

MINUTES
Marshall University Board of Governors
Microsoft Teams Meeting at
Shawkey Dining Room/Memorial Student Center
Livestream and In-Person
December 13, 2023

Present: Geoff Sheils, Shawn Ball, Kipp Bodnar, Kathy D’Antoni, Patrick Farrell, Donnie Holcomb, Carol Hurula, Angel Moore, Samuel Moore, Chad Pennington, Robin Riner, Bill Smith, Walker Tatum

PH: Ginny Lee, James C. Smith

Absent: Kathy Eddy

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 Donnie Holcomb, seconded by Carol Hurula, the minutes of the meeting held on October 11, 2023, were approved.

III. Committee of the Whole

Action Items

A) Approval of Updated Policy No. GA-11- Policy on Rulemaking by the Board of Governors

The following resolution was read:

Resolved, That the Marshall University Board of Governors does hereby approve the, updated Policy No. GA-11, Policy on Rulemaking by the Board of Governors.

- *GA-11 is being amended to effectuate the change in Board of Governors policies, as requested by the Board. Under the new system, the Board of Governors' policies will be called "rules" as set forth in the West Virginia Code. Policies that come under the delegated authority of the President will now be referred to as University Policies and will require the approval of the*

President or his designee. The Administrative Procedures will essentially remain the same. The Faculty and Staff are currently working on the Administrative Procedure required by these amendments. Upon approval of this resolution, a comment period will open and remain open until 10:00 am on Friday, January 12, 2024. If substantive comments are received, a final policy will be presented to the Board for approval at a subsequent meeting. The policy changes for any individual policy are approved as final at the conclusion of the comment period if no substantive comments are received for that policy.

Upon motion by Kathy D'Antoni, seconded by Patrick Farrell, no discussion, a vote of aye, no objections and the motion carried unanimously.

B) Approval of Recategorization of Policies/Rules

The following resolution was read:

Resolved, That pursuant to WV Code §18B-2A-4 and the Resolution of January 2002, the Marshall University Board of Governors does hereby approve the transfer of certain policies to the President as University Policies and does hereby retain certain policies as Board of Governors Rules, and does hereby rescind certain university policies as outlined on the attached list, and this action shall become effective January 1, 2024.

- *Whereas the Board of Governors, pursuant to WV Code §18B-2A-4, has been given certain powers and duties by the State of West Virginia; and Whereas, the Board of Governors, consistent with those powers, transferred the governance of the day-to-day operations of the University to the President by Resolution dated January 23, 2002 (Resolution); and Whereas, the Board of Governors, in an effort to have the University's rules, policies and procedures consistent with State Law and the Resolution, desires to transfer to the President certain Board of Governors policies which are more appropriately under the authority of the Office of the President; and Whereas, the Board of Governors wishes to establish Rules for those areas where it is required to retain authority. Now, therefore the Board does hereby adopt the Rules and transfers to the President the University Policies as set forth on the attached chart. Further, the Board does hereby rescind the policies marked for "removal" on the attached chart.*

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

II. Committee Meeting Reports

Academic and Student Affairs

Action Items

A) Approval of Degree Addition: PhD in Engineering

The following resolution was read:

Resolved, That the Marshall University Board of Governors does hereby approve the Degree Addition for PhD in Engineering.

- *To keep its global leadership and competitiveness, it is important for the United States to produce new leaders in engineering to address 21st century engineering problems. One of the primary goals of the West Virginia Higher Education Policy Commission's "Vision 2025: West Virginia Science and Technology Plan" is to increase the number of doctoral graduates to support research activity and the proposed degree program would align well with this strategic vision. The proposed PhD program in Engineering will enable the concept of approaching applied problems via a holistic solution-oriented approach and graduates will be qualified for a wide array of public-sector and private-sector engineering positions. CECS strongly believes that the establishment of this program is timely given the strong potential of this degree program to increase the College's research impact and productivity, increase the enrollment, and stimulate economic development in the area, meeting the state's job demands that require more advanced research skills and qualifications.*

Upon motion by Patrick Farrell, seconded by Walker Tatum, 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 started by mentioning that this Fall Semester has started out successfully, with an increase in enrollment, including a 13.3% increase in first time freshman students, with an overall enrollment increase of 4.6%. He noted that due to these increases, Marshall University finds itself in a relatively small percentile among state universities experiencing enrollment growth. Provost Mukherjee discussed the academic committee's recent meeting, where three presentations were made. One of these presentations focused on graduate studies and was presented by Assistant Provost Carl Mummert. The introduction of the Ph.D. program in engineering was highlighted as a valuable addition to their graduate offerings. The provost expressed gratitude for its approval, emphasizing its significance in addressing workforce needs in science and technology within the state, maintaining the university's Carnegie research status, and increasing the number of doctoral graduates. He noted that graduate programs play a substantial role at Marshall University, with over 3,000 graduate students, constituting about 27% of the total student population. This percentage is higher than that of many other universities. Marshall currently offers 57 master's programs, and with the addition of the Ph.D. in engineering, they now have five research doctorates and six professional doctorates. Additionally, the provost mentioned a 5% growth in graduate enrollment from the previous year. Provost Mukherjee also highlighted the university's focus on increasing the online graduate student population, which currently accounts for 32% of all graduate students. During his presentation, Dr. Mukherjee mentioned the following significant achievements and milestones within various academic units and support services at the institution. Provost Mukherjee emphasized the success of the College of Arts and Media. He mentioned both faculty and student achievements, showcasing the college's excellence. One notable accomplishment highlighted by Provost Mukherjee was the recognition of Ashley Garrett, a

Bachelor of Fine Arts in Graphic Design alumna, as the 2023 West Virginia Secondary Educator of the Year. Garrett, a Marshall alumna, is teaching in Boone County and has earned recognition as a leading educator in secondary education across the United States.

Provost Mukherjee also praised a faculty member from the college, Dr. Chuck Bailey, who serves as the faculty advisor for WMUL, the university's radio station. Dr. Bailey received the Dave Black Excellence in Advising Award from College Broadcasters this year, further reflecting the college's commitment to excellence in both student and faculty accomplishments.

He also talked about the College of Engineering and Computer Sciences securing a \$250,000 grant to create the Critical Infrastructure Cyber Security Center, emphasizing their dedication to advancing cybersecurity research and education. Also, within the College of Engineering, Provost Mukherjee highlighted an exceptional research project that received the Best Paper Award. This project was a collaborative effort involving a faculty member, an undergraduate student named Alexa Hoffman from the Department of Computer Sciences and Electrical Engineering, and two local high school students. Together, they co-authored a paper titled "Fuzzy Logic Control for Flexible Joint Manipulator: An Experimental Implementation," which earned the Best Paper award at the 2023 Control, Automation, and Systems Engineering Conference.

Regarding the College of Education and Professional Development, Provost Mukherjee mentioned that the college hosted the Southern Regional Council for Educational Administration, with Dean Teresa Eagle opening the conference. Additionally, he noted that Dr. Eugenia Lambert, from the Leadership Studies department, served as the SRCEA Conference Chair, securing her appointment as President for 2024. He also mentioned that Dr. Brian Kinghorn, a faculty member within the education department, had the honor of serving as the Director of the Summer 2023 National Youth Science Camp. This camp, of significant national importance, returned to West Virginia for its sixteenth anniversary, hosting 94 student delegates representing 44 states, Washington, D.C., and nine additional territories.

In the College of Health Professions, Provost Mukherjee mentioned that Dean Michael Prewitt was elected as a commissioner to the Physical Therapy Reaffirmation Panel for the Commission on Accreditation in Physical Therapy Education (CAPTE). Provost Mukherjee discussed the memorandum of understanding (MOU) between Marshall University and the West Virginia School of Osteopathic Medicine (WVSOM) in Lewisburg. This MOU aims to establish a DO/MPH dual degree program, where medical students will enroll in the Marshall MPH program during their third year, complete the program requirements, and then proceed to the final two years of clinical practice at WVSOM. In addition, Provost Mukherjee mentioned that the School of Physical Therapy is collaborating with West Liberty University to accommodate up to 20 Doctor of Physical Therapy (DPT) students annually.

He also highlighted that the College of Liberal Arts established an exchange agreement between the English Language Institute and Rangsit University in Thailand. It was also mentioned that the undergraduate Humanities program hosted the annual meeting of the West Virginia Philosophical Society in November.

Provost Mukherjee discussed the College of Science's celebration of a remarkable achievement with alumnus Jerry R. Keyser's generous gift of \$300,000 to establish a scholarship supporting undergraduate biology majors. The four-year scholarship seeks to nurture students' development as the future generation of scientific leaders.

In conjunction, Provost Mukherjee noted that Marshall alumni Lonnie Thompson and Elaine Thompson, his wife, were prominently featured in the recently released documentary titled "Canary." The documentary provides insights into the lives and careers of both individuals who have dedicated their professional lives to Ohio State University and the National Academy of Science. Dr. Lonnie Thompson was also honored with the National Medal of Science. Their groundbreaking research, which involved collecting ice cores from various parts of the world, revolutionized the way scientists comprehend climate change.

Additionally, he mentioned that the Lewis College of Business organized the 4th Annual Business Research Conference, which featured 31 presentations from 3 countries, 10 states, and 16 universities.

In the Division of Aviation, Dr. Mukherjee discussed the significant progress of purchasing an H125 rotorcraft. Airbus has agreed to provide the ten-year maintenance, rotorcraft exterior and interior design and finishing to Marshall University's specifications, equipment for movement of the rotorcraft, and training for one pilot and one maintenance technician. The rotorcraft is expected to arrive in early 2024.

In regard to the School of Pharmacy, he mentioned the introduction of two new certificate programs in pharmacy law and tobacco cessation, and the launch of the BS in Pharmaceutical Sciences as the school's first undergraduate program. He also noted that the School of Pharmacy hosted several community events throughout the fall semester, including flu and COVID-19 vaccine clinics for employees and students, the Inaugural Women's Health Fair in connection with the Prevention Empowerment Partnership Meeting, and an American Red Cross blood drive.

Provost Mukherjee announced that Marshall has recently entered into a MOU with TKM University in India. This agreement offers our faculty and students the chance to engage in international study experiences in the fields of liberal arts and sciences. Furthermore, it establishes a foundation for potential future collaborations between the two institutions.

He remarked the Center for Student Success marked a noteworthy accomplishment through the success of the Supplemental Instruction (SI) Program. Students who actively engaged in the program achieved a remarkable 20-24% higher performance compared to their peers in gateway courses. In addition, he also mentioned that the University Libraries unit marked a significant milestone by celebrating the 25th birthday of the John Deaver Drinko Library on October 24, an occasion filled with performances, presentations, and community engagements.

Lastly, he addressed the presentation by Dr. Marcie Simms on the advancements in Student Affairs. He pointed out that Student Affairs offers an extensive array of resources, encompassing advocacy reporting systems, student conduct programs, the expansion of the counseling center, the development of wellness initiatives, support for student advocacy, intercultural affairs initiatives, and programs related to planning and parenting. Additionally, he spoke on several inclusivity efforts, including the Week of Welcome, the Military and Veterans Affairs office, and the Marshall University app, which has demonstrated positive outcomes and is in a continuous state of growth.

Student Representative Report

Walker Tatum, Student Body President, gave the Student Representative update. Walker marked the midpoint of his term and shared updates on his and the Vice President's initiatives. These initiatives encompassed various aspects of Student Government Association activities and the wider campus

community. One significant achievement that Walker highlighted was the graduation of approximately 15 apprentices from the Student Government Association's program. These students, initially freshmen, have undergone courses to familiarize themselves with the organization and will serve as senators in the upcoming spring semester. Walker also emphasized that the Student Government Association has provided \$14,000 to support student organizations on campus. Moreover, collaborative efforts have been initiated between SGA and the Student Athlete Advisory Council (SACK) to work on projects and service activities. In his report, Walker spoke about how mental health support was another focus, with the "green band" initiative offering Mental Health First Aid training to students, including student-athletes.

A crucial area of concentration that Walker stressed was the Hunger-Free Campus Act, aimed at addressing food insecurity. Meetings with relevant officials and surveys were conducted to gather data and advocate for improvements in this regard. Additionally, plans for Marshall University Day at the Capitol were mentioned, highlighting student representation and legislative engagement. Walker discussed improvements for future fountain ceremonies, including a nomination process for keynote speakers. There were also plans to streamline funding for these ceremonies.

He noted food insecurity remained a top priority, with discussions about expanding the food pantry and thrift store on campus to better serve students. Collaborations with other departments and initiatives to make these resources more accessible were in progress. Walker mentioned the upcoming Sunbelt Conference Food Fight, an event focused on collecting donations for those in need, involving various universities.

In closing, Walker expressed excitement for the upcoming semester, emphasizing the importance of collaboration and partnerships to address key issues on campus effectively.

School of Medicine Report

Dr. David Gozal, Dean of the School of Medicine, presented the School of Medicine report. Dr. Gozal discussed the significant changes implemented by the School of Medicine in 2020. These changes marked a transformative shift in the school's approach to pre-clinical and clinical education, as it transitioned to an active learning format. This vertically-integrated curriculum not only equips students with a strong foundation in the theories of human health and disease but also emphasizes the development of essential skills and attitudes required of effective physicians. By providing students with earlier exposure to clinical settings, the school aimed to foster the growth of "master learners" who excel in lifelong learning, problem-solving, data analysis, critical thinking, communication, and team-building.

Dr. Gozal highlighted the school's impressive performance, including a STEP1 first-time pass rate of 97% (compared to the national average of 92%) and a STEP2 first-time pass rate of 99% (compared to the national average of 98%). Additionally, the school achieved a 100% match rate in 2023, 2022, and 2021.

He also mentioned the recognition of second-year medical student Ashalia Aggarwal as the 2023 Outstanding Rural Health Student of the Year by the West Virginia Rural Health Association (WVRHA) for her leadership and advocacy in rural health. Dr. Gozal discussed the visit of world-renowned geriatrician Professor Willie Molloy, who delivered a Grand Rounds lecture and assessed opportunities for expanding geriatric/gerontology programs at Marshall University. Professor Molloy holds positions at University College Cork, Ireland, and McMaster University, Ontario.

Furthermore, he noted the success of Marshall's 35th Annual Health Sciences Research Day, on Nov. 10, which featured more than 100 students from various health profession programs participating in oral and poster presentations.

Dr. Gozal concluded his update by mentioning that since the public launch of the Marshall Health Network on Oct. 17, significant progress has been made in establishing it as an integrated group practice within the academic health system. Key updates include the formation of a transition team responsible for overseeing the integration process. Additionally, a new Board of Directors has been identified, ensuring representation across the system. The integration effort has also involved onboarding eight physicians into faculty and leadership roles as divisional chiefs and board members. Furthermore, all physicians within the Marshall Health Network have been welcomed into the integrated group practice.

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

Athletic Committee

There were no action items brought to the Board.

A) Information Items

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

NCAA Legislation Update

Athletic Teams Update

Budget Update

Finance, Audit and Facilities Planning Committee

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

Action Items

A) Receipt of Final Audited Financial Statements for Fiscal Year 2023

The following resolution was read:

Resolved, That the Marshall University Board of Governors received the Final Fiscal Year 2023 Audited Financial Report.

- *During the October Board meeting, the financial statements that were presented were still considered draft financial statements. We are now presenting the Final Fiscal Year 2023 Financial Statements for Marshall University for receipt by the Board of Governors.*

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

B) Approval of Updated Capital Project Statement for Baseball Stadium

The following resolution was read:

Resolved, That the Marshall University Board of Governors approves the revised Capital Project Statement for the baseball stadium.

- *Since the time the baseball stadium project commenced, we have encountered additional costs that were not contemplated during the first two phases of the project. To reduce costs associated with these unplanned contingencies, consideration was given to not completing build-out of the interior of the softball building, which would result in a savings of \$1.4 million. However, the contractor had already accounted for mobilization cost in and out of the project for all needed equipment, full-time non performing supervision (needed for both buildings as site improvements), temporary heating and cooling, phone expense, transportation expense, bond premiums, insurance premiums and builders risk premiums. In addition, the contractor had placed material orders to ensure the deadline for stadium completion was not missed. Canceling orders now, in some cases, will result in restocking fees as well as the risk of that item increasing in cost. Our contractor believes a decision not to complete the softball building currently is a risky position. Additionally, the softball building will house the IT infrastructure and locker rooms for the visiting team and officials. As noted, the additional cost to finish the softball building is \$1.4 million. The contractor also has encountered some unforeseen issues with soil and drainage that have added expenses to this project. Soil treatment resulted in an unexpected \$1.1 million increase, and additional drainage was required because of stormwater issues created by the addition of a significant amount of hardscape to the area, at a cost of \$850,000. To enhance the overall fan experience and make Wi-Fi available throughout the stadium, an additional \$350,000 is required. Finally, because of construction moving ahead of schedule, upfront payments were accelerated, which resulted in the need to add \$500,000 to the end of the project to match cash flow.*

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

C) Information Items

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

Finance Update

Facilities and Operations Update

Internal Audit Update

Annual Gramm-Leach-Bliley Act (GLBA) Assessment & Information Security Update

IV. President's Report

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

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

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

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

Resolved, that the Marshall University Board of Governors approves the University entering into a personnel contract within the Department of Athletics. The Board further authorizes the President of the University to execute the necessary document to enter into this personnel contract.

- *Marshall University has reached a tentative agreement with a coach within the Department of Athletics and seeks approval from the Board of Governors.*

Upon a motion by Samuel Moore, seconded by Walker Tatum, no discussion, a vote of aye, no objections and the motion carried unanimously, with the exception of Chad Pennington, who abstained from voting.

VI. Chairman Sheil's Report

Chairman Sheils conveyed appreciation to all attendees and extended holiday wishes. He recognized the significance of each individual's participation and the successful initial six months. Chairman Sheils mentioned that he would save additional remarks for the next meeting and inquired if there were any outstanding announcements or business matters to discuss, to which there were none.

VII. Announcements

The next meeting will be held on February 7, 2024. The notice will be forthcoming.

VIII. Adjournment

Without objection, the Board Meeting was adjourned.

Respectfully submitted,

Kathy D'Antoni, Secretary

<p style="text-align: center;">Board of Governors President's Report December 2023</p>
--

- Thank you, Mr. Chairman.
- With the Fall 2023 semester and our Winter Commencement successfully concluded, I want to take this opportunity to thank you ...
 - For your commitment to our students' and our employees' success ...
 - And for the thought partnership and counsel that you provide to me and this administration throughout the year.
- As I've shared with our team, we have something special at Marshall, and it doesn't happen by accident ...
 - It takes conviction and hard work to build a culture that is committed to a common purpose, that cares about one another, and invests the time to ensure all voices are heard and considered as we chart the course for the future together.
- This commitment to “we” and the teamwork that we've invested as a campus community to architect our strategic roadmap – Marshall For All, Marshall Forever – continues to build positive momentum.
- In this context, I wanted to focus today's update on 3 topics:
 - Enrollment and student success
 - Employee Engagement
 - And our Financial Outlook

- Starting with enrollment and student success:
 - **Enrollment** continues to remain positive ... as you heard from Avi's report.
 - Provost Avi and the entire campus community have really leaned in and demonstrated what we can achieve when we work together.
 - The team has focused on the end-to-end student experience ... with expanding our focus to include 10 student personas in our Strategic Enrollment Management Plan ...
 - To reinforcing our value proposition as an affordable, flexible and achievement-oriented education at every moment of truth.
 - I thought I would share a few examples, beginning with marketing:
 - In our update at the October meeting, I demoed the creativity that Dave Traube and the marketing team have been producing ... showing the virtual campus tour that was recorded with a drone as one example ...
 - Well, marketing is more than sizzle to break-through the clutter, it requires tangible results that are effective and efficient.
 - We've all heard the old cliché that only 50% of marketing works ... if we only knew which 50% it was!
 - Well, our team has been tackling that problem ... doing the hard work with each of our colleges and units ...

- They've revamped 50% of our university website and implemented new landing pages.
 - They've been shooting custom videos, ranging from videos targeting first generation students, to seasonal videos that showcase our campus ...
 - And they've upped our game significantly on social media with Marshall Moments that inspire the mind and the heart.
 - The results-to-date are promising:
 - Our click-thru rates on the website are up 22%;
 - Conversion to taking action has improved to 2.8% vs. a previous .86%;
 - And our cost per lead is now \$63, as compared to \$244 last year and vs best-in-class benchmarks of \$120.
 - The team is combining inspiration and rigor, producing data-informed decisions that are resonating with prospective students and their families, while improving efficiency as well.
- But it doesn't stop there ... this team effort has included Brian Morgan and our Institutional Research team ...
- Brian has brought a new level of creativity and commitment to building a data-informed culture, and he has applied it to finding ways to assist prospective students and their families understand the superior value proposition at Marshall University.

- As we have discussed, affordability remains a barrier & key decision-criteria for prospective students & families
 - Brian is partnering with Marketing to publish an interactive tool that compares Marshall's net tuition costs with any of the peer institutions ... and I thought I'd share a quick demo:
 - The first is Marshall's annual cost of \$8,706
 - Here is how we compare to WV's 4-year schools
 - Here is our comparison to those in the HEPC
 - As compared to Southeast Region Ed. Board
 - Other Carnegie R2 Research Universities
 - And to our peers in the Sunbelt Conference
 - Once this is published, our next step is to show the ROI on that investment for students who graduate ... stay tuned
- This translates into innovation being tested in the classroom.
- As we seek to ensure our educational experience is affordable, flexible and focused on lifetime achievement ...
 - Our faculty have been partnering with our IT team to find ways to ensure our educational experience is focused on delivering an in-demand curriculum, that is available on-demand, with areas of distinction.
 - I thought I'd share a quote from one of our students who provided this feedback to her professor at the end of a semester of having taken a course in a Hyflex classroom, which provides in-person or online options

- The student wrote: “I enjoyed this course tremendously. I was a bit timid at first but found that this style of teaching allows me to pay all my bills, have a job, nanny two kids, and even go on an extended vacation and be able to check in for class time from my parents’ house.
 - Being a student does not mean that other aspects of my life cease to exist. This class and others like it allowed me to be a person who is pursuing her education and not just a one-dimensional student.
 - I am looking forward to more classes like this and the future of education.”
- That says it all ... to wrap-up this section, enrollment is trending up and it is the result of reimagining the student experience at every moment of truth ... and we’re just getting started!
- None of this happens without talented and engaged employees who operate in an environment where they can innovate and do the best work of their lives.
- This takes me to my second topic ... our inaugural annual employee survey:
 - One of the themes that emerged from the first 100 days listening tour was the desire to find ways for all employees to have venues to share their input on an ongoing basis.
 - As we studied best practices, we discovered that many have implemented an annual employee survey, conducted by an external 3rd party, that allows for actionable feedback across the academy at all levels ... on an on-going basis.

- Our Human Resources team assessed the various external providers and selected Sirota, owned by Mercer Consulting, for their experience and expertise in conducting these surveys in both higher education and private industry institutions.
- The survey is administered in a way that ensures individual anonymity, while providing actionable feedback at a working group level.
- The survey consists of core questions that are consistently used across institutions to allow for peer comparisons, with 5 custom questions that allow you to learn more about a specific topic on your campus.
- We are committed to conducting this survey annually, and to prioritizing and acting on the feedback received
 - If you recall from our Marshall For All, Marshall Forever game plan, we have 3 year stakeholder goals for students, employees, the state and for Marshall ...
 - The results from this survey will be populated and tracked in the employee section of our scorecard.
- The path forward is for these results to be cascaded and discussed by individual work groups in the coming months, with clear priorities to improve and action plans being shared in the Spring.
- I thought I would review the high-level themes today, reinforcing our commitment to continuing to listen and strengthen our culture of accountability and caring across the academy.

- In terms of participation, 1,334 individuals completed the survey ... this is 65% of the employees ...
 - Benchmarks suggest the norm for first time surveys is 50%, so we're out of the gates strong.
 - Our goal is to improve participation levels as we demonstrate the safety and actionability of how this feedback will be used.
- Compared to other higher education peers ...
 - 13 items exceeded peer benchmarks
 - 27 were in the range of peers
 - And 8 scored below benchmarks
 - It is important to note that our internal results revealed no statistical variation when cut by gender, race and ethnicity ... reinforcing that Marshall's commitment to inclusivity is reflected in consistent experiences across different groups.
- **Areas where Marshall performed above other higher education institutions included:**
 - Pride/confidence in the future of the university
 - Feelings of accomplishment
 - Respect/relationship w/ my immediate supervisor
 - A culture of inclusion and belonging

○ **Specifically, when answering the questions:**

- I have confidence in the future of my University.:
Marshall scored + 6 points higher than our peers.
- My University communicates effectively with employees on matters that affect them: +9
- Senior leaders give employees a clear picture of the direction the University is headed: +6
- Senior leaders encourage reporting important information up-the-line, even if it's bad news: +6
- The work environment at my University supports the development of new and innovative ideas: +7
- My immediate manager / supervisor supports my professional development: +5
- I feel that my career goals can be met at my University: +6
- I have the decision-making authority I need to do my job effectively: +6
- I feel free to speak my mind without fear of negative consequences: +12
- I have the opportunity to continually learn and grow at my University: +7
- I would choose to stay with my University even if offered the same pay and benefits elsewhere: +5

- I am able to cope effectively with stress at work: +5
- I can be myself at work (i.e., I can be my authentic self): +6
- **Areas where we lag peer institutions today include:**
 - Performance Accountability & Pay
 - Leadership listening and acting on input
- **Specifically:**
 - Senior leaders have a sincere interest in their employees: -6
 - I believe the results of this survey will be used constructively by management: -8
 - People here are held accountable for results: -21
 - Where I work, there is a spirit of cooperation and teamwork: -6
 - I believe I am compensated fairly (i.e., pay and benefits) for what I do: -9
 - I feel I have the right tools and resources (e.g., equipment, parts, supplies, hardware, software, etc.) to do my job properly: -10
 - The better my performance, the more I will be rewarded: -14

- Considering everything, how would you rate your overall satisfaction at your University at the present time: -6
- In addition, we asked a custom question about the upcoming implementation of campus carry, and there is notable concern about overall safety which is to be expected as we prepare for the “go-live” date in the upcoming summer.
- Facts are friendly, even when they tell us things we don’t wish to hear ...
 - We have much to feel good about, and more work to do to be the best we can be ...
 - You have my commitment we will continue to strengthen the areas where we excel, and improve on the areas we fall short ...
 - It will take all of us pulling together, just as we have with our strategy and structural deficit ...
 - Which is why I am confident that you will continue to see our participation rates and our overall results improve in the years ahead.
- **Which takes me to my final topic ... our financial outlook.**
 - As you recall, we entered the year with a forecasted structural deficit of \$28M and a strategic and financial roadmap to return Marshall to a net positive financial position by 2027.
 - As a result of the campus community pulling together, we have reduced that structural deficit to \$22M to-date ...

- The progress is the result of focusing on growth in enrollment ...
- Increasing our effectiveness and efficiency of our execution, such as the marketing improvements in cost-per-lead, augmented by efforts that include experimenting with artificial general intelligence to reimagine work processes ...
- Bolstered by our Save-to-Serve initiative to reduce waste and inefficiency in our Supplies and other Services, while we move to a more empowered Incentivized-Based Budget model that places the accountability closer with those who do the work each day.
- We have work ahead, but we are putting the necessary pieces in place to build a strong and growing institutions for years to come.
- Wrapping up, I am proud of the culture we continue to craft and cultivate together at Marshall University ...
 - As I said in my opening statements, it doesn't happen by accident ...
 - It takes conviction and hard work to build a culture that is committed to a common purpose, that cares about one another, and invests the time to ensure all voices are heard and considered as we chart the course for the future together.
- This commitment to “we” and the plans we’ve implemented as a campus community continue to build positive momentum.
- It remains the privilege of my lifetime to serve with such talented individuals who care about the mission we collectively pursue.

- Thank you for allowing me this privilege.
- And with that, Mr. Chairman, I'll conclude my report.