

MINUTES
Marshall University Board of Governors
Microsoft Teams Meeting at
Glade Springs
Livestream and In-Person
August 8, 2023

Present: Geoff Sheils, Shawn Ball, Kipp Bodnar, Kathy D’Antoni, Kathy Eddy, Patrick Farrell, Donnie Holcomb, Carol Hurula, Angel Moore, Sam Moore, Robin Riner, Bill Smith, James C. Smith, Walker Tatum

PH: Chad Pennington, Ginny Lee

I. Call to Order & Swearing in of New Members

Subsequently, upon confirming the presence of a quorum, Chairman Sheils called the meeting to order. After welcoming the new members, Kathy Eddy and Walker Tatum, both members were officially sworn in by General Counsel Toney Stroud.

II. Minutes Approval

Upon a motion by Patrick Farrell, seconded by Donnie Holcomb, the minutes of the meeting on June 21, 2023 were approved.

III. Committee Meeting Reports

Academic and Student Affairs

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

A) Approval of amendments to Policy No. SA-1 Student Rights and Responsibilities.

The following resolution was read:

Resolved, that the Marshall University Board of Governors does hereby approve SA-1 Student Rights and Responsibilities to better define two current policies and include two new policies.

**This policy was amended to better define the two current policies for retaliation and physical or emotional/psychological abuse. The policy is also being amended to include two new policies to help*

address issues with authority that have occurred on campus and remove barriers for students reporting sexual misconduct.

Upon a motion by Bill Smith, seconded by Walker Tatum, no discussion, a vote of aye, no objections, the motion carried unanimously.

B) Approval of New Policy No. GA-20 Freedom of Expression.

The action item was tabled in the committee to permit further review. It will be brought back before the board at a later date.

C) Approval of Updated Policy No. GA-10- Naming Policy for Programs and Facilities

The following resolution was read:

Resolved, That the Marshall University Board of Governors does hereby approve the recommendation of Policy No. GA-10, Naming Policy for Programs and Facilities, as amended.

Further Resolved, That the policy is approved as final at the conclusion of the comment period if no substantive comments are received.

**Update was to clarify who has the authority to approve the naming of Programs and Facilities on campus.*

Upon a motion by Kipp Bodnar, seconded by Carol Hurula, no discussion, a vote of aye, no objections and the motion carried unanimously.

D) Approval of Updated Policy No. GA-1-Discrimination, Harassment, Sexual & Domestic Misconduct, Stalking and Retaliation Policy- Including Title IX

The following resolution was read:

Resolved, That the Marshall University Board of Governors does hereby approve the recommendation of Policy No. GA-1-Discrimination, Harassment, Sexual & Domestic Misconduct, Stalking and Retaliation Policy- Including Title IX.

Further Resolved, That the policy is approved as final at the conclusion of the comment period if no substantive comments are received.

**These changes incorporate inclusive language, amnesty language, regarding sexual harassment reports, higher education language regarding the instructional setting, defining dating violence and changing the Section 504 Coordinator for students and employees.*

Upon a motion by Patrick Farrell, seconded by Kipp Bodnar, no discussion, a vote of aye, no objections and the motion carried unanimously.

Information Items:

Provost Report

Provost Avi Mukherjee gave the Provost's Update. Provost Mukherjee briefed the Board on enrollment progress, expressing optimism for the upcoming academic year despite challenges. Anticipated growth in first-year enrollment, along with increased numbers of metro, transfer, graduate, and online students, was highlighted. He also discussed achievements such as the successful Governor's School for the Arts and cybersecurity accomplishments. Recognition in education and health programs was noted, as well as excellence in Forensic Science and the Doctoral Business Administration programs. The dedication to student success, underscored by the introduction of a new Marshall app for engagement, was acknowledged. He also mentioned that the year ahead promises numerous achievements worth celebrating.

Student Representative Report

Walker Tatum, Student Body President, provided an update from the student body, sharing that he took office in April. Since then, he has engaged in discussions with the West Virginia Higher Education Policy Commission and student leaders from two-year institutions for potential collaborations. Looking ahead, his focus for the upcoming year will revolve around student enrollment, mental health initiatives, and maintaining continuity. He also mentioned that Callia, the new interim Vice President, will be leading the memorial fountain ceremony committee, and preparations for meetings and invitations are underway. He highlighted his participation in new student orientation, where he joined Dr. Marcie Simms in facilitating a productive student panel discussion. He emphasized the presence of substantial student representation in various committees and their active participation in multiple Student Government retreats. He pointed out that collaborative efforts extended to student leaders not only in West Virginia but also from across the nation. Furthermore, he shared his involvement in the governor's literacy camp. In terms of the homecoming parade, Walker announced a change in the date to Friday, September 29, with positive feedback already received.

School of Medicine Report

Dr. David Gozal, the newly appointed Dean of the School of Medicine, presented the School of Medicine report. He mentioned the warm welcome extended to the incoming class of 2027 through a week of activities, highlighted by a white coat ceremony on August 4th. Dr. Gozal emphasized that the SOM secured a \$2.8 million grant from the US Department of Health and Human Services, which will expand the Nurse Practitioner training program at Marshall Health, with a focus on internal medicine. He shared ongoing plans for a rural medicine residency program aimed at improving medical care in underserved areas.

Dr. Gozal noted the school's extended services, including a collaboration with Sinclair Health Care to provide advanced surgical options and the transition of toxicology services from Mountain Health. In reference to events Dr. Gozal spoke about the upcoming fundraiser event named "Standing Out in Our Field" which is set for August 26 at Barboursville Park Soccer Complex. Dr. Gozal reported promising progress in integrating into the School of Medicine and Marshall Health to enhance collaboration and services.

Ad Hoc Shared Governance Committee Report

Dr. Robin Riner, Faculty Representative, conveyed her appreciation to her committee for their dedication to shared governance. During her presentation, she discussed the inclusiveness across all departments and colleges and highlighted the committee members. She recognized the term's potential overuse, possibly leading to a loss of its true significance. Dr. Riner underscored the importance of clarifying the interpretation of shared governance at Marshall while elaborating that shared governance encompasses two vital aspects: transparent decision-making that mirrors collective interests and an environment fostering mutual understanding and respect. While not all universities involve students, Marshall highly values their engagement. This strategy ensures alignment in priorities, advances recruitment efforts, and adheres to established protocols. She emphasized the effort to improve perceptions, prioritizing the institution's mission over personal motives. This approach promotes cohesive development, enhances recruitment and retention, and aligns with established norms. Recognizing the significance of communication, efforts are directed at addressing historical gaps. This methodical approach prevents misunderstandings and enriches decisions with diverse perspectives.

*The full reports with more detail can be found in the board package.

Athletic Committee

The following are action items from the Athletic Committee:

Action Items

A) Approval of updates to Policy No. GA-7 Intercollegiate Athletics

The following resolution was read:

Resolved, That the Marshall University Board of Governors does hereby approve GA-7 Intercollegiate Athletics to permit Intercollegiate Athletics to apply tuition waivers at the in-state resident rate for all scholarship student-athletes, or students affiliated with Intercollegiate Athletics and to amend the review of personnel contracts.

**This policy was amended to permit Intercollegiate Athletics to apply tuition waivers at the in-state resident rate for all scholarship student-athletes, or students affiliated with Intercollegiate Athletics including but not limited to student managers, band, mascots, cheerleaders and/or dance troupe members. It is also being amended regarding the review of personnel contracts.*

Upon a motion by Patrick Farrell, seconded by Walker Tatum, no discussion, a vote of aye, no objections.

B) Information Items

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

NCAA Legislation Updates
National Issue Updates

Athletic Teams Updates
Budget Updated
Capital Projects Updates

Finance, Audit and Facilities Planning Committee

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

Action Items

A) Approval of the Naming of the New Academic Health System

The following resolution was read:

Resolved, That the Marshall University Board of Governors does hereby approve the naming of the new Academic Health System, Marshall Health Network, Inc. That it is further resolved that the President of Marshall University is hereby directed to take all necessary steps to effectuate the naming.

Upon a motion by Donnie Holcomb, seconded by Patrick Farrell, no discussion, a vote of aye, no objections and the motion carried unanimously.

B) Information Items

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

Finance Updates
Facilities and Operations Updates
Internal Audit Updates

IV. President's Report

**The President's full report is attached as an addendum to these minutes.*

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

Upon a motion by Patrick Farrell, seconded by Kathy Eddy, the board entered Executive Session under the authority of WV Code §6-9A-4 to discuss Naming Opportunities.

After a brief session, the Board entered open session and the following resolution was read:

Resolved, That pursuant to Marshall University Board of Governors Policy No. GA-10 Naming Policy for Units and Facilities, that the Marshall University Board of Governors does hereby approve the naming of certain Baseball spaces. It is further resolved that the President of Marshall University is hereby directed to execute all necessary documents to effectuate the naming.

** These requests were presented in Executive Session with public disclosure to come at a later date. This action is taken in accordance with the Marshall University Board of Governors Policy GA-10 "Naming of Units and Facilities" and the recommendations have been vetted and recorded by the Marshall University Foundation Inc*

Upon a motion by Patrick Farrell, seconded by Kathy D’Antoni, with a vote of aye, no opposition, and the motion carried unanimously.

VI. Chairman Sheils’s Report

Chairman Sheils shared his perspective on the past two days, highlighting the noticeable impact. He extended his appreciation to the diligent individuals who contributed to arranging the retreat. Chairman Sheils emphasized the value of the chance to enhance mutual understanding among attendees. He further expressed his admiration for President Smith and his team, emphasizing his eagerness to be involved in the transformative efforts. Chairman Sheils noted the earlier approval of the minutes and recommended that participants take time to review them along with the president's report over the next few months, ensuring they remain informed about the university's progress.

VII. Announcements

The next meeting will be held Oct 11, 2023. The notice will be forthcoming.

VIII. Adjournment

Without objection, the Board Meeting was adjourned.

Respectfully submitted,

Kathy D’Antoni, Secretary

President's Report – June 2023

- Thank you, Mr. Chairman.
- Today, I'd like to focus my report on a singular theme that I originally put forth in my Campus Interview process nearly two years ago – increasing the velocity of “ideas to impact”.
 - This board and our campus community has suffered through enough of my quotes and cliché's to reinforce this commitment:
 - Quotes like “it's not the big that eat the small, it's the fast that eat the slow”
 - Or another one of my favorites – “strategies alone do not move mountains, bulldozers do”.
 - But perhaps the most credible in academia is the famous quote by Thomas Edison who once said that “genius is 1% inspiration, and 99% perspiration”.
- Never has this notion been more important than in today's fast-changing world ... a world of continuous reinvention and disruption ... as recently evidenced by the emergence of Large Language Models, Artificial General Intelligence and Generative AI ... with the most notable being ChatGPT.
 - Higher Education is at the vortex of these macro-shifts, and the effects can be felt locally as well ... with major flagship universities in our state announcing significant restructuring efforts, and another private institution in our state recently

closing its doors.

- We've been very transparent at Marshall University for the past 20 months about the challenges we have been navigating in the current period, as well as headwinds that we see on the horizon.
- We've been busy implementing strategic initiatives to reverse a 13-year decline in enrollment while charting a path to eliminate our \$28M operating deficit by 2027 - which includes reducing \$14M in waste and inefficiency in non-personnel costs through a program we call "Save-to-Serve".
- While we're working to strengthen our day-to-day execution, we declared early on that this is not a turn-around, it is a transformation ... we can't diet our way to success ... so we've been simultaneously adapting to thrive and excel in this period.
 - A period defined by a shift in student pipeline and preferences, ranging from the reduced number of high school seniors and fewer who express interest in attending college, to their struggle with affordability, flexibility and whether a college degree will help them achieve their life goals.
 - We've also begun to adapt to shifts in higher education with an increased focus on pragmatism versus prestige, offering in-demand programs that are available on-demand, with an increasing emphasis in online and hybrid learning options with certificates & micro-credentials.

- And we've been actively working to learn and incorporate new tools and technology, such as ChatGPT into our programs and services in innovative and responsible ways.
 - Our gameplan was shared last Spring – a plan that we call “Marshall For All, Marshall Forever” – our strategic roadmap to future prosperity ... prosperity for our students, for our employees, for our state and for our institution.
- I thought I'd share a few highlights of “ideas to impact” that have been achieved ... where inspiration has been met w/ perspiration:
 - I'll start with the **five student-first priorities** that anchor our Marshall For All, Marshall Forever Plan:
 - **The first being increased access:** we've been executing against our Strategic Enrollment Management Plan to expand our access by serving 10 different student groups with tailored student experiences ...
 - Fall '24 enrollment is trending ahead of plan, with targeted segments such as Metro students, transfers from other schools and online learners performing well ahead of forecasts.
 - If current trends continue, Fall '24 could produce the strongest enrollment we've seen in recent history.
 - **The second is ensuring affordability:** our commitment to grow students, not fees - minimizing tuition increases, led to us expanding metro rates to

incorporate 59 counties in Ohio and Kentucky and simplify online tuition ...

- The results have shown up in our positive enrollment trends so far ...
 - With Marshall remaining the most affordable and best value among our peer group.
- **The third is growing our support programs:** as Provost Mukherjee and our academic team introduced 4 levels of advising ... peer, academic, professional and alumni
 - Our year-over-year retention of students is trending up another 280 basis points!
 - **The fourth is delivering on-demand access:** thanks to the stewardship of Dr. Julia Spears and our CIO, Jodie Penrod working closely with our faculty ... we have developed a framework to ensure the appropriate technology, training and support are available to deliver a high quality, educational experience in the classroom, online or in a hybrid world.
 - More programs will be taught in this flexible model this Fall.
 - **And the fifth, enabling lifetime achievement:** we've been working closely with private industry and the state to strengthen access to internships and job opportunities for our students and graduates.
 - A catalyst for this happening is strengthening our alumni networks, who often broker these opportunities ...

- In the past year, under the leadership of Matt James, Marshall has doubled the number of active Alumni Chapters across the country, and their engagement levels have been incredible.
- While we're making exciting progress behind these five student-first priorities, we're also making meaningful progress in support of the **6 areas** where MU will be distinctive:
 - **The first is Cybersecurity and Forensics:** our students continue to demonstrate that Marshall University has one of the most distinctive programs in the nation ...
 - This year, our students scored at the very top for the 9th of the past 11 years in Forensic Science, and placed 14th out of 450 in a national Cybersecurity competition where we were national champions in 2020.
 - It is important call out that this year the competition expanded beyond students to include agencies, and our students still competed at the highest levels.
 - Our very own professor - Josh Brunty, has been named as the national coach for the USA cybersecurity team.
 - These results have caught the attention of the DoD, major private industry players and our state leaders ... and we are closing in on some exciting efforts that we hope to announce soon.

- **The second area of distinction is Health Sciences:** the progress behind Project Marco, our announced strategic effort to form an Academic Health System between Mountain Health, Marshall Health and Marshall University is proceeding as planned, with some exciting announcements forthcoming at the Business Summit at the Greenbrier later this month.
 - In support of this work, our four pillars of excellence to advance health care, focused on addiction, obesity, gerontology and rural health are benefiting from exciting grants, while focusing our efforts on the social determinants of health that will have the most meaningful impact in our communities and across the nation.

- **The third area is Advanced Manufacturing:** the Marshall Advanced Manufacturing Center, formally known as the Robert C. Byrd Institutes (or RCBI) has been making great strides in supporting regional skilled trades and manufacturers.
 - With the hiring of Brandon Dennison to lead our Economic Development efforts, in conjunction with Derek Scarborough as the Director ... we've developed a plan to 10X our impact in the next 3 years.

- **The fourth area is Advanced Energy:** in support of our state's "all of the above" energy plan, Marshall has been actively engaged in strategic partner discussions and advanced research in areas ranging from solar and electric batteries, to small nuclear reactors.

- These efforts are earlier days, but the wheels are in motion.

- **The fifth area is Aviation:** and suffice it to say, the velocity behind Marshall's Aviation Program cannot be overstated. Fall enrollment is trending 138% above plan for the Flight School, and 58% above plan for the Aviation Maintenance and Technician Program.
 - From strategic partner discussions to efforts to expand beyond fixed wing into rotor wing (helicopters) and advanced air mobility (drones), this program is establishing WV as an Aviation powerhouse.
 - Bill Noe and his team work are actively working with other colleges and universities across the region to stand up their programs as well.

- **And the final area of distinction is Economic Development & Entrepreneurship:** Marshall once again participated in the Choose West Virginia Tour with our State Leaders in June as we visited Amazon, Microsoft, Boeing and others in Seattle ... following on our successful visits to Silicon Valley, New York, Washington, DC and Charlotte ...
 - These trips are reshaping the narrative for West Virginia, inspiring companies to look at West Virginia as a business-friendly location to open offices or host their headquarters, and inviting remote workers to choose West Virginia as their forever home.
 - Closer to home, for those who are watching the progress behind the Innovation District on 4th

Avenue as we more tightly connect Marshall's campus to downtown Huntington ... I hope you are as excited as we are to welcome students to the new Business and Innovation Center in January ...

- As well as amazed to see the incredible development underway as the District begins construction with innovative companies who support these six areas of distinction beginning to populate the Innovation District soon!
- These are just a just a handful of examples where ideas have been translated into impact across our campus community.
 - There are others ... a long-awaited baseball field nearing completion ... the state-of-the-art video scoreboard at the Joan is coming to life ... and the overall Athletics experience, from world class coaches to fan experiences being elevated to new levels.
 - Excitement is in the air!
 - And I'll conclude with one final example ... Marshall For All, Marshall Forever is grounded in an aspirational goal ... a goal that no student will graduate with student loan debt in 10 years.
 - To translate that idea to impact, we set a goal to begin this year with 100 students who would be selected as our pilot group ...
 - The students would agree to complete the FASFA form, participate in a work study program, complete a

financial literacy course and contribute what they could afford based on their estimated family contribution ...

- From there, Marshall will do the rest, finding every federal, state and donor-generated dollar to ensure they would graduate in four years debt-free.
 - As soon as we announced this aspiration, a distinguished son of Marshall ... Jim Smith, and his amazing wife Pam ... stepped forward with a transformational gift of \$2 Million to fund these 100 students for all four years of their college journey.
 - We believed this program would reach people and change lives in ways we could not imagine, but we were not prepared for the stories these 100 students have shared with us as we have welcomed them into the program.
 - I thought that I would share one of those stories with you today (play the video, please)
- Make no mistake ... we have heavy lifting ahead of us and a structural deficit to course correct ...
 - But we know why we are here ... we know what we have to do ... this isn't a job for any of us, it is a calling.
 - We're placing a premium on accelerating "ideas to impact" ... actively working to right the ship ... and setting the course for an even stronger future ...

- As a 21st Century Prosperity Platform!
- I want to thank our administration, faculty, staff and students for all you are doing ... and once again, I want to thank Jim and Pam ...
- Marshall is a team sport ... and together, we are making an impact!
- And with that, Mr. Chairman, I'll conclude my comments.