

MINUTES
Marshall University Board of Governors
Microsoft Teams Meeting at
Shawkey Dining Room, Memorial Student Center
Livestream and In-Person
April 8, 2026

Present: Kathy D’Antoni, Vicki Dunn-Dionne, Kathy Eddy, Carleen McNeill, Angel Moore, Samuel Moore, Robin Riner, Geoff Sheils, Bill Smith, Jim Smith, Connor Waller, Charles Webb
PH: Kipp Bodnar, Donnie Holcomb, Ginny T. Lee, Charles Wendell

I. Call to Order

Subsequently, upon confirming the presence of a quorum, Chairman Sheils called the meeting to order.

II. Minutes Approval

Upon a motion by Kathy D’Antoni, seconded by Vicki Dunn-Dionne, the minutes of the regular meeting held on February 5, 2026, and special meetings held on February 17, 2026, and March 18, 2026, were approved.

III. Faculty Senate Update

Shawn Schulenberg, Faculty Senate Chair gave the Faculty Update. He began by thanking the Board for the opportunity to speak, noting that this marked his fourth and final address as Faculty Senate Chair. He shared that a new senate has been elected and a new chair will be selected at the end of June, as he prepares to begin a sabbatical.

Using the metaphor of a garden, Dr. Schulenberg reflected on the complexity of decision making within a university. He explained that, like a garden, the institution must balance multiple purposes such as productivity, community value, and preservation while working within finite resources. He emphasized that before making decisions, it is essential to understand the purpose of the “garden” and what is most important to sustain.

He described Marshall University as a “complicated garden,” tasked with providing broad education, supporting research and creative work, contributing to the region’s quality of life, fostering diverse perspectives, and preparing students not only for careers but for lifelong citizenship and civic responsibility.

Dr. Schulenberg acknowledged past challenges, noting that over time, programs expanded beyond what available resources could sustain. This resulted in limited investment across too many areas, preventing some programs from fully thriving. He recognized that the Board chose a more deliberate and thoughtful approach rather than making sweeping cuts, instead focusing on strategic planning and targeted investment.

He credited the university's recent progress, including addressing structural financial challenges, expanding access through initiatives like Marshall for All, increasing research activity, and developing the IDEA District, to collaborative efforts and shared governance among faculty, staff, administration, and the Board.

At the same time, Dr. Schulenberg raised concerns about overreliance on measurable outcomes such as enrollment, retention, graduation rates, job placement, and research funding. While acknowledging their importance, he cautioned that these metrics can shift institutional focus over time and may overlook less measurable but equally important aspects of the university's mission.

He emphasized the importance of preserving elements such as intellectual curiosity, open and civil discourse, ethical judgment, cultural and artistic engagement, and the development of well-rounded individuals. He noted that these qualities are harder to measure but are central to the university's role in fostering a healthy and pluralistic society.

Dr. Schulenberg concluded by reaffirming the university's broader mission to advance the public good through education, stressing that Marshall must continue to cultivate not only measurable outcomes but also the deeper intellectual, civic, and human development of its students. He closed by expressing his appreciation for the opportunity to serve and his confidence in the university's future.

IV. Committee Meeting Reports

Academic and Student Affairs

A) Approval of Revisions to Board of Governors Rule No. AA-6 -Faculty Classification, Types and Conditions of Appointment, Ranks, Promotion, Tenure, Dismissal for Cause, Resignation & Emeritus Status

The following resolution was read:

Resolved, that the Marshall University Board of Governors approve the revisions to Board of Governors Rule No. AA-6 - Faculty Classification, Types and Conditions of Appointment, Ranks, Promotion, Tenure, Dismissal for Cause, Resignation & Emeritus Status.

** This policy encompasses a comprehensive framework designed to manage the professional lifecycle of faculty members within Marshall University. The objective of this policy is to establish equitable and appropriate criteria, eligibility, expectations, notification, procedures, and standards for faculty from their initial appointment through to their potential transition to emeritus status, and the formation of promotion/tenure policies at the Academic Unit and Department levels. The adoption of the revised Rule AA-6 is necessary to modernize and unify Marshall University's promotion and tenure framework, which is currently fragmented across multiple outdated policies. The new policy provides a comprehensive, transparent, and equitable structure that addresses all aspects of the faculty life-cycle from appointment and classification through promotion, tenure, dismissal, resignation, and emeritus status-within a single governing document. It ensures consistency across academic units, incorporates nationally recognized best practices (including external review processes, tenure-clock extensions, and expanded faculty*

classifications), and aligns Marshall with peer R2 institutions and West Virginia statutory requirements.

This update enhances clarity for faculty, administrators, and review committees, while strengthening protections for academic freedom and due process. Upon approval of this resolution, this Rule will be posted at <https://www.marshall.edu/policies/> and a comment period will open and remain open until Wednesday, May 20, 2026. If substantive comments are received, a final policy will be presented to the Board for approval at a subsequent meeting. If no substantive comments are received, the policy will be considered approved in its current form with an effective date of the end of the comment period.

Upon a motion by Samuel Moore, seconded by Kathy Eddy, without further discussion, a vote of aye, no objections and the motion carried unanimously.

Prior to the committee reports, Dr. Kathy D’Antoni recognized a Faculty Recognition Program honoree for exceptional academic and research achievements. During this time, Dr. D’Antoni recognized Dr. Jagan Valluri (Biological Sciences) along with former faculty member Dr. Pier Paolo Claudio of the Joan C. Edwards School of Medicine for reaching a significant milestone.

Dr. Valluri stated that their ChemoID platform is designed to help physicians prioritize treatment by testing a patient’s living tumor cells against approved chemotherapies to identify which drugs are most effective for that individual. Clinically validated through randomized trials, ChemoID has demonstrated improved overall survival in patients with glioblastoma multiforme (GBM) when therapy selection is guided by the assay. The U.S. Food and Drug Administration has reviewed the submitted clinical data and granted ChemoID Breakthrough Device Designation, recognizing its potential to significantly improve care for patients facing this aggressive brain cancer.

Provost Report

Interim Provost Robert Bookwalter gave the Provost’s Update. He began by congratulating Dr. Valluri and his research partners on their recent achievements and noted that, as he reviews reports from across the university, he consistently finds outstanding work being done by faculty, staff, and students.

He provided an update on the recent Higher Learning Commission accreditation visit, which had been postponed earlier in the year due to severe weather. The visit took place the previous week and was described as very successful. While additional steps remain in the process, early feedback from the review team was encouraging, particularly regarding the thoroughness of the university’s report and supporting materials. He expressed appreciation to Susan Tusing for leading the multi-year effort, as well as to faculty, staff, Board members, and campus leadership who participated in meetings with the review team. Dr. Bookwalter also shared that interviews for the Dean of the College of Liberal Arts have concluded, and the selection process will soon move forward, with an announcement expected in the near future.

He highlighted several recent accomplishments across campus, beginning with the fifth annual Student Research and Creativity Symposium, which featured more than 150 students presenting research and creative work. He also noted the success of CyberCon 2026, hosted by the

Institute for Cybersecurity, which brought together professionals, students, and leaders in the field, including keynote speaker retired General Keith Alexander.

He recognized the Thundering Word Speech and Debate team for placing tenth nationally at the Phi Kappa Delta National Tournament, with Joshua Hardesty earning fifth-place speaker honors and Mason Wheeler placing seventh. He also highlighted awards earned by WMUL-FM students at the Intercollegiate Broadcasting System Awards in New York City.

Dr. Bookwalter noted continued academic success across colleges, including multiple faculty and student research publications in the College of Engineering and Computer Science. The College of Education and Professional Development achieved reaccreditation for its counseling program, hosted a record-setting Appalachian Studies Conference with over 1,000 participants and 254 sessions, and contributed to the distribution of 146,000 books statewide through the Dolly Parton Imagination Library initiative.

In the College of Health Professions, the Doctor of Physical Therapy program reached full capacity and presented at a national conference. In the College of Liberal Arts, faculty and students contributed to a West Virginia Public Broadcasting documentary, and a student was selected for a prestigious West Virginia Senate internship. He also noted recognition of ChemoID the research and the designation of the Society of Physics Students as an Outstanding Chapter nationally.

He shared updates from the Division of Aviation, including expanded training programs and continued support from Embraer, which sponsored students to attend the Women in Aviation conference. The Lewis College of Business reported strong student outcomes, including a 100% pass rate in key areas of the Master of Accountancy program and recognition of distinguished leaders at its Business Hall of Fame event.

Dr. Bookwalter also highlighted exceptional outcomes in the School of Pharmacy, where graduates achieved a 100% pass rate on the Multistate Pharmacy Jurisprudence Exam and a 92% pass rate on the North American Pharmacist Licensure Examination, ranking among the top programs nationally.

Additional university initiatives included a library-led open textbook program saving students approximately \$250,000 annually, strong retention and success rates through the Center for Student Success, and increased utilization of counseling and accessibility services, prompting expansion into larger facilities.

He noted the launch of a three-year university-wide review of online courses to ensure quality and consistency across programs. He also highlighted the role of University College in supporting incoming, returning, and undecided students through advising and cohort-based learning.

Dr. Bookwalter concluded by recognizing the work of the Office of Career Education in preparing students for the workforce through internships, job shadowing, and career placement support, as well as efforts to track graduate outcomes and demonstrate the long-term value of a Marshall education.

Student Representative Update

Connor Waller, Student Body President, gave the Student Representative update. During his report, Mr. Waller shared several updates with the Board. He began by expressing his appreciation for the opportunity to speak and noted he would keep his remarks brief.

He reflected on the February “Food Fight” initiative with other Sun Belt Conference institutions, during which nearly 2,000 items were collected, valued at approximately \$300, all of which supported food insecurity efforts on campus. As a result, the Student Government Association (SGA) hosted a pop-up food pantry the week before spring break, serving nearly 100 students. He also shared that, through the support of a generous donor and in collaboration with Dr. Marcie Simms, SGA plans to host another pop-up pantry during finals week.

Mr. Waller also highlighted SGA’s partnership with the Women’s Center in March to support its 50th anniversary, which included a successful collection of period products. Looking ahead, he announced that on April 22, SGA will partner with Community Service and Family Programs to host a Herd Day of Service, working alongside the Sustainability Department, the campus thrift store, and the Memorial Student Center on several projects.

He concluded by announcing the results of the recent SGA elections, naming Alyssa Davis as the next Student Body President and Jimmy John Jacob Jr. (JJ) as Student Body Vice President. Mr. Waller closed by expressing his gratitude for the support he has received during his time in the role and noted he would share more reflections at the next meeting.

School of Medicine Update

Dr. David Gozal, Dean and Vice President for Health Affairs, presented the School of Medicine update. He began by sharing major progress toward the development of a new medical education building for the School of Medicine. He noted that, with the support of President Smith and many others, the university hosted U.S. Senator Shelley Moore Capito on February 19 to announce more than \$32 million in federal funding for the project. This was followed by a \$30 million matching contribution from the state, bringing the project to approximately two-thirds of the total funding needed. He emphasized the continued importance of philanthropic efforts and ongoing advocacy to complete the campaign and highlighted the long-term value the medical school brings to West Virginia through education and workforce development.

Dr. Gozal discussed the School of Medicine’s focus on rural healthcare training, noting that Marshall maintains the only rural surgery program in the country. He shared that federal support has been secured to provide housing for residents during rotations at Logan Hospital, where trainees split time between Logan and Cabell Huntington and St. Mary’s. He emphasized that addressing housing needs is critical to supporting long-term physician training and encouraging graduates to remain in rural communities.

He reported strong outcomes from Match Day for the Class of 2026, noting that 82 fourth-year medical students participated and initially achieved a 96% match rate, which has since reached 100%. He emphasized that 41% of students matched into primary care fields, and another 41% will remain in West Virginia for residency training. He also noted that, for the fourth consecutive year, all residency programs achieved a 100% match rate, including the inaugural class of the anesthesia residency program. Incoming residents and fellows will begin July 1 following an intensive orientation period.

Dr. Gozal highlighted several student and faculty research achievements. He recognized MD-PhD student Renat Roytenberg for his work in translational science, particularly research on COVID-related clotting risks and predictive identification of individuals at higher risk for complications such as stroke or pulmonary embolism. He also noted recent research by Dr. Wei Li, whose study—accepted in a leading journal—identified a potential link between COVID-19 infection and increased lung cancer risk, particularly among individuals with a history of smoking, along with a proposed biological mechanism.

He provided leadership updates, announcing that Dr. Hisham Keblawi will serve as interim chair of Obstetrics and Gynecology while a national search is conducted, following Dr. David Jude's transition to a part-time role. He also announced that Dr. Rita Ryan will join as the new chair of Pediatrics, bringing extensive experience in neonatology, lung biology research, NIH-funded work, and academic leadership.

Dr. Gozal discussed ongoing research initiatives aligned with the university's focus on aging. He noted that the latest request for proposals received a record 12 submissions, with three projects selected for funding. These projects focus on pancreatic beta cell function in obesity and aging, aging-related lung cancer, and GeriNet, an AI-based system designed to identify West Virginia residents at higher risk for cognitive decline.

He also highlighted advancements in data science and clinical innovation. Dr. Trupti Joshi has developed a powerful AI-driven predictive analytics platform that integrates multi-omics data with electronic medical records to enable precision medicine approaches. Additionally, in collaboration with Intermed Labs, Dr. Heather Pinckard-Dover is developing new technology to improve targeting in deep brain stimulation procedures for Parkinson's disease and related disorders, with plans for broader implementation.

Dr. Gozal noted the success of the 13th Annual Quality Improvement and Patient Safety Summit, which featured a keynote presentation by Dr. Amanda Lenhard of the University of Pittsburgh Medical Center and included 47 projects led by residents and students focused on improving healthcare quality and safety.

He also recognized several honors and achievements, including Dr. Larry Dial's induction into the West Virginia Healthcare Hall of Fame, along with alumni Dr. Michael Kilkenny and Dr. Greg Rosencrance. He highlighted a well-received presentation by Dr. Jennifer Anderholm at the West Virginia Chamber of Commerce Women's Summit on physician wellness and burnout prevention.

Dr. Gozal concluded by highlighting continued community engagement efforts, including mobile healthcare outreach through "Marco's Bus," participation in events such as Hard Hats and Heroes, and the student-led Marshall Medical Outreach program serving underserved populations. He also shared updates on Project Pre-Med, which provides students from underserved communities with exposure to medical careers, with the next session beginning July 12. He noted several upcoming events, including the School of Medicine Golf Classic and graduation-related ceremonies in May.

Finance, Audit and Facilities Planning Committee

The following are action items from the Finance, Audit and Facilities Planning Committee:

A) Approval of Budget for Fiscal Year 2026-2027

The following resolution was read:

Resolved, the Marshall University Board of Governors approve the Marshall University Budget for Fiscal Year 2026-2027.

** We are presenting the FY27 Marshall University Budget for approval.*

Our enduring financial principles continue to inform our proposed budget choices for 2027.

Grow Students, Not Fees

A minimal 2.5% tuition increase for Resident Students while holding Non-Resident, International, and Metro tuition flat to FY26 levels.

A conservative +1% Fall 2026 vs Fall 2025 total enrollment increase is assumed. A series of strategic investments have been included in the FY27 Budget to ensure and outpace this assumption.

Invest in our Team

Included in the FY27 budget are market equity adjustments of \$550 for 326 employees that will bring all employees to their competitive market zone and a \$2.2M State-funded raise pool that will be allocated based on a progressive, equity-focused, tiered structure that will provide a larger percentage increase to lower-paid employees while still recognizing the efforts of all employees.

Take Care of the House

Finalize 19 “Shock and Awe” capital projects, while advancing the IDEA District and the Health Sciences Corridor.

Manage Our Strategic Resources

Continue to define financial resiliency levels to provide fiscal sustainability, strategic investments and transition to an accountable financial model. The University will maintain our financial resiliency levels at 12 months of debt service plus two months of operating expenses. In addition, a series of strategic initiatives have been launched to reignite growth and align expenses to performance and benchmark expectations in the future.

Net Result

A proposed FY2027 budget that continues a multi-year journey:

- Projected Revenue: \$364.7M (+4.2% vs 2026 Projected)*
- Projected Expense: \$383.4M (+2.1% vs 2026 Projected)*

Upon a motion by Kathy D'Antoni, seconded by Jim Smith, without further discussion, a vote of aye, no objections and the motion carried unanimously.

B) Approval of Schedule of Fiscal Year 2026-2027 Tuition and Fee Rates

The following resolution was read:

Resolved, that the Marshall University Board of Governors approve the Fiscal Year 2026-2027 tuition and fee rates.

** We are presenting the FY27 Tuition and Fee Rate schedule for approval.*

The University is proposing an overall 2.5% increase to undergraduate and graduate resident tuition and fees. The University is proposing to maintain Non-Resident, International, and Metro undergraduate and graduate tuition rates at the FY26 level.

The School of Medicine is proposing increases to first- and second-year students to better align with the market.

The University is also proposing increases to Capital Fees and Auxiliary Fees. Various other tuition and fee pricing changes are captured in the accompanying schedules. In addition, the University is proposing an average ~2.8% increase in Housing rates and 4% in Dining rates.

Upon a motion by Kathy Eddy, seconded by Kathy D'Antoni, without further discussion, a vote of aye, no objections and the motion carried unanimously.

C) Authorization of Reallocation of Funds from the State Institutions of Higher Education Deferred Maintenance Grant Program

The following resolution was read:

Resolved, that the Marshall University Board of Governors authorize reallocation of funds from the State Institutions of Higher Education Deferred Maintenance Grant program for projects described below.

Furthermore, the Board of Governors reaffirm its commitment to prioritize deferred maintenance projects at Marshall University and to ensure the necessary funding for these projects to be completed safely and effectively; and The Board of Governors authorize the President to execute any documentation necessary to effectuate the reallocation of funds for the below-listed projects as part of the deferred maintenance program.

** In June 2023, the Board of Governors approved the submission of thirty-one (31) deferred maintenance projects under the State Institutions of Higher Education Deferred Maintenance Grant program.*

Some of Marshall's projects came in under budget; therefore, staff now seeks authorization to reallocate funding for projects, as follows:

- Reallocation of \$20,000 from Science Building Air Handler Units (WVHEPC-024) and \$40,000 from Holderby Hall Demolition (WVHEPC-M-014), a total of \$60,000 to Campus Building Fire Alarm System Upgrades (WVHEPC-M-002 for improvements to the Mid-Ohio Valley Center (MOVC) and the Chemical Storage Building on main campus.*
- Reallocation of \$121,000 from Chiller Replacement (WVHEPC-M-004) and \$4,000 from Building Roof Replacement (WVHEPC-M-025), a total of \$125,000 for Elevator Modernization (WVHEPC-M-003R) additional expenses to address repairs beyond initial scope.*
- Reallocation of \$80,000 from Building Roof Replacement (WVHEPC-M-0025) for Smith Hall/Henderson Center Concreate Work (WVHEPC-M-013) for replacement of exterior stairs and handrails for the Henderson Center.*
- Reallocation of \$140,250 from Science Building Air Handler Units (WVHEPC-M-024) to Fine Arts Renovations (WVHEPC-M-009) for the replacement of interior doors. By authorizing this request, Marshall will be able to use and transfer funds from deferred maintenance projects that finished under budget, as well as reduce budgets for other projects, in order to finance outstanding repairs and ensure the scope of work is completed satisfactorily.*

Upon a motion by Samuel Moore, seconded by Vicki Dunn-Dionne, without further discussion, a vote of aye, no objections and the motion carried unanimously.

D) Approval of Purchase of Property Located in the Huntington Gideon District, Previously the Site of ACF Industry

The following resolution was read:

Resolved, that the Marshall University Board of Governors approves the purchase of property located in the Huntington Gideon District, previously the site of ACF Industry.

** Marshall University wishes to purchase 1.73 acres located in the Huntington Gideon District, which was previously known as the ACF Property and is currently known as the Foundry. Huntington Municipal Development Authority (HMDA) is the seller of the property.*

This property would be used to house the new Marshall Advanced Manufacturing Center (MAMC). This purchase would allow MAMC to greatly expand its popular SMART industrial systems maintenance program, shared flexible manufacturing space and long-standing CNC Machining program, which just received a \$1M naming rights gift from the Gene Haas Foundation.

There is a new EDA Industry Transformation Grant pending for this project, and the purchase would be expressly contingent on Marshall securing the grant funding to make this purchase.

The purchase price of the property would be \$500,000.

Upon a motion by Kathy D'Antoni, seconded by Kathy Eddy, without further discussion, a vote of aye, no objections and the motion carried unanimously.

Information Items

Of note, in the package, there are updates for:

Facilities and Operations Update

Internal Audit Update

Athletic Committee

The following are action items from the Athletic Committee:

A) Approval of Athletics Budget for Fiscal Year 2026-2027

The following resolution was read:

Resolved, that the Athletics Committee does hereby recommend that the Marshall University Board of Governors approve the proposed Athletics Budget for Fiscal Year 2026-2027, as part of the university's budget process.

Upon a motion by Bill Smith, seconded by Angel Moore, without further discussion, a vote of aye, no objections and the motion carried unanimously.

Information Items

Of note, in the board package, there are updates for:

Student-Athlete Success & Well-Being

Competitive Excellence & Winning the Right Way

Fan Experience & Community Engagement

Revenue Growth & Resource Development

Facilities & Capital Projects

IV. President's Report

**The President's report is attached as an addendum to the Board of Governor's minutes.*

VII. Executive Session under the authority of WV Code § 6-9A-4

Upon a motion by Bill Smith, seconded by Kathy D'Antoni, the board entered Executive Session under the authority of WV Code §6-9A-4 to discuss Matters involving Commercial Competition and Personnel.

After a brief session, the Board entered open session. No votes were taken during the Executive Session.

V. Chairman Sheils Report

Chairman Sheils began by expressing his sincere appreciation to the Board, recognizing the time, energy, and thoughtful decision-making members have contributed during recent meetings.

He shared several upcoming announcements, including the Spring Fountain Ceremony scheduled for Saturday at 11:30 a.m., noting hopes for good weather as the fountain is turned back on for the season. He also highlighted the Women's Basketball Banquet taking place Sunday at 1 p.m. at the Vandalia, along with a full weekend of campus activities, including a home series for Marshall's baseball team.

Looking ahead, Chairman Sheils emphasized the importance of Spring Commencement on May 9, describing it as a significant and well-executed event each year and encouraging attendance if possible. He noted that the next Board meeting will take place in June and shared that, in the interim, he will be forming a nominating committee to present a slate of officers for the upcoming year. He invited Board members to express interest in serving on the executive committee and indicated he would be reaching out individually, including to those attending virtually.

Chairman Sheils concluded by opening the floor for any additional comments. Hearing none, he adjourned the meeting and thanked everyone again for their time and contributions.

VI. Announcements

VII. Adjournment

Without objection, the Board Meeting was adjourned.

Respectfully submitted,

Kathy D'Antoni, Secretary

President's Report April 2026

- Thank you, Mr. Chairman.
- Good afternoon, my friends.
- As I've shared in recent monthly reports, the external environment remains dynamic and unpredictable.
- Higher education is at the center of this vortex ...
- Across the country, universities are navigating shifting demographics, policy changes, financial pressures, and evolving expectations about the role of higher education in society.
- To quote Joan Chittister, "the purpose of leadership is not to make the present bearable. The purpose of leadership is to make the future possible."
- It is moments like these when mission matters most.
 - What gives me confidence is we remain steadfast in our commitment to "inspire learning and creativity that ignites the mind, nurtures the spirit and fulfills the promise for a better future."
 - Our faculty are laser focused and committed to teaching, scholarship and service.
 - Our staff are creating an environment of support and agility that advances our shared mission.
 - And our students are setting the example with their effort, their talent and their grit.
 - Together, we are a community grounded in purpose ...
 - A university that continues to move forward with clarity about who we are ...and what we stand for ...
 - They say character is revealed in times of adversity ... and I am proud of the character that is on display across our campus and our community!
- With that context, I want to focus my update today on three areas:
 - First, an update on the recent legislative session and what it means for Marshall University.

- Second, summarize the progress we've made in advancing our impact and financial performance.
- And finally, a brief update on the Listening Tour 2.0 that many of you have participated in ... and how that work will inform our upcoming strategy refresh.
- **Let me begin with the legislative session.**
 - The 60-day legislative session recently concluded, and it was an active one.
 - During the session, lawmakers introduced 2,777 bills, with 303 ultimately completing legislative action.
 - Of those, 57 bills directly related to higher education, and 9 were ultimately enacted into law.
 - Overall, I'm pleased to report that it was a very positive session for Marshall University, thanks to our amazing Government Relations team and the contributions of the entire campus community.
 - Starting with our base budget:
 - The lawmakers fully implemented the higher education funding formula and reversed the proposed 2 percent budget reduction that had initially been suggested.
 - In doing so, they also supported the Governor's proposed 3 percent pay raise, which as a reminder, translates to 1.6% for our university, given only 55% of our salary budget is funded through state allocations.
 - Overall, this is excellent news!
 - Finance has been actively worked with the Budget Advisory Committee on the implications of these two developments, which we reviewed with you in detail earlier this week in our BOG Training Session.
 - For the broader campus & community:
 - This means our baseline budget will be the better of the two scenarios we had prepared for ... flat with the 5% reduction in supplies & other services to continue our efforts behind Save to Serve ...
 - In that budget, we will also pass through a pay increase that the Budget Advisory Committee has helped develop ...

- Using a progressive scale, similar to the progressive tax brackets, with more dollars going to those on the lower end of the pay scale ...
 - We will complement the state pay increase with \$550,000 in Save-to-Serve dollars, so we can finally achieve and officially declare that all employees' pay will have been brought to market levels as committed by FY'27.
- In addition to these two budget elements:
 - The Legislature also approved \$30 million for a new School of Medicine building, matching the \$31.8M previously approved at a federal level through Senator Capito ...
 - This gets us 2/3 of the way to the needed funding goal for a new School of Medicine building ...
 - And represents a significant investment in healthcare education and workforce development in West Virginia.
 - Finally, Marshall secured:
 - A fourth year of funding for the WV Grant Resource Centers totaling \$500,000 ... split 50/50 with WVU ...
 - This program has generated nearly million dollars in grant support for local communities across all 55 counties.
 - I want to thank you, as well as the many faculty and staff members who contributed their expertise and perspective during this process.
 - Your engagement continues to play an important role in shaping policy for higher education in our state.
- **Let me now transition to my second topic: the progress we're making in advancing our strategic impact and financial performance**
 - As we've discussed, higher education continues to navigate the disruption of the 3 D's: demographics, digital and doubt.
 - In FY23, we defined a roadmap to adapt and transform ... our Marshall for All, Marshall Forever strategy.

- The value proposition we're delivering is access to an affordable, flexible and achievement-oriented education for all who aspire to a more prosperous life.
- Grounded in our enduring Vision and Creed, we've established aspirational goals for 2037 with rolling three-year milestones aligned with the performance-based funding formula, and a strategic roadmap anchored in five student-first priorities.
- As a 21st century prosperity platform, we're delivering an in-demand curriculum through on-demand access, with six interdisciplinary pillars of distinction.
- We've been executing this transformation in three strategic phases
 - Optimizing to promote long-term financial sustainability,
 - Transforming by implementing best practices and
 - And leap-frogging to become the national case study.
- Our rolling three-year financial plan reflects our continuing progress towards financial sustainability.
- Grounded in our enduring financial principles, we've reduced our original \$27.7M operating deficit in FY'23 to \$2.9M in the next year, with a forecast to transition to a positive net position in calendar 2027.
- We've "grown our way out", prioritizing our people and increasing their wages to market levels, while eliminating waste through our Save-to-Serve efforts.
- We've embraced shared governance & introduced an Incentivized Budget Model, bringing increased transparency and shared accountability to the campus.
- Our cash flow forecast remains tight in FY'27, but we are on track and our forecast reflects increasing cash reserves in FY28-29.
- These enduring financial principles continue to inform our proposed budget for FY27:
 - Growing students, not fees: with a modest +2.5% increase for in-state tuition with room/board at +2.79%, below inflation.
- Investing in our team: with \$550K in pay adjustments to bring all employees to market levels in FY27, in addition to the state-wide pay increase of \$2.2M that will be distributed using a progressive pay scale to disproportionately benefit lower-paid team members.

- Taking care of the house: with remaining “Shock & Awe” deferred maintenance projects on track be completed in FY27, utilizing the \$21.8M provided by the state, while the IDEA District & Health Sciences Corridor (new School of Medicine) are advancing through public/private partnerships.
 - And managing our strategic resources: with external expertise being engaged to assess additional process and efficiency opportunities as we look ahead.
 - The culmination of these efforts reflects continued strategic progress ... as revenue is projected to grow +4.2% while expenses increase +2.1% in the coming year.
 - In summary, our plan is working and we are on track to deliver on the commitments we made when we started this journey together in FY’23.
- **Which takes me to my third and final topic, the Listening Tour 2.0 and how that work will inform our upcoming strategy refresh that will guide us through the Transform & Leapfrog phases of our journey.**
- Last week, we passed the halfway point of the scheduled 30 session Tour, with the remainder to be completed between now and the end of May.
 - The conversations have been thoughtful, candid, and incredibly helpful.
 - The active engagement is yet another example of the deep commitment that our campus and our community have to the future of Marshall University.
 - As we complete the second half of the Listening Tour, we are complimenting this work with a deep dive into external trends ...
 - Most notably the impact and implications of AI on education, the workforce and society ...
 - In doing so, we’ve enlisted the partnership of Paul LeBlanc, the former President of Southern New Hampshire University who now works for the Gates Foundation.
 - Paul has successfully led transformation in higher education during key technology shifts ...
 - And has deeply researched and written an incredible book on the potential implications of AI, which I had the chance to review in manuscript form.
 - It is amazing.

- We are purchasing copies for campus leaders across our shared governance structure to read once published ...
- And I've invited Paul to co-facilitate several campus strategy workshops with me over the summer break.
- The insights from our Listening Tour, combined with this external work and Paul's collaboration will directly feed into those strategy workshops ...
- These workshops will include the Department Chairs, the Deans, the heads of the Five Families and the campus AI Task Force ...
- Who, alongside the Administration, and ultimately this Board of Governors in our August Strategy Offsite...
- Will synthesize and prioritize the Listening Tour feedback and these external trends to refresh our Marshall For All, Marshall Forever plan-on-a-page ...
- By end of summer, our goal is to have a revised draft to share with the campus community in the early Fall,
- Providing an opportunity for the broader campus community to review and contribute additional input and edits as appropriate...
- Leading to a final draft that will set the course for the next five years of our journey ...
- A journey to be a gold standard 21st Century Prosperity Platform that accelerates individual success, innovative ideas and economic impact for the state and the nation!
- We have a busy summer ahead ...
- But the greatest leaps forward occur in times of disruption and reinvention ...
- And we're seizing the moment at Marshall University!
- So, as I close today, I'll return to where I began.
 - Higher education is navigating a moment of significant change.
 - But change does not have to mean uncertainty.
 - At Marshall, I see something different.

- I see a campus community that is focused on its mission.
- A campus community that is willing to adapt and evolve ...
 - Our thinking ...
 - Our approach ...
 - And even our decisions when new data or new opportunities require us to ...
- To quote Charles Darwin:
 - “It is not the strongest of the species that survive,
 - Nor the most intelligent,
 - But the one most responsive to change.”
- Marshall University is not reacting ... we are responding ...
- Our work is not always easy ...
- But it is meaningful...
- And it is worth doing.
- Thank you for everything you do for our students and for this university.
- Marshall For All ... Marshall Forever!
- Go Herd.