

We Are...Marshall!

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Strategic Vision Process Starts

Led by President Stephen J. Kopp's goal of actualizing Marshall's "tremendous potential," the university has begun the process of creating a strategic vision that will be implemented through a collaborative effort between Marshall and its public constituents. Kopp describes the process outlined as inclusive, dynamic and ongoing.

At a news conference on Marshall's Huntington campus Nov. 17, Kopp announced that the process of enlisting ideas to be considered for the plan, not only from students, faculty and staff at Marshall, but also from MU's broad constituent base – alumni, friends, elected officials, members of the public, etc. – has begun.



President Kopp explains the strategic planning process Marshall will use at a news conference Nov. 17.

"This is an opportunity that invites everyone to the table who wants to participate and share their ideas for shaping the future of Marshall," Kopp said.

The university's Strategic Vision Development Committee, which has been meeting throughout the fall, adopted a strategic vision titled "Aiming for Perfection: Marshall's Strategic Vision –

Our Bold Constellation for the Future." Kopp described "Aiming for Perfection" as a state of mind.

"It is the attitude that we choose to bring to our life's journey," he said. "It is the vision that lights our journey as we endeavor to actualize the tremendous potential that lies within ourselves and Marshall University. It is not a destination. It is not about 'being perfect,' but committing ourselves to becoming better and better in all that we do each day.

"It is about seeing opportunity in the challenges of our daily work and life. It is about valuing the potential that each person brings to our community. It is about our approach to the work that lies ahead as we endeavor to fulfill the promise of a better future."

Kopp said the strategic vision that emerges from this initial planning process will serve as a compass for the university, defining its strategic directions for the next seven years. Immediately thereafter, Marshall will engage its communities in a more detailed planning process involving the development of the first in what will be a series of multi-year action plans.

Each action plan will have a one- to three-year time horizon and will involve explicit goals that tie into the strategic vision, strategies for accomplishing each goal,

indicators that will be used to monitor progress and benchmarks for evaluating the successful attainment of each goal. Each action plan will be accompanied by a budget plan that will provide the resources required to accomplish the plan goals.

Initial implementation of the strategic vision will begin with the first action plan that will be developed between February and April 2006.

The input stage continues through Dec. 19. During that time, all constituents will use a specific Web site to submit their ideas concerning the university's future priorities. The site to be used is www.marshall.edu/strategic.

The idea summation phase takes place from Dec. 21 through Jan. 2. During that time, all submitted ideas and information from discussions will be organized, condensed into common themes and prioritized. A first draft document will then be created that outlines all the input that has been received to date. It will be posted for public review and comment from Jan. 3 through Jan. 9. Finalization of the strategic vision takes place Jan. 10-12, followed by the constituent review Jan. 13-20.

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The Nov. 17 press conference regarding Marshall's strategic plan took place in Studio A of the Communications Building.

Lighting Ceremony Set for Nov. 28

With the campus decked out with festive decorations and with thousands of lights strung by volunteers on Nov. 13, the campus will become a winter wonderland when the traditional lighting ceremony takes place at 6:30 p.m. on Monday, Nov. 28 on the plaza outside the Drinko Library.

Everyone is welcome to attend. Refreshments will be served in the Memorial Student Center lobby after the ceremony. Participants will have the opportunity to have their pictures taken with Santa Claus.

Medical School Students Sponsor Series of 'Fitness Fairs'

Marshall medical students are helping fifth-graders dance, jump and race their way toward healthier lifestyles at Lavalette and Altizer elementary schools.

A "Let's Get Moving" fitness fair will take place Tuesday, Nov. 22 at Altizer Elementary. A similar fair was held at Lavalette Elementary on Nov. 15. An expansion of a program begun by medical students this spring, the fairs are the first of at least 10 planned for the current school year.

"The medical students organized three 'Let's Get Moving' fitness fairs last year and the success was incredible. The smiles on the students' faces said it all," said Dr. Aaron McGuffin, senior associate dean for medical student education. "The children of West Virginia need to know that we care about their health and that fitness can be fun."

Third-year medical student Samantha Cook of Huntington, one of the program's organizers, said medical students will supervise several activity stations in each school's gym. The fifth-graders will rotate among the stations, competing for dozens of prizes for activities ranging from jumping rope and running an obstacle course to the video game Dance Dance Revolution. Two winners of a "Physical Fitness" essay contest at each school will receive bicycles and helmets.

Faculty/Staff Achievements

Dr. Linda Scott, Associate Dean for the College of Health Professions, has been selected as one of the 2005 Leadership Fellows for the American Association of Colleges of Nursing's (AACN) Leadership for Academic Nursing Programs. Each year fellows are selected to participate through a competitive application process. Recognition as a fellow means that the individual has developed the necessary tools to be a leader in the academic nursing world.

Dr. Thomas E. Wilson, Professor of Physics and Physical Science, presented a paper at a SPIE (Professional Society of Optical Engineers) International Symposium, "OpticsEast - Sensors and Photonics for Applications in Industry, Life-Sciences and Communications", held at the Boston Marriott Copley Place on Oct. 23-25. Wilson's paper, in Session II, Terahertz Detectors and Sources, chaired by Dr. Frederico Capasso of Harvard University, was titled, "Pulsed Coherent Terahertz Phonon Generation" (<http://spie.org/conferences/programs/05/oe/conferences/index.cfm?fuseaction=6010>). Wilson

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Students also will rotate through a nutrition station where they will learn about making healthy food choices and the most recent changes to the food pyramid. In addition, medical students will privately check each child's blood pressure, height, weight and calculate their body mass and this health information will be sent home in a sealed packet. Parents will be notified if there is a recommendation for a follow-up visit to a physician.

The West Virginia State Medical Association has provided \$2,000 to support the Let's Get Moving fairs and local businesses are providing significant additional support by donating prizes for the events.

Poll Worker Training Offered

Free training for prospective poll workers is being offered on Tuesday, Dec. 6 by the Marshall Community and Technical College, in conjunction with the West Virginia Secretary of State's office.

The workshop, which is designed for students and community members who are interested in becoming effective poll workers, will be held in Room 101 of Cabell Hall from 5 to 6 p.m. Free voter registration is being offered before and after the workshop.

The workshop satisfies a section of the Help America Vote Act (HAVA) which encourages participation of college students in the election process. This training will address election procedures, the responsibilities of handling ballots, and how to resolve common problems at the polls. The

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Nominations Sought for Carolyn Hunter Award

The Marshall University Alumni Association is seeking nominations for the Dr. Carolyn B. Hunter Outstanding Faculty Award. This \$1,000 award is named in honor of Hunter, whose career as an outstanding teacher, administrator and employee at Marshall spanned a 30-year period.

The award was created by the MU Alumni Association with the purpose of recognizing contributions and to provide incentives for continued service from faculty to the community, the university and students in their respective field. The deadline for nominations is Nov. 30.

Nominees will be evaluated on the following:

- Professional service to the community, such as being a speaker to various areas of the community utilizing the individual's specific field, and social service activities.
- Service to the university, such as serving on university committees, participating in Welcome Weekend or Student Orientation or serving on the MUAA alumni board.
- Service to students such as being an advisor to a student organization.

Individuals may be nominated by administrators, faculty, staff, students and alumni by submitting the online nomination to HUDSON2@marshall.edu by sending the completed printable nomination form to Kim Hudson Brooks, Alumni Relations Office.

The award will be presented during the 2006 Alumni Weekend awards banquet and the recipient must be available to attend.

We Are...Marshall!

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The next regular issue of *We Are...Marshall!* will carry an issue date of Dec. 2, 2005. Deadline is Nov. 25. Articles or other materials for consideration should be sent to Pat Dickson, editor, at the South Charleston campus or by e-mail to pdickson@marshall.edu.



Profile: Elizabeth Murray

A series on interesting Marshall University people.



Elizabeth Murray

When Dr. Elizabeth Murray's students scarf down corn chips, she jokingly tells them they're eating her work.

No, she's not a fast food chef or a purveyor of packaged snack food. Actually she's a multi-faceted scientist who has managed successfully to straddle the worlds of science and industry. And now she's passing on her enthusiasm for science and its uses in industry to her students in the

Integrated Science and Technology program where she's an associate professor.

A Wisconsin native, Murray received her B.A. in anthropology from the University of Wisconsin- Milwaukee and went on to the University of Missouri where she earned a M.A. in physical anthropology and developed an interest in genetics. She followed up with a Ph.D. in genetics from the University of Kansas.

"When I was working on my Ph.D., my work involved cloning the genes for ricin, which is a plant toxin that people are interested in now because it's linked to bioterrorism," she says. "We were working on it because we were interested in trying to clone the gene and develop a way to link the poison to a monoclonal antibody to specifically target cancer cells--a technology known as 'magic bullets.' The work was funded by the E. I. Lilly Company, so there was interest in the technology we were working on for its practical applications."

And now, about those corn chips. After graduation she chose a job working in industry at Agrigenetics. "I thought it [was] a good thing to be working on something of practical use. I went to work for a plant biotech company and worked on putting genes from bacteria into plants that would make them resistant to insects." That would include corn and other grains from which snack foods are made.

After three years of doing genetic engineering for plants, she performed postdoctoral work at the University of Wisconsin in Madison and worked there for three years on a virus that's linked to cancer. She collaborated with Janet Mertz, the first scientist to do recombinant DNA. Feeling that a blend of academic work and industry was important, Murray then accepted a position at Promega Inc., a biotech company located in Madison that makes DNA, enzymes and other materials for use in research. It was a good fit, and she did well there, but the classroom was beckoning. That's how, in a complete change of pace, she selected Marshall in order to re-enter teaching.

"This is my mid-life crisis," she says with a laugh. "Some people buy a motorcycle or quit their jobs or travel to Europe, but I moved to West Virginia. I wanted to do something different, and I came to the Integrated Science and Biotechnology programs because they were so interesting. Marshall was looking for someone who had an industrial background ... so that it seemed like a very good fit for me."

In fact she was attracted by the qualifications listed in the ad that Marshall posted nationally. "The ad said they were looking for someone to do a combination of computers, biotech, manufacturing and environment--broad, diverse fields. I thought, I am interested in computers and manufacturing, I want to teach manufacturing-related subjects and I know things about planning and technology and I can translate that into DNA knowledge. They wanted broader rather than narrow and that appealed to me."

So it has been a very good fit indeed. "One of the advantages of coming to Huntington is that in Madison,

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Strategic Vision

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In the next stage, the draft document will be presented to the executive committee of Marshall's Board of Governors, followed by revision of the document if needed, a meeting with opinion and community leaders for further review, presentation of the draft document to the entire Board of Governors, and more refinement as needed. The final step in this stage is to share the revised document with all constituents.

The next stage is presentation of the vision document to the Joint Education Committee of the West Virginia Legislature during Marshall Day at the Legislature Jan. 31 in Charleston.

The next three stages, which continue through April 24, include the beginning of the one- to three-year action plan process, priority goal setting and action plan implementation. The final ongoing stage includes progress updates and celebrates success for up to seven years.

Participants will be asked to contribute ideas pertaining to four strategic goal areas. They are: Intellectual Capital, Community and Service, Economic Development and Discovery and Innovation. Here is a brief description of each of these areas:

- **Intellectual Capital:** This area is a challenge to consider educational innovations that will expand and elevate the intellectual resources of the state and region. It entails developing and maximizing human potential through educational innovation.
- **Community and Service:** This area defines how higher education must provide students with knowledge and commitment to be socially responsible citizens in a diverse democracy and an increasingly interconnected world. Colleges and universities have important civic responsibilities to their communities, their nation, and the larger world.
- **Economic Development:** In a world in which the commerce of ideas will predominate, opportunity favors the prepared mind that can think critically and integratively and apply these ideas creatively and innovatively to create new landscapes of economic enterprise.
- **Discovery and Innovation:** Scholarly activity encompasses the full range of endeavors from single investigator work involving the disinter-

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Faculty/Staff Achievements

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reported on his progress to date in developing a source of hypersonic acoustic waves (phonons) by the resonant absorption of pulsed far-infrared laser radiation in custom semiconductor structures. He described how it may be possible to use his technique of phonon generation to extend the operating frequency of cryogenic acoustic microscopy into the terahertz regime, for sub-surface imaging with sub-nanometer resolution. Acoustic microscopy takes advantage of a sample's elastic properties for the contrast mechanism. Other session II papers addressed recent results in 'quantum-cascade' terahertz laser development, a laser technology pioneered by Capasso.

Elizabeth Murray

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Wisconsin I wouldn't have had the same opportunities I have had here. In Madison, there were so many people doing this kind of work, but here I was given a fair amount of freedom to create a program that I thought would be very comprehensive. Over the past six years I've had great opportunities to develop a lot of different courses and to help shape a really good program."

Currently the nine-year-old program has about 125 majors. Actually there are three separate programs under one department, Murray explains. In addition to computer science and information technology, students can also choose environmental science or biotechnology as majors. Students take integrated classes and are offered training that is related to working in a highly technical environment.

"The biggest thing we've done is focus on the premise that there are a lot of things people can do with a science degree," she says.

Research is a cornerstone of the program, and an important aspect of the program is that it introduces students to research early on. "Students start as freshmen and learn how to do research from the beginning," Murray says.

It was, in fact, Murray's and other faculty members encouragement and mentoring which led to two undergraduate students securing more than \$900,000 in startup costs to launch a biotech company. In what began as a class assignment in the spring of 2003 to mass produce DNA sequences, Vandalia Research Inc. was founded by then-freshmen Derek Gregg and Justin Swick. The two have seen their idea blossom into a company which now has three full-time and two part-time employees, with the possibility of adding 50 workers or so over the next five years.

"I've been teaching a class about technology and innovation and these students wrote a grant," Murray explains. "... The idea is to encourage action, empower people to do a real project for a real customer."

This is but one example of why student research is so important, Murray says. Vandalia's founders are computer students who are enrolled in the Integrated Science and Technical program, as well as Murray and Dr. Michael Norton, a chemistry professor at Marshall specializing in DNA nanotechnology. "That's why they can be computer students working on DNA. They're making an instrument and looking at DNA applications and have hired fellow students in biotechnology and other graduates who have backgrounds in forensics and DNA."

Murray is originally from a rural area near Milwaukee.. "I grew up with cows," she says with a laugh. She worked hard growing up and worked even harder when she became a college student holding down outside jobs while making grades high enough to get her admitted into the honors program. In the beginning she was turned off by the large and impersonal class sizes. Until she entered the smaller honors program she was often in classes of more than 100 students where students were basically anonymous, unknown as individuals to the instructors.

"I decided right then I didn't want to lecture to 100 people. I can, but I didn't want to. That's one of the reasons I came to West Virginia. I felt I could have a bigger impact on people here than in Wisconsin because there are fewer people doing what I want to do here."

Murray's family has embraced living in West Virginia as well and she's proud that her daughter, Ursula Husted, is a B.F.A. Marshall grad. Currently Ursula is living in Minneapolis working in the arts and design field while pursuing an Master of Fine Arts degree.. Murray's son Nicholas is a senior at Huntington High School. Her husband, Jack Husted, is a team leader at the Huntington Vet Center, where he is a readjustment counselor. The family enjoys concerts, university and community events and Marshall sports, particularly football. But those festive fall football Saturdays most of the time provide a whole different scenario for Elizabeth Murray.

"Saturday is lab day," she says. "That's the time I go to the lab and get my work done!"

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ested pursuit of truth in a field to interdisciplinary applied research focused on patentable discoveries. While not mutually exclusive, this continuum provides a useful perspective about the range of scholarly activity that occurs at public universities.

Instructions on how to submit ideas are accessible on the Web site. Those wanting to participate but unable to access a computer may call (304) 696-3474 for information on where to fax or mail their suggestions and comments.

"President Kopp has brought a fresh, new vision to the campus of Marshall University and the Tri-State region," MU Provost Sarah Denman said. "This is an exciting time to be a part of the Marshall University community."

Menis Ketchum, chair of Marshall's Board of Governors, said he likes the fact that many of MU's constituents will be involved, and that the strategic vision will be updated and reviewed continually over the next seven years.

"Finally, Marshall has a strategic plan that will involve the faculty and staff," Ketchum said. "It won't be a plan that sits on the shelf because it has timelines under which each step of the plan must be accomplished, and for which the administration will be accountable."

Student body President Michael Misiti expressed his appreciation that this initiative was designed to include student participation.

"While there is no way to gauge what the level of student participation will be, it means a lot to me that President Kopp and his administration have created a way that we, as students, can give our input on the direction of Marshall," Misiti said. "It's my hope that, through various service organizations on campus in addition to individual input, the voices of Marshall's student body will be a part of this important process."

Mike Dunn, a carpentry supervisor and chair of the classified staff council, sees the long-range perspective of this strategic vision as a critical component to Marshall's future success.

"We understand that this is a long-range process that is going to move Marshall forward over the next several years," Dunn said. "What impressed me the most was that nothing in this plan is 'set in stone' once it's developed. In three years, we're going to review the benchmarks and have the courage to continue what's working and change what's not. This will allow us to build on Marshall's strengths, in addition to adapting to new opportunities."

Poll Worker Training

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Secretary of State's office will conduct this training and will issue certificates upon completion.

Participants who choose to become poll workers will complete the full poll worker training course with their respective county clerks and, if selected, will be paid for their service on Election Day.

To register for the workshop, call ext. 66855 or e-mail simpson35@marshall.edu. Additional information on the workshop's content can be obtained by contacting Trudy Oliver in the Secretary of State's office at machievel@wvsos.com or by calling (304) 395-4856.