



Academic and Student Affairs Committee Meeting

August 5, 2025 | 11 a.m.

Brad D. Smith Center for Business and Innovation, Room 113



August 2025 Academic and Student Affairs Committee Meeting

AGENDA

11 a.m.

Academic and Student Affairs Committee

Kathy D'Antoni, Chair

Action Items

None

Information Items

Committee Annual Activity Calendar

Robert Bookwalter, Interim Provost and Senior Vice President for Academic Affairs

3

Provost Report

Robert Bookwalter, Interim Provost and Senior Vice President for Academic Affairs

Academic Affairs Update

Robert Bookwalter, Interim Provost and Senior Vice President for Academic Affairs

Intercultural and Student Affairs Update

Marcie Simms, Vice President for Intercultural and Student Affairs

Sustainable Enrollment Growth

Jerry Ross, Chief Enrollment Officer / Vice President of Enrollment Management

4

Strategic Planning: School of Pharmacy

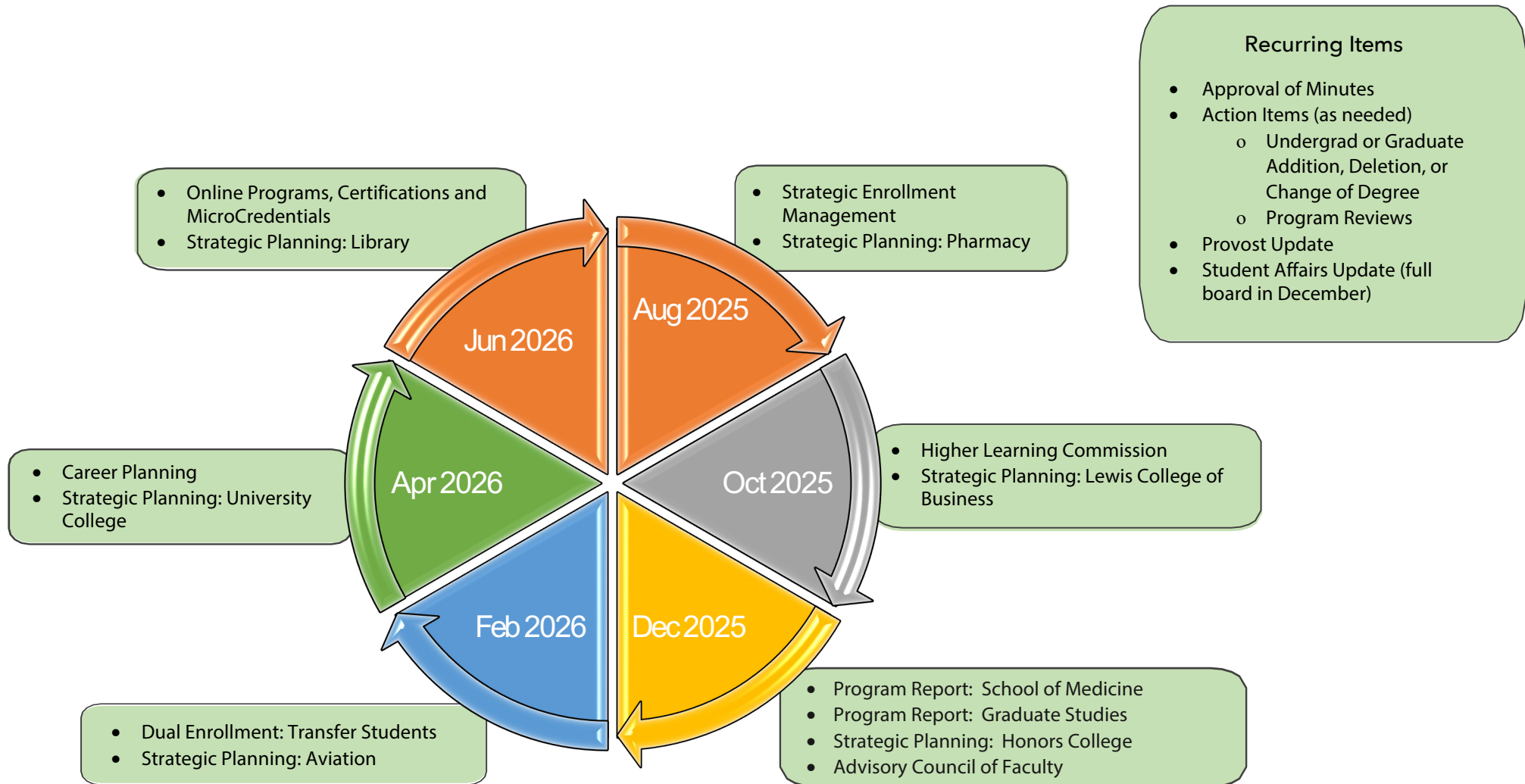
Eric Blough, Dean of the School of Pharmacy

14

Lunch

Annual Activity Calendar

Academic and Student Affairs Committee



Strategic Enrollment Management

Sustainable Enrollment Growth







Executive **SUMMARY**

Our Plan for Today

- ❖ **SEM within shared University vision**
- ❖ **Overview of the admissions funnel**
- ❖ **Scale and scope of EM activity**
- ❖ **Fall 2025 successes**
- ❖ **Fall 2026 and beyond**
- ❖ **Ongoing challenges**

Our **PLAN-ON-A-PAGE**

VISION	 <div>“To inspire learning and creativity that ignites the mind, nurtures the spirit, and fulfills the promise of a better future”</div>				
CREED	Educational Open Civil Responsible Safe Well Ethical Pluralistic Socially Conscious Judicious				
2037 GOALS	 <div>Individual Success 100% Placement Rates for Graduates Zero Students Graduate with Student Loan Debt</div>		 <div>Innovative Ideas \$150M Research, Grants, Contracts 3X Start-Ups Incubated</div>		 <div>Economic Impact 30X Return for Every \$1 Invested 3X GDP Impact in West Virginia (\$2.3B)</div>
STAKEHOLDER GOALS	Students Offer an affordable education with a distinctively supportive and flexible experience to ensure lifelong prosperity	Team Empower faculty and staff to do the best work of their lives	West Virginia Improve the well-being of all West Virginians by creating breakthrough opportunities and solutions	Financial Stakeholders Build a resilient and sustainable institution to outlast headwinds	
STRATEGY	Marshall for All, Marshall Forever In-Demand Curriculum • On-Demand Delivery • Distinctive Value Proposition				
PRIORITIES	Increase access	Ensure affordability	Grow support programs	Deliver on demand	Enable lifetime achievement
METRICS	<ul style="list-style-type: none">Strategic Enrollment Mgt. Plan<ul style="list-style-type: none">New student enrollmentTarget segments enrollmentRecruitment contactsConversion ratesStopped-out/returning students	<ul style="list-style-type: none">Student debt loadDebt-free cohorts/retentionInternships and jobsM4A fundraising campaignUndergraduate ROI	<ul style="list-style-type: none">HerdConnect mentorshipCenter for Student Success1st yr retention/6 yr graduationE2E student experienceAI-based customized support	<ul style="list-style-type: none">In-demand programs & microcredentialsHyFlex/Hybrid coursesAI assessment/applicationOnline degree programs	<ul style="list-style-type: none">Customized training - MAMCAcademic pathways selectedCareer Engagement participationLifelong learning

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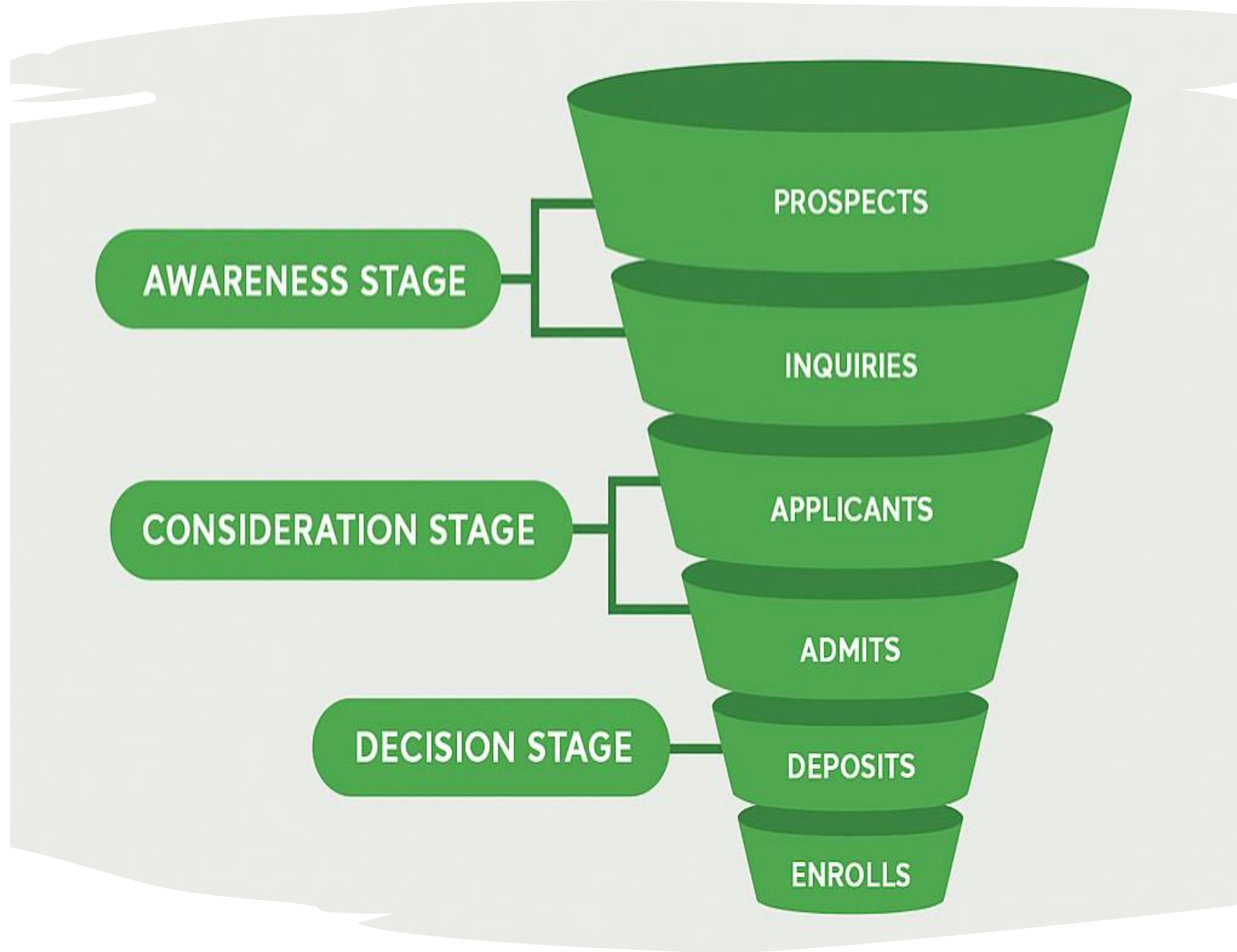


Strategic Enrollment Management

PLAN-ON-A-PAGE

VISION	“To inspire learning and creativity that ignites the mind, nurtures the spirit, and fulfills the promise of a better future.”				
MISSION	The Division of Enrollment Management brings together student-centered, data-informed teams to collectively recruit, enroll, and support all students across all pathways - advancing Marshall’s mission through collaboration, innovation, and a shared commitment to student success.				
VALUES	Respectful		Accessible		Transparent Adaptable Comprehensive Collaborative Innovative
OBJECTIVE	Marshall for All, Marshall Forever Enrollment Growth • Team Empowerment • Technology Integration • Student-Centered • Campus Collaboration • Eliminate Barriers • Data-Driven Decisions				
THREE YEAR ENROLLMENT GOALS	First Year Students <ul style="list-style-type: none">• <u>Total</u>: 10% growth Fall 2025, 5% growth subsequent years• <u>Metro</u>: 150 student increase Fall 2025• <u>Out of State</u>: 5% increase Fall 2025• <u>International</u>: growth of 10% per year	Transfer Students <ul style="list-style-type: none">• <u>Total growth</u>: 10% annually• <u>Metro growth</u>: 80 total = +16% for Fall 2025	Graduate Students <ul style="list-style-type: none">• <u>First Time Graduate</u>: 10% growth• <u>International growth</u>: 10% per year• Maintain professional enrollment levels• Program specific growth goals for research doctoral programs	Online/Distance Students <ul style="list-style-type: none">• <u>YOY</u>: 10% growth• Five new programs annually	
STRATEGY	Innovative Practices <ul style="list-style-type: none">• CRM optimization• Territory Management• Data Analytics• Scholarship leveraging• MFA Automation	Collaboration & Partnerships <ul style="list-style-type: none">• Colleges• Alumni• High School Counselors• Herd Academy• Current Students• Partnership Agreements	Marketing and Outreach <ul style="list-style-type: none">• Student Experience throughout the funnel• Digital marketing• Strategic lead sourcing• New market development• Parent & supporter engagement• FAFSA workshops-virtual and in person		
KPI AND SUCCESS METRICS	Total Applications First Year: 10,000 Transfer: 1,750 Graduate: 3,660	Completed App Rate Domestic First Year: 85% Transfer: 55% Graduate: 60% International: 20%	Reduced Melt/Yield First Year: 80% IE to Orientation Transfer: 70% admitted to enrolled Graduate: 70% admitted to enrolled	Increased Event Attendance Green and White Days: 5% increase Improved show rate: 70% (up from 61%) High School G&W Days: 10% increase Admitted Student Event: 15% increase	Financial Aid Scholarship Portal Applications: 3,100 FAFSA Completion: 5% better than national % 25-26 FAFSA Applications: 17,000

Higher Education Admissions Funnel



24-25 Enrollment Cycle Data

RECRUITMENT

403

TOTAL HIGH SCHOOL VISITS

660

GENERAL CAMPUS TOURS

117

COLLEGE EXPERIENCE TOURS

415

TOTAL FAIRS/EVENTS/ETC.

174K

TOTAL INQUIRIES

STUDENT COMMUNICATIONS

6.07M

TOTAL EMAILS SENT

352.6K

TEXT MESSAGES

223.3K

PRINT MAILINGS

334.9K

SOCIAL MEDIA IMPRESSIONS

EVENT ATTENDANCE

248

MARSHALL BOUND

912

GREEN & WHITE DAY


FINANCIAL AID

9,344

TOTAL STUDENTS WITH AID PROCESSED

\$158.9M

TOTAL AID PROCESSED



Successes - FALL 2025

CRM OPTIMIZATION

- ✓ DATA INFORMED TERRITORY MANAGEMENT
- ✓ ENHANCED AND AUTOMATED COMMUNICATIONS
- ✓ MOVED FROM IMPLEMENTATION TO STABILITY

END USER EXPERIENCE

- ✓ REVAMPED CAMPUS EXPERIENCE
- ✓ HIGH SCHOOL COUNSELOR
- ✓ RELATIONSHIPS AND EVENTS
- ✓ DIRECT ADMISSIONS EXPANSION
- ✓ EXPEDITED GRADUATE ADMISSIONS

ENROLLMENT GROWTH

- ✓ METRO EXPANSION
- ✓ FOCUS ON ALL SEGMENTS
- ✓ OPTIMIZE ALL STAGES OF THE ADMISSIONS FUNNEL



Looking Ahead - FALL 2026 and Beyond

SEM PLANNING

- MOVING FROM BROAD TO SPECIFIC
- IDEAS TO ACTION
- SUSTAINABLE GROWTH

CRM/TECHNOLOGY

- AUTO ADMITTING
- TRANSCRIPT AUTOMATION
- COMMUNICATIONS JOURNEY ENHANCEMENTS

CUSTOMER SERVICE

- SPEED TO DECISION
- EVENT INNOVATION
- TOUR EXPERIENCE
- IMPROVED PARTNERSHIPS



Ongoing Challenges and Opportunities

DEMOGRAPHICS

COMPETITION

AVOIDING COMPLACENCY

STUDENT SUCCESS AND SUPPORT

MELT REDUCTION & YIELDING FROM ADMIT POOL

QUESTIONS?



Marshall University

Strategic Planning

Dr. Eric Blough, Dean
School of Pharmacy
August 5, 2025



Executive **SUMMARY**

3 Programs

Pharmaceutical Sciences (BS)
Pharmaceutical Sciences (MS/MA)
PharmD (Doctorate)

2 Departments

Pharmaceutical Sciences
Pharmacy Practice, Administration and Research

1 Mission

*... to prepare students to become
pharmacy practitioners that excel ...
in the provision of services, in the
standards of care, and in the
discovery of new knowledge...*

Our GOALS

We Are ...

BEST VALUE

Affordable



Low (or no) student debt
Opportunities to work on campus
Potential for paid internships

BEST TEST SCORES

**NAPLEX / MJPE
Board Exams**



**PRACTICE
READY**





BEST STUDENT EXPERIENCE

**Durable Skills
Certificates
Research Opportunities
Credentials
Job Fairs**



EMPLOYMENT

Our **PLAN-ON-A-PAGE**

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School of Pharmacy PLAN-ON-A-PAGE

UNIVERSITY VISION



**“To inspire learning and creativity that ignites the mind,
nurtures the spirit, and fulfills the promise of a better future”**

SCHOOL MISSION

The mission of the Marshall University School of Pharmacy is to prepare its students to become pharmacy practitioners that excel as skilled and productive health care professionals in the provision of services, in the standards of care, and in the discovery of new knowledge that ensures optimal medication therapy outcomes.

VALUES

Academic Excellence | Graduates prepared for the workplace | Research and Scholarship | Financial Sustainability

OBJECTIVES

Best program value in the state

Best student experience

Best test scores

PRIORITIES

1. Stabilize tuition costs
2. Increase enrollment
PharmD, MS/MA, BS
International recruitment
3. Enhance revenue: Investigate the development of additional revenue streams: new BS/MS programs' micro-credentials, CE, scholarships, State and Federal earmarks.

1. Develop specific plans to improve each experience of each segment: student, staff and faculty.
2. Improved communication- student of the month program, newsletter, monitors, Townhalls
3. Student support- lounge, printer, tutors
4. Student services- Job-fair, CV, Soft skills
5. New student rotations
6. New certificates

1. Increase rigor
2. Develop “NAPLEX culture”
3. MPJE / NAPLEX bootcamp
4. Exam days / Integrated tests
5. Study skills instruction

METRICS

1. School costs relative to in state and peer institutions
2. # of new scholarships, grants, contracts and earmarks
3. Number of Pubmed-indexed papers
4. Number of students
PharmD program
MS/MA program
BS program
5. # new programs developed

1. Student, staff and student survey responses
2. Expand opportunities for clinical experiences
3. # of new certificates / programs developed
4. # of new initiatives (HyFlex, micro-credentials, certificates, CE, wellness, other) designed to improve student / staff / faculty experience
5. Percentage of students (PharmD, MSPS / MAPS / BS graduates) employed, seeking residencies or entering doctoral level programs after graduation.

1. Passage rate- NAPLEX, MPJE



Bachelor of Science in **Pharmaceutical Sciences**

- ✓ Enrollment trending upward (2023 – 2 students; 2025 – 39 students)
- ✓ STEM-Designated 4-year degree
- ✓ Perfect for careers in medicine, pharmacy, dentistry and research
- ✓ Only program of its kind in WV; 1 of 19 programs nationwide
- ✓ \$87K average salary; strong job growth in pharmaceutical sciences
- ✓ Capstone and research opportunities included in the degree
- ✓ 18-month OPT Training for international students
- ✓ Built in minors: Marketing, Management or Entrepreneurship



MA or MS in **Pharmaceutical Sciences**

- ✓ Enrollment trending upward (2023 – 2 students; 2025 – 21 students)
- ✓ STEM-Designated
- ✓ Perfect for careers in medicine, pharmacy, dentistry and research
- ✓ Only program MS in Pharmaceutical Sciences program in WV
- ✓ 18-month OPT Training for international students



PharmD

- ✓ Enrollment: 2024 – 121 students; 2025 – 119 students
- ✓ 4-year, clinical doctorate
- ✓ 1 of 2 PharmD programs in WV
- ✓ Best value in the state; second lowest tuition in ~500 mile radius
- ✓ New school
- ✓ New curriculum (modified block, lab sequence, CPD, pharmacogenomics, revamped Therapeutics core)
- ✓ New pathways (1+4, 2+4, 3+4); new scholarships
- ✓ New early warning system/Research honors program
- ✓ Built-in certifications: MTM, diabetes, immunizations
- ✓ “Pharmily” concept

RESEARCH INTERESTS

Cancer - Amin, Varney

Cardiac remodeling / hypertrophy - Blough, Rorabaugh

Immunology - McAleer

Microbiology - Long, Sparks

Nanotechnology - Blough, Long

Pharmaceutics - Jones, Long

Proteomics - Koc, Long

Substance abuse - Blough, Hambuchen, Rorabaugh

SOTL - Brazeau, Davis, Kimble A., Riley



CHALLENGES

- ✓ Decreasing enrollment = Increased competition for students
- ✓ Increasing cost of education = Concerns about student debt
- ✓ Evolution of pharmacy practice (e.g., new healthcare models, effects of AI)
- ✓ Curriculum changes to meet ACPE / CAPE outcomes
- ✓ Need for greater assessment / CQI
- ✓ NAPLEX / MPJE performance
- ✓ Faculty recruitment and retention
- ✓ Declining state support for higher education
- ✓ Decreased federal funding for pharmaceutical research



Principled **INNOVATION**

1. People are the most important part of success. We must work together – *best ideas will come from the faculty, staff and students.*
2. “Do no harm.”
3. Decisions must be data-driven, inclusive and transparent.
4. Consider the past but *plan for the future*. Ensure that priorities are aligned with institution needs and resources.

(It is critical to both promote novel and exciting new ideas as well as support the traditional mission of the school and the faculty and staff who carry out these missions.)



Investing in **ENROLLMENT GROWTH**

Social Media Advertising

MOU; Campus Geo-fencing; Instagram;
Facebook, Google search

Kentucky, Ohio and West Virginia

High School/College Recruitment Fairs

Kentucky, Ohio and West Virginia

On-Campus Events

Green and White days; Department/college
visits; Student Center (COS tables); Campus
Job Fairs; SoP Open Houses

International Efforts

Social media geofencing; in-person visits

ENROLLMENT GROWTH

1+4
ACCELERATED
PATHWAY
First in the Nation



APPLY TODAY

SCHOLARSHIP OPPORTUNITY FOR INCOMING FIRST-YEAR PHARMACY STUDENTS!



DEAN'S ACADEMIC EXCELLENCE SCHOLARSHIP

YOUR FUTURE IN PHARMACY

4 Years, \$40K, 1 Incredible Pharm.D.
The Marshall Promise

AWARD DETAILS
Covers all tuition and fees except for the last \$10K/year. Get your Pharm.D. for \$40K!

ELIGIBILITY CRITERIA
Complete a Bachelor of Science degree prior to matriculation with a minimum GPA of 3.85

RENEWAL REQUIREMENTS
Maintain a GPA of 3.75 or higher
Actively participate in school events

DEAN'S ACADEMIC EXCELLENCE SCHOLARSHIP

Your Future in Pharmacy Begins at Marshall University

AWARD DETAILS
Covers all tuition and fees except for the last \$10K/year. Get your Pharm.D. for \$40K!

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Complete a Bachelor of Science degree prior to matriculation with a minimum GPA of 3.85

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✔ Doctoral Degree Earned ✔ Undergraduate Degree Prices

4 Years.
\$40K Tuition.
1 Incredible Pharm.D.
The Marshall Promise

NEW

DEAN'S Academic Excellence SCHOLARSHIP

4 Years. \$40K. 1 Incredible Pharm.D.

APPLY TODAY!

Hey MSU Future Pharmacists!

MUSOP is coming to visit
Wednesday, February 28
10 am - 1 pm
ADUC Ballroom

Stop by our table and learn about our programs, new Metro Scholarships, partnership perks, and more!






SCHOOL OF PHARMACY

500 ENROLLMENT DEPOSIT
WAIVER

APPLY NOW

We are WAIVING enrollment deposits for applicants who complete their PharmCAS application by January 15, 2025 and are subsequently offered admission. Join the Marshall Pharmily!

SPRING 2025
PREVIEW DAY

MARCH 7, 2025
8:00 AM - 1:00 PM
STEPHEN J. KOPP HALL

REGISTER NOW!





ENROLLMENT GROWTH

International Efforts

1. Social media / geofencing - selected areas in Hyderabad and Amdhra Pradesh
2. In-person visits - selected high schools and colleges in Hyderabad and Amdhra Pradesh



Enrollment Growth

International Efforts

1. Vishnu Institute of Pharmaceutical Education and Research (Andhra Pradesh)
2. Shri Vishnu College of Pharmacy (Andhra Pradesh)
3. CMR College of Pharmacy (Hyderabad)
4. Vydehi Institute of Medical Sciences and Research Centre (Andhra Pradesh)
5. Nitte College of Pharmaceutical Sciences (Andhra Pradesh)
6. Dayanand Sagar University (Andhra Pradesh)
7. Manipal College of Pharmaceutical Sciences (Andhra Pradesh)
8. Sultan Ul- Uloom College of Pharmacy (Andhra Pradesh)
9. Bhaskar College of Pharmacy (Andhra Pradesh)
10. Mallareddy University (Andhra Pradesh)
11. TKM University (Hyderabad)



VIPER
Vishnu Institute of Pharmaceutical Education & Research

LSSDC
Pradhan Mantri Kaushal Vikas Yojana (PMKVY 4.0) RPL
"Upskilling and Certification Program" for Registered Pharmacists of Telangana

Details

1. Eligibility of Candidates:
11. Registered Pharmacist working in retail / Wholesale Pharmacy.
12. Pharmacists working in Industry / Pharmacy Test Labs.
13. B.Pharmacy Completed Students, who can produce minimum 3 months of work experience in Pharmacy Industry.
14. M.Pharmacy students who can produce minimum 6 months work experience in Pharmacy Industry.
15. Teachers who can produce minimum 6 months to 1 year work experience in Industry.
2. Age 18-35 years
3. Batch size: 40 candidates per batch
4. Attendance: Aadhar Enabled Biometric Attendance (e-mandap)
5. Training hours: Training duration is 30 hours (Cap/Batch)
6. Mode of training: Offline at Vishnu Institute Pharmaceutical Education and Research
7. Registration: Candidate has to register on Skill India Digital Hub (SDH) portal and choose the Vishnu Institute Pharmaceutical Education and Research as their Training center (Link: <https://www.skillindia.gov.in/home>)
8. Registration is Free
9. Certificates shall be provided after successful completion of training

Contact:
Chief Coordinator
Dr.K.Ramanjaneyulu
Training & Placement Officer
+91 9849040750
D.Faheemuddin
Professor, VIPER
MIDTAL
Scan / login to website
Training Centre: VIPER (TC295055)
VIPER, Narasapur, Medak, Telangana | placements@viper.ac.in | www.viper.ac.in



VIPER
Vishnu Institute of Pharmaceutical Education & Research

PRADHAN MANTRI KAUSHAL VIKAS YOJANA (PMKVY 4.0) RPL
"Upskilling and Certification Program" for Registered Pharmacists of Telangana
1ST BATCH INAUGURATION
Date :03/12/2024-06/12/2024

CHIEF GUEST

E. YOGANANDA
REGISTRAR
TSPC

GUEST OF HONOUR

NANDINI MANNE, PH. D.
ASSOCIATE DEAN
MARSHALL UNIVERSITY, USA

CONVENER
Dr.A.Ramesh
Principal, viper

CO-CONVENER
Dr.K.Ramanjaneyulu
HOD, Ph.Chemistry



ఫార్మాలిస్టులకు శిక్షణ కార్యక్రమం ప్రారంభం
మెదక్: నర్సాపూర్ సమీపంలో విష్ణువైపర్ కళాశాలలో 4వ రోజున ఎన్ఎన్ఎస్ డీసీసీ

Dr. Shreedhar Venkatesh, MD
Principal

Vydehi Institute of Medical Sciences & Research Centre

82, E.P.I.P Area, Nallurahalli, Whitefield, Bangalore - 560066.
Ph (Off) : 080-4906 9000 / 080-4906 1111, Extn. 1200, 080-49069003
E-mail: principalmedical@vimsmail.com Web : www.vims.ac.in

RAMESH PATHI
Director,
International education centre

MALLA REDDY GROUP OF INSTITUTIONS
where opportunities begin

+91 98495 59496
mricglobal@gmail.com
www.mric.in

Mobile : 9348161226
7207034235

Dr. B. RAJKAMAL
M.Pharm., Ph.D., F.A.G.E.
Professor & Principal

MALLA REDDY INSTITUTE OF PHARMACEUTICAL SCIENCES
Approved by AICTE, PCI & Affiliated to JNTU University, Hyderabad.

Malsammaguda, Dhulapally, Kompally (Post), Sec'bad - 500 100.
E-mail : rjbigala@gmail.com, mrips_mrg@yahoo.co.in
Website : www.mrips.co.in

Venkat Ramana Kuruhuri
Director - Career Guidance and International Relations

MALLA REDDY UNIVERSITY
www.mallareddyuniversity.ac.in

Malsammaguda, Kompally
Hyderabad - 500100,
Telangana State, INDIA.
Mob: + 91 - 9494235450
director@mallareddyuniversity.ac.in



PROGRESS *to date*

1. COST SAVINGS \$1.5M

- ~ 33% reduction in faculty lines
- ~ 50% reduction in staff
- Cut all extraneous expenses

2. 7 year accreditation; CE program reaccredited

3. Enrollment gains (BS, MS and PharmD)

4. NAPLEX scores = +23% (tied for sixth largest gain nationwide)



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Pharmaceutical Sciences (MS/MA)
PharmD (Doctorate)

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