security," said J. Brett Harvey, CONSOL's president and CEO, when the project was announced. Goes calls the massive undertaking "very exciting." It's another way, she says, that West Virginia will dispel long-held misconceptions about its economy in general and its energy industry in particular.

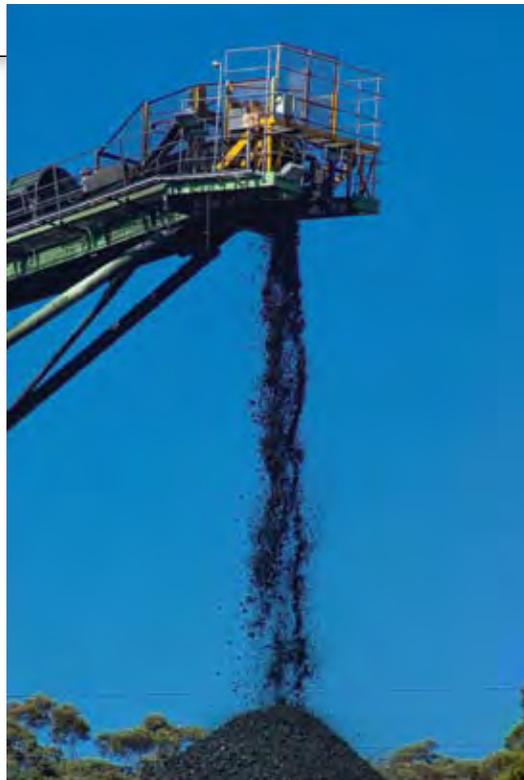
"People don't realize we are looking to diversify and we are carbon conscious," she says. "We keep telling organizations focused on carbon reduction and green technology not to ignore the heavy energy producing states, because we want to move forward as well."

Other established industry sectors where forward-thinking is the new norm include biometrics and the automotive industry. Several years ago, Toyota opened a \$1 billion automotive-components manufacturing facility in Buffalo that Goes says "routinely sets records for productivity" because of the quality of West Virginia's workforce. The Buffalo plant is now a model for other Toyota facilities worldwide. Last year, Hino Motors Manufacturing U.S.A. opened in Williamstown, the first commercial truck assembly plant in the state and the first in the U.S. for Hino.

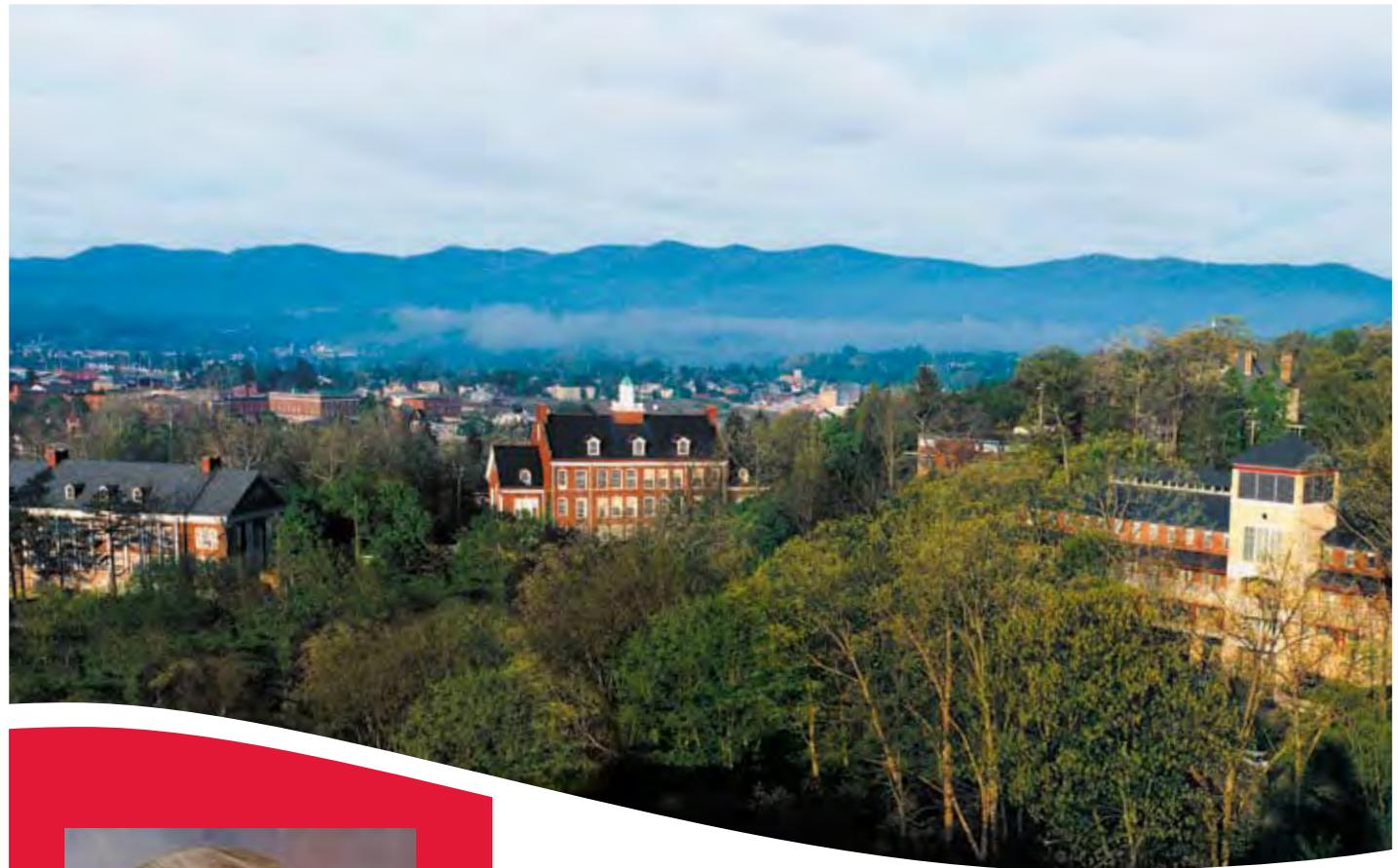
Small businesses are welcome and actively sought out, Goes says. "In a state like this, you have an opportunity to be a big fish in a small pond. An 80-job firm? Sure!"

In the end, West Virginia believes it is positioned to be a stable and friendly haven for employers and employees alike, even during times of national fiscal crisis.

"Let me be clear," Goes says. "There's going to be fallout in every state. But because our financial health is in order, because we've paid down and stabilized long-term debt, and because we have a high-percentage rainy day fund, West Virginia is not going to be tempted to solve its problems on the backs of businesses. Our local banks are very sound because our banking laws are very conservative. We've put the state in a position where it will stay the course. That's important to a company, to know that a state in which it's doing business is financially stable."



Clean technologies are looking at ways to use coal in earth friendly ways, and automotive component manufacturing (below) for Toyota and Hino call West Virginia home.



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Higher **EDUCATION**

West Virginia is home to many fine institutions of higher learning, some large, many small and intimate. Here's a quick look at some of these schools.

West Virginia University

The state's flagship land-grant university enrolls some 28,000 students annually at its main campus in Morgantown and at five regional campuses around West Virginia. A study commissioned by the university found that WVU and its affiliated West Virginia United Health System generate close to \$4 billion annually in state economic impact. WVU and the health system accounted for \$1.2 billion in employee compensation and 35,700 jobs statewide.

The university is a leader in nanotechnology, plasma physics, astrophysics, biometrics research and forensic and investigative sciences. Among its energy projects, the university in September announced a \$550,000 award from the U.S. Environmental Protection Agency to turn abandoned mine lands into fields that produce switchgrass and other biofuels. And the Center for Alternative Fuels, Engines and Emissions was established in 1990 to research reduction in U.S. dependence on imported oil, improve air quality through reduced emissions, and enhance fuel economy of heavy-duty vehicles.

"West Virginia is wild and wonderful, a great tourist place, it's stunning and it's wonderful, but that's not enough," says Interim President C. Peter Magrath. "We can have the beauty of the state, and we can also be an energy powerhouse. WVU isn't the whole story, but we're a huge part of the story. We can be a significant driver for the economic health of the state."



West Virginia University Morgantown campus, a leader in nanotechnology and biometric research.

Magrath is particularly proud of the Blanchette Rockefeller Neurosciences Institute. First opened at WVU in 1999, a new \$30 million institute was dedicated on the campus in October. It's named after Sen. Jay Rockefeller's mother, who suffered from Alzheimer's disease. "We hope and believe it will be the world center in understanding, dealing and treating the scourge of Alzheimer's," Magrath says. "It's one of the jewels in our health sciences center."

He considers WVU the symbol of unity within West Virginia—and not, he says, just because of the Mountaineers football team. "We are the first-generation opportunity university for much of the state. We are the economic and social catalyst for the state, and the state would be a pale shadow of what it is now without WVU."

Marshall University

This state-supported school centered in Huntington, with several campuses throughout the state, has some 14,000 students, 4,000 of which are in graduate and medical-school programs. It's named after John Marshall, who was chief justice of the Supreme Court of the United States from 1801 until his death in 1835. The university was founded two years later.

Marshall University's part in the state's "Bucks for Brains" initiative is already bearing fruit. The \$15 million program here (to be matched within five years by an equal



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sum from private and corporate donors) has drawn Eric Kmiec, professor of biology at the University of Delaware and director of applied genomics at the Delaware Biotechnology Institute. Kmiec is a pioneer in gene repair, in which synthetic DNA is used to correct mutations in human chromosomes. Starting in January, he'll be director and lead research scientist at the new Marshall University Institute for Interdisciplinary Research. Several members of his current lab have committed to join him at Marshall.

"We should be able to seriously impact the economic development programs in the state by creating high paying jobs and by engaging good talent around the country," said Kmiec when his appointment was announced in August by Marshall University President Stephen J. Kopp. "A bunch of my colleagues are aware that I have taken this



position and already I've gotten calls from folks that are very curious about Marshall and what's going on here. The word is spreading very rapidly."

The well-rounded school is strong in the arts as well. Its 12.0 Jazz Ensemble has been chosen to play in next July's Montreux Jazz Festival in Switzerland. And many nationwide know of the tragedy and subsequent triumph of the school's football team

West Virginia School of Osteopathic Medicine

Located in the lovely small town of Lewisburg, WVSOM epitomizes the quality you might not have associated with West Virginia.

This small medical school—nearly 3,000 people



West Virginia School of Osteopathic Medicine located in Lewisburg.

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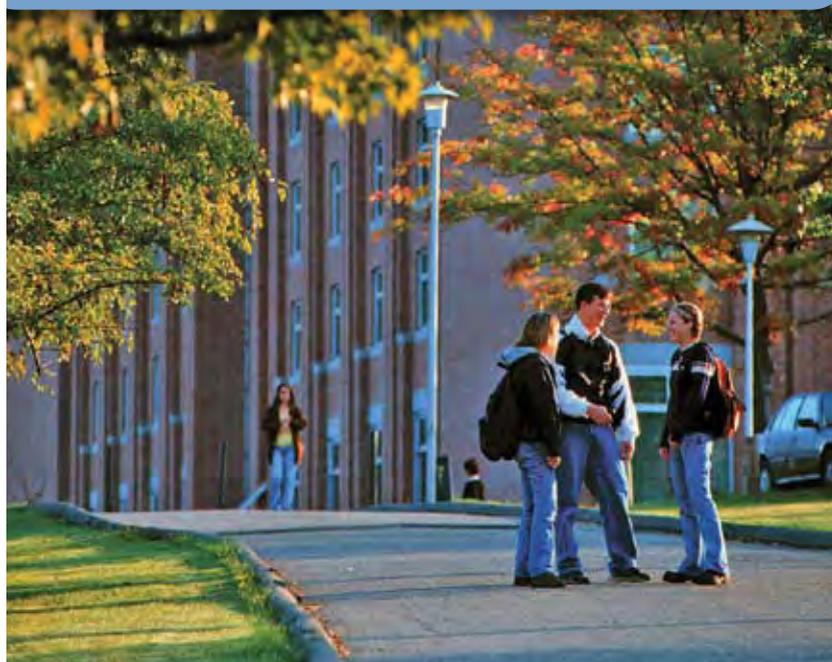
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West Virginia School of Osteopathic Medicine has been ranked as one of the best graduate programs in the country. Wheeling Jesuit University (below) ranks 18th in the "Best Master's Universities in the South."



applied for the 200 seats available in this year's class—has been ranked one of the best graduate programs in the country for 10 consecutive years by *U.S. News & World Report*. It graduates doctors of osteopathic medicine, whose training is similar to that of MDs and who are licensed as physicians to do everything an MD can do. In addition, DOs receive intensive training in whole-patient care, they focus on preventive medicine and they practice OMT (Osteopathic Manipulative Treatment) as a form of both diagnosis and treatment.

WVSOM officials say that, to their knowledge, it's the only medical school in the country where students must do their 3rd- and 4th-year clinical rotations within West Virginia: the 3rd-year rotations at one of six statewide campus sites, and the final year at either that site or a site of their choice. In addition, Mountain State Osteopathic Postdoctoral Training Institutions, which manages intern and residency programs for WVSOM graduates, has 12 participating hospitals; all but one is in West Virginia.

WVSOM, in other words, wants its graduates to practice medicine at home.

"If a student does his or her rotation within state, and then does their residency within state, there's an 80 percent chance they'll remain within state," says Olen E. Jones, president of WVSOM. "The latest profile runs about 37 percent of our students staying within West Virginia. That to us is not high enough, and once the full implementation of the statewide campus program comes into being, which we believe will be next fall, that's when we believe the retention will reach 80 percent."

Wheeling Jesuit University

This school in Wheeling is one of 28

Jesuit educational institutions in the country. *U.S. News & World Report* ranks Wheeling Jesuit 18th in the "Best Master's Universities in the South," the highest-ranked institution in West Virginia for 11 consecutive years. "Which we take great pride in," says Brent A. Bush, vice president for institutional advancement, "because the region is pretty competitive."

Some 1,300 students attend classes on 65 acres located about an hour's drive from Pittsburgh. Founded in 1954, it's the youngest of the country's Jesuit colleges. "The founders thought that educational attainment would result in economic prosperity, and the hope was that that would bring opportunity to Appalachia," says Bush. It has certainly done so for the local economy, with an economic impact that Bush cites as \$217 million annually.

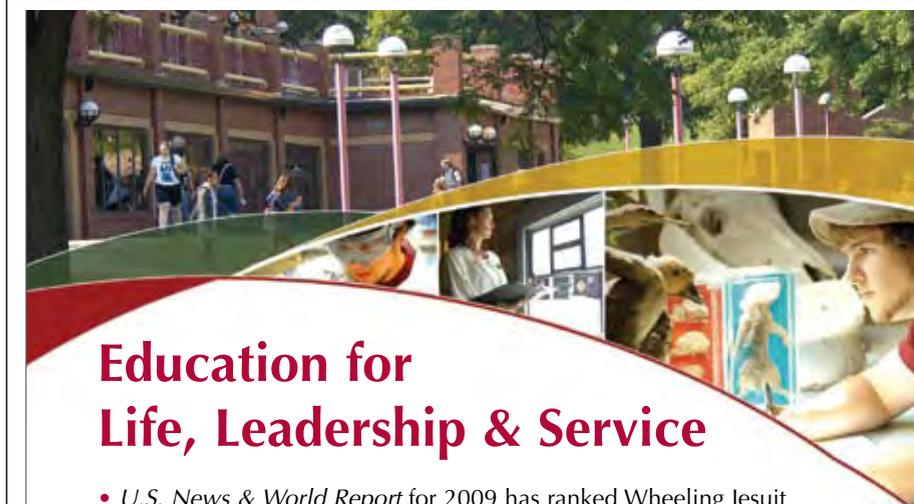
The school also has one of 50 Challenger Learning Centers in the country that increase interest in science and math among students, through simulated space missions. The Challenger Center for Space Science Education was created in 1986 by the families of the astronauts who perished aboard Challenger Space Shuttle mission STS-51-L. At Wheeling Jesuit, some 45,000 students participate in the learning center programs each year. The center also conducts team-building exercises for adult professionals.

Bush says this is typical of what many people who don't know West Virginia find surprising. "The stereotypes and misperceptions are profound," he says. "But what people find here is a skilled workforce with a great work ethic, and a great quality of life."

Davis & Elkins College

"Our business is preparing the leadership for the future," says college president JT "Buck" Smith. "People think we're isolated, maybe, and therefore isolated

"Our business is preparing the leadership for the future."



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WHEELING JESUIT UNIVERSITY

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The Highland Scholars program means that, though the average family income in the area is below \$25,000 per year, "every qualified student will be assured an opportunity to come to Davis & Elkins College at no more than it will cost you to go to West Virginia University." That's pretty good for a small private school, where more than 40 percent of the classes have fewer than 10 students.

Located in the West Virginia Highlands, the school's campus includes the historic Graceland Inn and the Robert C. Byrd Conference Center, ideal for business conferences and retreats. And no other college is closer to the region's ski and recreation areas. Smith cites a historic train, restored mountain theater, trout fishing and hiking, with the Appalachian Trail passing through the area.

Davis & Elkins is also the second largest employer in region; pumping some \$25 to \$30 million into the immediate community, says Smith.

"Our faculty sees themselves as lighting flames that might otherwise flicker and go out," Smith says. "I'll tell you, there's no one more entrepreneurial than West Virginians who've had to pull themselves up by their bootstraps. That's what West Virginia is all about."

Bethany College

This school in Bethany is proud to call itself a "Small College of National Distinction." About 800 students annually receive a top-notch liberal arts education, with a focus on pre-professional tracks that emphasize leadership ability. Bethany College, founded



Davis and Elkins college may be a small school, but the Center for International Studies draws scholars from around the world. Bethany College (below) was founded in 1840 making it the state's oldest educational institution.



in 1840, is the state's oldest; in fact, it predates the statehood of West Virginia by more than two decades.

Notable alumni include Thomas Buergenthal of the International Court of Justice at The Hague; Dr. John Neiderhuber, director of the National Cancer Institute at the National Institutes of Health; and Bob Orr, CBS News correspondent.

"We are an institution with a regional constituency and a national reputation, and I like to think that we're bringing people to West Virginia who

Health CARE

can see the many good things about West Virginia," says President Scott D. Miller. "We like to think that a degree from Bethany is preparing a person not just for their first job, but their last job, which is to say for life." West Virginia is fortunate to have two major medical systems that offer world-class care throughout the state.

Charleston Area Medical Center

In medicine, evidence-based care means just what it sounds like: Actual patient outcomes to various procedures are monitored, and treatments are then adopted as best practices that lead to the best outcomes.

Researchers from the Harvard University School of Public Health have in recent years been studying hospitals, using metrics on several critical areas of evidence-based care, such as cardiac events, compiled by the Hospital Quality Alliance. It's a group whose measurements are carefully considered by the U.S. Department of Health and Human Services, in particular the Centers for Medicare and Medicaid Services.

In late 2007, Harvard's report, Quality Matters, showed CAMC among the very top performing hospitals nationwide.

"As you might guess, the whole industry said, "Wow". We didn't realize somebody was looking at this, and we didn't expect to see



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WVU Hospitals is a member of the West Virginia United Health System

CAMC there,” says Dale Wood, CAMC’s chief quality officer. He cautions against the public placing too much faith in the well known *U.S. News & World Report* hospital rankings because, he says, they rely too heavily on reputation, and not enough on actual demonstrated patient outcomes.

The magazine recently ranked CAMC as 48 out of 50 in cardiac care, Wood says. “But one of their criteria is reputation, and CAMC’s is zero: We’re a big hospital in a little state, so people don’t think of us.”

CAMC has what Wood says is the rare combination of designations as a Level 1 trauma center, Level 1 neonatal intensive care unit (NICU) and Level 3 pediatric intensive care unit (PICU); each level is the highest achievable for its respective area of care.

Wood says CAMC recently invested \$70 million to create a heart and vascular center, and is planning a new comprehensive cancer center. The hospital, which is part of the CAMC Health System, is the state’s third-largest employer.

WVU Healthcare

Located in Morgantown, WVU Hospitals is one of the fastest growing employers in West Virginia, with more than 1,500 new jobs added over the past decade. It’s part of the statewide West Virginia United Health System, which itself is the state’s second-largest employer.

“Our strategy for growth is very simple. One by one, we have taken away the reasons that West Virginians used to have for seeking health care outside the state,” says Bruce McClymonds, president and CEO of WVU Hospitals. “The result has been a spectacular increase in the number of people who choose WVU physicians and WVU Hospitals for care.”

One hallmark of WVU Healthcare (which, along with WVU Hospitals, includes a faculty physician health care program in the Morgantown area) is its rural health initiative. In place for 15 years, it takes young people through health care training from as young as junior high school, on through university health professions programs, where they train alongside rural doctors.

“Eight rural counties have moved off the health-professions shortage lists in the last decade, in part because of the successful partner-



Charleston Area Medical Center recently invested \$70 million to create a heart and vascular center. Located in Morgantown, WVU Hospitals is one of the fastest growing employers in West Virginia.



ships we created with communities across the state,” notes Hilda R. Heady, who spearheads the rural health initiatives. “Our leaders realized long ago that sustaining the health infrastructure is a critical component in any community’s effort to expand its economic base.”

Tom Jones is CEO of West Virginia United Health System. He, too, sees quality care as vital to the revitalized economic engine being built by Gov. Joe Manchin’s administration.

“The north central part of West Virginia and the Eastern Panhandle have seen sustained broad-based economic growth—the university is expanding, there are new manufacturing, retail and service businesses popping up, and the energy industry is experiencing one of its most exciting periods of expansion in decades,” Jones says. “The health system has both contributed to that growth and benefited from it. We create jobs within our system, and we provide the world class health care that businesses demand for their employees.”

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