**MINUTES**

**Marshall University Board of Governors**

**Microsoft Teams Meeting at**

**Shawkey Dining Room/Memorial Student Center**

**Livestream and In-Person**

**April 10, 2024**

**Present:** Shawn Ball, Kathy D’Antoni, Kathy Eddy, Patrick Farrell, Donnie Holcomb, Carol Hurula, Samuel Moore, Robin Riner, Geoff Sheils, Bill Smith, James T. Smith, Walker Tatum

**PH:** Ginny T. Lee, Chad Pennington

**Absent:** Kipp Bodnar, Angel Moore

**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 Jim Smith, seconded by Bill Smith, the minutes of the meeting held on February 7, 2024, and the special meeting held on April 1, 2024, were approved.

**III. Faculty Update**

***Shawn Schulenberg,*** Faculty Senate Chair,gave the Faculty Update***.*** In Dr. Schulenberg’s faculty report, he expressed gratitude for the opportunity to address the Board. He highlighted the importance of communication between the Faculty Senate and the Board of Governors, emphasizing the shared governance atmosphere. He discussed the successful execution of the university's strategic plan and the harmonious relationship between the board and the faculty regarding budgetary matters and presidential responsibilities. Dr. Schulenberg then delved into his perspective as a political scientist, touching on the balance between societal representation and institutional governance. He referenced the book "Making Democracy Work" by Robert Putnam and its exploration of social culture's impact on institutions. Dr. Schulenburg discussed Putnam's research methodology and its application to understanding cultural influences. He highlighted the importance of social trust and civic engagement in fostering effective institutions.

Drawing parallels to Marshall University, Dr. Schulenberg emphasized the significance of trust within the institution, noting positive developments in recent years. He expressed optimism about the deepening sense of trust among faculty, the board, and the administration, attributing it to a collective leap of faith in each other. Dr. Schulenberg concluded by affirming the ongoing commitment to building trust and collaboration within the university community.

**IV. Committee Meeting Reports**

**Academic and Student Affairs**

The following are action items from the Academic and Student Affairs Committee

**A) Approval of Degree Additions: Bachelor of Applied Science**

The following resolution was read:

*Resolved: that the Marshall University Board of Governors does hereby approve*

*the Degree Addition: Bachelor of Applied Science.*

*\** *Workforce development, after high school, has historically been administered in Community and Technical Colleges (CTCs). Students who earn Associate of Arts (AA) and Associate of Science (AS) degrees at regionally accredited CTCs are positioned to transfer into traditional bachelor degree programs at 4-year institutions. However, students who earn Associate of Applied Science (AAS) degrees have few options to advance their education (without starting over), advance or change their careers, or build new skill sets. The BAS is designed specifically for AAS students who seek to advance their educational levels and consequently their careers.*

*There are increasing demands for a workforce that is well educated (in a broad sense) and able to successfully execute the demands of the growing number of positions available across a wide variety of work sectors (e.g., businesses, agencies and industries). An analysis from Hanover Research documented that there is a positive intersection of workforce trends and the number of AAS degrees awarded, Workforce development organizations are recommending that West Virginia increase the number of citizens with bachelor's degrees and the BAS provides a path to the end. There is a moderate to high demand for workers in various fields (e.g., education, health care, finance and technology) who hold bachelor's degrees.*

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

**B) Approval of Degree Additions: Master of Arts in Applied Behavior Analysis**

The following resolution was read:

*Resolved: that the Marshall University Board of Governors does hereby approve*

*the Degree Addition: M.A. Applied Behavior Analysis.*

**\*** *Applied Behavior Analysis (ABA) is the application of scientific principles taken from behavior analysis to promote significant social behavior change. The goal of ABA is to improve learning and decrease challenging behavior, which may impact the individual's quality of life. ABA is an effective intervention for many problems and populations including those with and without specific diagnoses, across settings. Students in the program will learn the underlying philosophy of ABA, as well as their application to improve the quality of life of clients diagnosed with autism spectrum disorder, other developmental disorders and substance abuse.*

*The program consists of 33 hours of coursework, which will allow students to obtain a Master of Arts*

*Degree in ABA. Completion of the course work will allow students to sit for the Board Certified*

*Behavior Analyst (BCBA) exam and, where applicable, become certified or licensed to practice. Marshall University psychology, special education, counseling, business and social work students may want to seek this additional degree to enhance their employment options. Students pursuing other graduate degrees related to rehabilitation services (e.g., communication disorders, counseling, nursing and social work) or business may want to complete coursework in the area to learn more about evidence-based practices derived from ABA.*

Upon a motion by Robin Riner, seconded by Donnie Holcomb, without further discussion, a vote of aye, no objections and the motion carried unanimously**.**

**C) Approval of 2023-2024 Academic Program Review Recommendations**

The following resolution was read:

*Resolved: that the Marshall University Board of Governors does hereby approve*

*the Academic Program Review Recommendations.*

*\* (Foreign Languages BA) Improve the program through advancements in efficiency, quality, productivity, and focus. We make the following specific recommendations:*

*The program needs a viable and workable assessment implementation plan. Faculty need a reliable and dependable strategy to collect, analyze and report assessment results annually. Using those results, the program should develop an appropriate action plan to improve students' attainment of the program's expected learning outcomes.*

*Communication between specific language programs (e.g., Spanish, French, Japanese, etc.) needs to be improved. Independently operating silos, grouped by language, have formed and are preventing efficient sharing of resources and collaboration where needed.*

*A detailed and realistic plan for improvement is needed. This should be accompanied by redoubled efforts in marketing and recruitment for the foreign languages majors. Beyond the intrinsic value of language learning, earning a degree in another language opens doors to a range of career opportunities in international relations, business, diplomacy and more.*

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

Information Items:

**Provost Report**

***Provost Avi Mukherjee*** gave the Provost’s Update. During his report, Provost Mukherjee highlighted several significant achievements across various departments and colleges. He noted that the College of Arts & Media's WMUL-FM secured two first-place awards and three finalist awards at the 84th Annual Intercollegiate Broadcasting System Conference's Awards Ceremony, with JMC TV also earning three finalist awards. Furthermore, the College of Engineering & Computer Science's online Master's in Computer Science program was honored as Fortune's Best for 2024, while the in-person program ranked third nationally. Provost Mukherjee also mentioned the approval of the Master of Arts degree in Applied Behavior Analysis program by the College of Education & Professional Development, which signifies an expansion in offerings.

Moreover, he emphasized the College of Health Professions' recognition for its Exercise Science Program from the National Strength and Conditioning Association, as well as the launch of the grant-funded Advanced Critical Thinking initiative by the College of Liberal Arts. Additionally, he noted the College of Science's expertise showcased at the 2024 Appalachian Institute for Digital Evidence Conference, the collaboration between the Division of Aviation and West Liberty University to offer a Professional Pilot bachelor's degree program, and the hosting of the Appalachian Research in Business Symposium by the Lewis College of Business.

Moreover, Provost Mukherjee underscored the advocacy endeavors of pharmacy students and faculty for pharmacy benefit manager reform, leading to the passing of a reform bill. He also highlighted the establishment of the WV Electronic Resources Consortium by University Libraries.

Furthermore, he brought attention to the piloting of the Total Comeback program by the Center for Student Success, aimed at supporting students returning from total withdrawal. Additionally, he mentioned the organization of the Intercultural Student Weekend by Intercultural & Student Affairs to facilitate connections between high-achieving minority students and campus resources. Lastly, Provost Mukherjee emphasized the significance of Online Education's collaboration with the Institute for Cyber Security to set up a video production studio, thereby elevating instructional quality.

**Student Representative Report**

***Walker Tatum*,** Student Body President, gave the Student Representative update. During his report, Walker provided a detailed overview of Marshall's involvement in various initiatives and accomplishments within the student government. He began by highlighting the allocation of $23,747 in funding to student organizations by the Marshall Student Government Association (SGA) for the semester. Walker emphasized the importance of accountability in fund usage and mentioned the passing of resolutions addressing issues like food insecurity and campus facilities improvement, such as laundry facilities and student discounts.

Walker also addressed the efforts made by the Higher Education Policy Commission Advisory Council of Students, particularly in lobbying for the Hungry Food Campus Act, which unfortunately did not pass in the legislative session. He expressed gratitude for the support received and reaffirmed commitment to advocating for student needs in the future. He further discussed ongoing initiatives like the expansion of the university's food pantry and collaboration with the university thrift store.

Additionally, Walker highlighted the student government's involvement in community service projects, including participation in Project Hope's Easter event, where they hid eggs and assembled Easter baskets. He announced the newly elected student body president and vice president, Brea Bellville and Connor Waller, and shared insights from conferences focusing on student priorities in education.

Furthermore, Walker celebrated Marshall's victory in the Sunbelt Conference food fights, where Marshall emerged victorious by 40,000 points, raising $59,661 and donating significant quantities of essential items to those in need. Specifically, the collective efforts of all participating universities resulted in the donation of 14,281 high-demand food products, 6,488 hygiene products, and 12,488 other items.

Regarding upcoming events, Walker mentioned the Spring Fountain ceremony scheduled for April 20, where green roses symbolizing rebirth, balance, stability, and peace will be featured. He also noted the collaboration with the 75 families’ alumni chapter and athletics for this event.

In conclusion, Walker expressed excitement for future collaborations and reiterated Marshall's commitment to making a positive impact both on-campus and within the wider community.

**School of Medicine Report**

Of note, in the board package, there are updates for the Joan C. Edwards School of Medicine.

\*The full reports with more detail can be found as part of the board updates.

**Athletic Committee**

**The following are action items from the Academic and Student Affairs Committee**

**A) Approval of Athletics Budget for Fiscal Year 2024-2025**

The following resolution was read:

*Resolved: that the Marshall University Board of Governors does hereby approve*

*the proposed Marshall Athletic Budget for Fiscal Year 2024-2025, as part of the*

*university’s budget process.*

**Upon a motion by Donnie Holcomb, seconded by Samuel 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:

*NCAA Legislation Updates*

*National Issues Updates*

*Athletic Team Update*

**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 2024-2025**

The following resolution was read:

*Resolved: that the Marshall University Board of Governors does hereby approve*

*the proposed Marshall Athletic Budget for Fiscal Year 2024-2025, as part of the*

*university’s budget process.*

*\** *We are presenting the FY25 Marshall University budget for approval. Our enduring financial principles continue to inform our proposed budget choices for 2025.*

*Grow Students, Not Fees - A minimal 2.5% tuition increase for Resident students, while holding Non-Resident, International and Metro tuition flat to FY24 levels. A conservative +1% Fall 2023 vs Fall 2024 total enrollment increase is assumed, with a 10% increase in the incoming first-time freshman class. A series of strategic investments have been included in the FY25 budget to ensure and outpace this assumption.*

*Invest in Our Team- Included in the FY25 budget is an employee pay raise program funded by an increase in our State appropriations. The State provided base funding of 43.2M. In order to do an across-the-board raise within the limit of the additional funding from the State, Marshall University is proposing a $1,000 + 1% base pay increase for every employee. In addition, the FY25 budget includes a $1M pool to begin bringing employees closer to market pay.*

*Take Care of the House - During the first session of the 86th West Virginia Legislature, an allocation of $21M was approved for deferred maintenance at Marshall University. Marshall has begun work on 11 projects that will have an immediate impact on the campus, with plans for another 10 projects. The first round of funding was received from the State in December 2023.*

*Manage Our Strategic Resources- Continue to define financial resiliency levels to provide fiscal sustainability, strategic investments and transition to an accountable financial model. A series of strategic initiatives has been launched to reignite growth and align expenses to performance, and benchmark expectations in the future. There is a financial path forward to a positive bottom line by FY27 and beyond.*

*Net Result- A proposed FY2025 budget that begins a multi-year journey:*

*• Projected Revenue: $327.1M*

*• Projected Expense: $344.9M*

**Upon a motion by Jim Smith, seconded by Walker Tatum, without further discussion, a vote of aye, no objections and the motion carried unanimously.**

**B) Approval of Schedule of Fiscal Year 2024-2025 Tuition and Fee Rates**

The following resolution was read:

*Resolved:* *that the Marshall University Board of Governors approve the Schedule of Fiscal Year 20242025 Tuition and Fee Rates.*

*\** *We are presenting the FY25 tuition and fee rate schedule for approval. The university is proposing an overall 2.5% increase to undergraduate and graduate Resident tuition and fee rates. The university is proposing to maintain Non-Resident, International and Metro undergraduate and graduate tuition and fee rates at the FY24 level. The university is proposing a -- 3% increase in Housing and Dining rates. In addition, the university is proposing increases to Capital Fees and Auxiliary Fees. Various other tuition and fee pricing changes are captured in the accompanying schedules.*

**Upon a motion by Kathy Eddy, seconded by Carol Hurula, 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:

*Finance Update*

*Facilities and Operations Update*

*Internal Audit Update*

*Campus Carry Update - University Policy GA-12*

**V. President’s Report**

**\****The President’s report is attached as an addendum to the Board of Governors minutes.*

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

Upon a motion by Patrick Farrell, seconded by Donnie Holcomb, the board entered Executive Session under the authority of WV Code §6-9A-4 to discuss Matters involving Commercial Competition and Personnel Matters

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

**VII. Chairman Sheils Report**

Chairman Sheils expressed heartfelt appreciation to the Office of the President staff; Ginny, Cora, and Andrea for their consistent efforts in preparing meeting rooms, ensuring everything is in order for each gathering. He extended his gratitude to the IT staff, particularly Eric and Ryan, for their technical support, including managing live streaming and iPad connectivity, which enhances the board's efficiency during meetings. Chairman Sheils emphasized that their hard work and dedication do not go unnoticed and are sincerely appreciated.

Chairman Sheils mentioned plans for a formal third-year evaluation of the President at the end of the fiscal year, which will be spearheaded by Bill Smith. Despite it only being two and a half years, this evaluation signifies the board's commitment to maintaining a consistent evaluation timeline across campus. Chairman Sheils anticipated that more details would be forthcoming in August, possibly concluding by the next meeting in October. As part of the annual procedures, Chairman Sheils noted that it was time to appoint the nominating committee for next year's board officers.

He assured the members that they would receive communication from the committee chair in the coming months, indicating their involvement in this essential process. Chairman Sheils mentioned that on behalf of the board, he will have the honor of welcoming graduates and their guests to the upcoming spring commencement on April 27th at the Marshall Health Network. He expressed gratitude for the opportunity to participate in such events, having previously attended several commencements over the past six years.

Furthermore, Chairman Sheils encouraged board members to attend commencements whenever possible, emphasizing that these ceremonies serve as poignant reminders of the board's mission and responsibilities to the university community.

Concluding his report, Chairman Sheils took a moment to congratulate Bill Smith and Avi Mukerjee on their upcoming induction into the Harless Hall of Fame on May 3. He commended their outstanding leadership and significant contributions to educational initiatives in West Virginia, particularly in underserved rural areas, expressing gratitude for their dedication to advancing education within the state.

**VIII. Announcements**

Chairman Sheils made several announcements during the meeting. Firstly, there will be a dedication ceremony at 3:30 PM at the Brad D. Smith Center for Business and Innovation, located down the street. Additionally, Community Cares Week is scheduled for May 14-17, and individuals interested in participating can sign up at marshall.edu/cares. Furthermore, there is a baseball game that night against WVU, weather permitting.

The next meeting will be held on June 12, 2024. The notice will be forthcoming.

**IX. Adjournment**

Without objection, the Board Meeting was adjourned.

Respectfully submitted,

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Kathy D’Antoni, Secretary

**President’s Report – April 2024**

* Thank you, Mr. Chairman.
* Good afternoon.
* As we head into the final weeks of the 2023 - 2024 academic year, I want to begin by thanking our Board of Governors, our faculty and our staff for your tremendous commitment to serving our students, strengthening our institution and advancing our state.
* As evidenced by the various committee reports and administration updates, Marshall University is galvanized and gaining momentum as we collectively embrace and execute our strategic roadmap – Marshall For All, Marshall Forever.
* With that context, I wanted to focus my report on the state of the university one year into executing this exciting strategy.
* Marshall University is privileged to serve as one of our state’s flagship institutions of higher learning, and the value proposition we deliver is access to an **affordable, flexible and achievement**-oriented education for all who aspire to a more prosperous life.
* As we stand today, we are among the most affordable 4-year institutions in the state, the Southeast region, and peer R2 institutions across the country.
* Building on this foundation, Marshall has charted a course to become the most admired and studied university in the nation … with a strategy we call Marshall For All, Marshall Forever!
* Marshall For All, Marshall Forever is grounded in our **enduring Vision and Creed**, and inspired by bold goals to be delivered by our bicentennial in 2037:
  + Those goals include to accelerate individual success, where we aspire to deliver 100% placement rates for our graduates in a job or continuing education, and to have no student graduate with student loan debt.
  + To accelerate innovative ideas, as we strive to increase our research grants and contracts from $65M today, to $150M while tripling the number of start-ups in the surrounding region.
  + And to triple our economic impact to $2.3B, increasing the average return on investment from 14X today to 30X by 2037.
* We have broken these long-term goals into 3-year milestones for students, employees, the state and our institution, and have aligned these metrics with the performance-based funding formula that was architected in partnership with the legislature.
* To bring these aspirations and goals to life, we have defined a clear and compelling strategy – Marshall For All, Marshall Forever – that transforms Marshall into a 21st century prosperity platform that offers an **in-demand curriculum** through **on-demand access**, with **areas of distinction**.
  + The areas of distinction we have selected are grounded in the WV Forward work that was completed in collaboration with our peers in higher education and with the state.
  + For Marshall, our **six chosen areas of distinction** are cybersecurity, population health, advanced manufacturing, advanced energy, aviation and entrepreneurship.
* To guide our efforts, we wake up every day and execute against **five student-first priorities**.
  + They are to … increase access, ensure affordability, grow support programs, deliver on-demand and enable lifetime learning and achievement.
  + In every Cabinet meeting, we begin with the question “what did you do to help a student” and we review key metrics to measure and improve our effectiveness and efficiency in serving our students.
* Starting this past Fall, the results of these efforts reversed a 13-year decline in enrollment, producing over 4% growth in total enrollment, with first-time full-time freshmen up roughly 13%, students from the Metro region of 59 counties in Ohio and Kentucky up roughly 20% and online learners up roughly 18%.
  + We also welcomed the first 100 students in our initial cohort of the Marshall For All, Marshall Forever program. 97% of these students were Pell Grant Eligible, meaning they can demonstrate ***exceptional financial need***. This figure compares to our overall campus mix that reflects 44% of Pell-eligible students.
  + Despite the adversity they may have navigated to get here, this amazing initial cohort of students, supported by the wrap-around services and work study experiences they have been provided, have earned a higher GPA than their peers, and they are persisting from semester to semester at a higher rate than their peers as well.
  + And to persist at that level is a high bar that keeps getting higher, as our overall retention rate for our collective student body increased 4.3 percentage points in the past year, thanks to the four levels of advising that have been introduced across the campus.
  + Those four levels of advising support include peer advising, professional advising, academic advising and alumni mentorship.
  + To ensure an ample # of alumni mentors, we’ve doubled the number of active alumni chapters in the past twelve months.
  + These encouraging trends are being reinforced by early indicators that our upcoming fall enrollment is trending positively as well … with the number of campus visits for prospective students up 2x over last year, and on-campus orientation registrations up 33%.
  + As a result, we are in process of identifying and enrolling the next 100 students in the Marshall For All, Marshall Forever Program.
* As we advanced our student-first priorities, we also made strides in strengthening our six strategic areas of distinction.
  + **In Cybersecurity and Forensics**: our students continue to demonstrate that Marshall University has one of the most distinctive programs in the nation …
  + These results caught the attention of the DoD, major private industry players and our state leaders … and we were awarded a $45M state appropriation to build a state-of-the art Institute for Cyber Security in our new Innovation District.
  + We are in the final stages of naming a new Executive Director to lead this interdisciplinary center and we aspire to have the new state-of-the-art facility up and running in 2026.
  + **In Health Sciences:** we joined forces with our local healthcare providers and hospital system to form the Marshall Health Network, an Academic Health System dedicated to four pillars of excellence to advance population health – those pillars focus on addiction, obesity, gerontology and rural health.
  + **In Advanced Manufacturing:** the Marshall Advanced Manufacturing Center has been making great strides in supporting regional skilled trades and manufacturers, serving more than 300 companies and training more than 80 individuals in the past year.
  + **For Advanced Energy**: Marshall has been actively engaged in strategic partner discussions and advanced research in areas ranging from solar and electric batteries, to nuclear and small modular reactors.
  + **In Aviation**: we now have six fixed wing planes with four more to arrive in the next 12 months, alongside our first helicopter in mid-May, as our enrollment is on pace to nearly double in the next year. The demand is incredible and   
    our Aviation team is actively working with other colleges and universities across the region to stand up their programs as well.
  + **In Entrepreneurship and Economic Development**: we opened a state-of-the-art Center for Business and Innovation in January that is simply amazing, and it serves as an anchor for the emerging Innovation District, which is receiving tremendous in-bound interest!
  + And let’s not forget the new **Jack Cook Baseball Field**, which is driving economic activity in its inaugural season as well.
* The combination of these efforts and outcomes over the past twelve months have reduced what was forecasted to be **a $27.7M operating deficit to $22.7M** in the first year – outperforming last year’s forecast.
  + This foundation and the in-market evidence we are seeing informed our budget for next year, guided by our enduring financial principles:
  + In support of our principle to grow students, not fees – we are passing through a modest increase in student tuition/fees of ~2.5% … below current inflation.
  + In support of our principle to invest in our team … we are awarding a $1,000 lump sum and 1% base pay increase to all employees for their incredible commitment and hard work … with an additional $1M that was realized through our save-to-serve efforts to be distributed to employees farthest away from market rates.
  + In support of taking care of the house … we’re capitalizing on the first tranche of the state-funded $21M for deferred maintenance as we implement shovel ready projects that we call “Project Shock & Awe”, while investing $300K to prepare for the implementation of campus carry in July 2024.
  + And in support of our principle to manage our strategic resources … we are strengthening our shared governance accountability for the university’s financial performance by parallel piloting our Incentivized Budget Model in the coming year – which instills financial accountability at all levels across the campus, while delivering another 5% reduction in supplies & other services through our Save-to-Serve efforts and holding the line on new hiring unless they are budgeted or self-funded positions.
  + These efforts are active across the entire campus community, as evidenced by our Athletics department who two years ago received 67% subsidy from the university to compete in the Sunbelt, but has increased fan engagement, ticket sales and fund raising to reduce the university subsidy to 54% in the coming year, in route to their commitment to achieve a “50-50 balancing” of institutional support for Athletics.
* As we seek to close out this year, with the positive trends and budgeted assumptions for next year that I’ve outlined, we are on pace to eliminate our structural deficit and **return to a positive operating margin by end of FY27.** We are achieving thisoutcomeby growing revenue, making strategic investments and eliminating waste.
* **Make no mistake, we have heavy lifting ahead of us** … higher education is navigating disruptive change, and we’re not immune
  + But we have invested the time to architect a game plan …
  + It is our collective plan, with the fingerprints of the entire campus community all over it
  + This is not a turn-around, it is a transformation …
  + One that we believe, if we execute with excellence, will position Marshall to become an exemplar in higher education …
  + And in doing so, provide a roadmap to future prosperity for our students, our employees, our communities and for the country.
  + **Marshall For All, Marshall Forever!**
* And with that, Mr. Chairman, I’ll conclude my comments.