**MINUTES**

**Marshall University Board of Governors**

**Microsoft Teams Meeting at**

**Shawkey Dining Room/Memorial Student Center**

**Livestream and In-Person**

**February 7, 2024**

**Present:** Shawn Ball, Kathy D’Antoni, Kathy Eddy, Patrick Farrell, Donnie Holcomb, Carol Hurula, Samuel Moore, Robin Riner, Geoff Sheils, Walker Tatum

**PH:** James C. Smith

**Absent:** Kipp Bodnar, Ginny T. Lee, Angel Moore, Chad Pennington, Bill Smith

**I. Call to Order**

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

Chairman Sheils mentioned the recent passing of two former Chairmen of Marshall’s Board of Governors, Philip E. Cline and James R. Bailes. Sheils cited their decades of contributions and endeavors that have made an indelible impact on the University and the Board of Governors. In recognition of their exemplary past service, and in honor of their memory, the Board paused for a moment of silence.

**II. Minutes Approval**

Upon a motion by Donnie Holcomb, seconded by Carol Hurula, the minutes of the meeting held on December 13, 2023, were approved.

**III. Committee Meeting Reports**

**Academic and Student Affairs**

Action Items

There were no action items brought to the Board.

Information Items:

**Provost Report**

***Provost Avi Mukherjee*** gave the Provost’s Update. Provost Mukherjee delivered the Provost’s Update, wherein he reported that Dr. Rob Quicke, Director & Professor at the W. Page Pitt School of Journalism & Mass Communications, authored 'Finding Your Voice in Radio, Audio, and Podcast Production,' textbook published by Routledge Press. He further noted that Dr. Simon Shim, assistant professor of Biomedical Engineering, secured $15,000 in NASA funding for pioneering research on radiation effects on genomes and hematopoiesis in astronauts. Additionally, Dr. Marc Ellison, Executive Director of the WV Autism Training Center, achieved distinction as Chair of the Autism Society of America's Panel of Professional Advisors. Moreover, Provost Mukherjee highlighted that the College of Health Professions received a $50,000 grant from the American Electric Power Foundation to enhance STEM technology training and community outreach. He emphasized the Thundering Word Speech & Debate Team's success, with 80 awards and 15 first-place trophies, under the leadership of Dennis Taylor. Furthermore, he mentioned the installation of a Leica Stellaris 8 STED optical microscope valued at $1.2 million in the College of Science, offering advanced fluorescence microscopy. He also discussed how Aviation has strengthened its collaboration with Embraer, highlighting student projects and promoting future educational endeavors.

He also pointed out the inauguration of the Brad D. Smith Center for Business and Innovation, which provides cutting-edge facilities for student learning. Furthermore, the School of Pharmacy introduced a new master's program in Pharmaceutical Leadership and Informatics, broadening academic offerings. University Libraries showcased academic excellence by publishing ten electronic thesis dissertations. Provost Mukherjee reaffirmed commitment to excellence, emphasizing its extension beyond classrooms through various student support services and programs contributing to overall academic success. He highlighted collaborative efforts leading to significant improvements in retention and graduation rates, mentioning the Center for Student Success facilitating the acquisition of course materials for 47 students. Additionally, he commended the MU Student Veterans of America (SVA) chapter for receiving the Chapter of the Year award and underscored the crucial mental health services provided by the Counseling Center. Notably, the Master of Criminal Justice program was ranked #33 nationally among the best programs. Finally, he noted the record-high online student enrollment for Spring 2024, indicative of the success of proactive outreach efforts and the increasing popularity of online learning opportunities at Marshall University.

**Student Representative Report**

***Walker Tatum*,** Student Body President, gave the Student Representative update. During his report, Walker provided an extensive overview of the Student Government Association's (SGA) multifaceted activities and strategic engagements. He began by expressing his enthusiasm to represent the SGA and updated the audience on various ongoing initiatives. Walker emphasized the pivotal role played by the SGA in facilitating the functioning of student organizations on campus, elucidating the meticulous process through which these organizations secure funding from the SGA's budget. He detailed how student organizations, especially nascent ones, can access financial resources from the SGA to host events, conduct recruitment drives, or undertake organizational activities essential for their growth and sustainability.

Delving deeper into the financial aspect, Walker provided specific figures, disclosing that the SGA had disbursed over $20,000 in funding to student organizations since the start of the year. He elaborated on the diverse range of events and initiatives supported by these funds, showcasing the breadth of activities enabled by the SGA's financial backing.

Furthermore, Walker elaborated on the resolutions passed by the SGA and elaborated on the collaborative efforts between himself and Vice President Callia to ensure these resolutions are effectively communicated to President Smith and other relevant stakeholders for implementation. He underscored the proactive approach adopted by the SGA in advocating for positive changes and enhancements within the university community, reflecting their commitment to student welfare and empowerment.

In addition to campus-centric endeavors, Walker shed light on the SGA's active participation in broader advocacy efforts, such as Marshall University Day at the Capitol, where students passionately advocated for the university's interests and priorities to state legislators. He also provided updates on the upcoming student government elections, underscoring the importance of student participation in the democratic process of governance within the university. He notated that filing is scheduled for March and elections will be held in April.

Moreover, Walker provided detailed insights into the SGA's involvement in addressing critical issues beyond campus borders, including student retention, food insecurity, and mental health. He outlined collaborative initiatives with state leaders and educational institutions to gather comprehensive data on student retention trends and devise effective strategies to retain talented graduates in West Virginia.

Regarding food insecurity, Walker discussed the SGA's relentless advocacy for the Hunger Free Campus Act and their concerted efforts to engage with state legislators to address this pressing concern. He also shared plans for upcoming service projects aimed at supporting the local community and expanding the university's food pantry to better serve students facing food insecurity.

Walker concluded his report by elaborating on the Sunbelt Conference Food Fights initiative, a collaborative effort aimed at combating food insecurity on campuses. Additionally, he reflected on the overwhelmingly positive response received during Green and White Day, expressing optimism about its potential to positively influence student enrollment and campus engagement.

**School of Medicine Report**

***Dr. David Gozal***, Dean of the School of Medicine, presented the School of Medicine report. During Dr. Gozal’s report, he highlighted several key points. Firstly, he mentioned that The School of Medicine welcomed 30 incoming physician assistant students in the Class of 2026, representing diverse backgrounds from 12 undergraduate colleges and universities. He provided statistics about the class, indicating that 77% are West Virginia residents, 40% are Marshall University graduates, 13% are first-generation college graduates, and 57% were raised in areas with a population of less than 10,000. The total enrollment in the 28-month program now stands at 84 students, with the inaugural class completing the program in 2023, achieving a 100% pass rate in the Physician Assistant National Certifying Examination. Dr. Gozal also discussed the School of Medicine's scholarly publications in 2023, noting that 374 articles were published in peer-reviewed journals, with 174 of them cited by other publications. Additionally, 28% of the articles were cited more than once, and 36% received online Altmetric attention. He further elaborated on the MD Early Assurance program, offering a clear pathway to medical school for high-achieving students, both in-state and out of state.

Moreover, Dr. Gozal mentioned Marshall University hosting pre-med and medical students from Delaware, Pennsylvania, and West Virginia at the Student National Medical Association (SNMA) Region VIII medical education conference. The attendees engaged in various activities, including interactive workshops, networking opportunities, and panel discussions led by medical professionals and educators including Dr. Ali Oliashirazi demonstrating a mock knee replacement during the event.

Lastly, Dr. Gozal spoke about the 5-year anniversary of Project Hope. Since its opening in December 2018, Project Hope for Women & Children has provided a safe living environment and treatment resources to 211 families, facilitating long-term recovery for mothers with substance use disorder. Additionally, it was stated that Project Hope has reunified more than 25 children and saved West Virginia over $100,000 in foster care costs in 2023. Moreover, the project admitted 12 clients directly from jail, resulting in savings of over $600,000 for West Virginia.

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

**Athletic Committee**

Action Items

There were no action items brought to the Board.

Information Items

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

*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) Approval of Renovations to the Strayer Building**

The following resolution was read:

*Resolved, That the Marshall University Board of Governors approves renovations to*

*the Strayer Building. It is further recommended that President Brad D. Smith be authorized to execute any documents to effectuate those renovations.*

* *In 2019, Marshall Health entered into a joint venture with Mountain Health Network (MHN) and HealthTrackRx to create Mountain Health Clinical Solutions (MHCS) in order to offer clinical and laboratory services that would identify and prevent opioid and controlled substance misuse. The ultimate goal of this joint venture was to assist employers in managing the effects of substance use in their workforce. In 2023, MHCS was dissolved, and the operation moved under the umbrella of Marshall Health, creating Marshall Toxicology. With the assistance of Cabell Huntington Hospital, Marshall Toxicology has operated a toxicology laboratory in Huntington, WV. Operations are currently housed in an MHN-owned facility on Third Avenue in Huntington. This facility has been deemed adequate for current operations but is unsuitable for future growth. With this in mind, School of Medicine (SOM) leadership pursued and secured a $3 million federal earmark for the development of an academic toxicology center. As part of the earmarking process, a Marshall Health-owned facility in Teays Valley (formerly the Strayer Building) was identified as the site of this new development. This facility is approximately 15,000 square feet in total, located adjacent to Marshall Health’s Teays Valley Building, and currently vacant. Upon favorable consideration of the original earmark request, SOM requested a $3 million supplemental state appropriation for the renovation of the remainder of the building. In response, the Governor’s Office awarded a reduced $1 million appropriation, resulting in a total of $4 million being awarded for the project..*

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

**B) Approval of the Construction of the Second Floor of the Joan C. Edwards School of Medicine Facility at Chapmanville, West Virginia**

The following resolution was read:

*Resolved, That the Marshall University Board of Governors approves the construction of the second floor of the Joan C. Edwards School of Medicine facility at Chapmanville, West Virginia. It is further recommended that President Brad D. Smith be authorized to execute any documents to effectuate those renovations.*

* *In 2008, the Joan C. Edwards School of Medicine (SOM) was awarded funding from the U.S. Health Resources and Services Administration (HRSA) to develop a rural clinic facility in Chapmanville, WV. The funding was utilized to construct an approximately 10,700 square foot, two-story structure designated the Robert C. Byrd Rural Health and Education Center. Initial construction included full buildout of the ground floor with the second floor shelled for future development. Upon completion, the ground floor was leased to Coalfield Health (a federally qualified health center look-alike) and Logan Regional Medical Center. Currently, Coalfield Health provides primary care services at the site and Logan Regional provides laboratory services. In 2023, SOM leadership pursued and secured a $750,000 federal earmark to complete buildout of the second floor to provide additional primary, specialty, and subspecialty care, as well as telemedicine and clinical research services to the area. This renovation will involve the buildout of approximately 5,100 square feet of clinical and support spaces. Total costs for the project are estimated at $1,724,154, which include construction, contingencies, architectural/engineering fees and furnishings. The program will be funded through a $750,000 HRSA earmark, $600,000 in rural health support from the Stern Floc lawsuit endowment, $50,000 in community support, and $324,154 in clinical revenue or third-party contributions. Construction will take place at SOM’s Chapmanville facility at 386 Airport Rd., Chapmanville, WV.*

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

**C) Approval of the Naming of Softball Building**

The following resolution was read:

*Resolved, That the Marshall University Board of Governors approves the naming of the Softball Building.*

* *John Farley has made a donation in accordance with the Board of Governors Naming*

*Opportunities Guidelines for naming facilities. Thus, the softball building will be named the*

*“Victoria Farley Softball Facility”.*

**Upon a motion by Kathy D’Antoni, seconded by Patrick Farrell, 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*

**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 Walker Tatum, seconded by Carol Hurula, the board entered Executive Session under the authority of WV Code §6-9A-4 to discuss Matters involving Commercial Competition and Real Estate Matters.

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 sale of property situated between 23rd and 25th Streets on 5th Avenue. Marshall University Administration will meet with the City of Huntington to discuss the overall development of the 5th Ave and ACF properties. It is further resolved that President Brad Smith is hereby authorized to execute any documents to effectuate this sale.*

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

**VI. Chairman’s Report**

Chairman Sheils commended the board and support staff for their flexibility regarding schedule changes related to Education Day and National Girls and Women in Sports Day events. He expressed ongoing amazement at the remarkable work happening at Marshall University, noting the extensive progress outlined in Provost Avi's report and the comprehensive financial plan detailed in the packet. Chairman Sheils emphasized the exciting developments such as the new Business School and the upcoming opening of the baseball stadium, highlighting the palpable energy and excitement on campus and beyond, evident even in Charleston and the Metro area. He emphasized that the positive momentum at Marshall is not coincidental but the result of dedicated effort. Chairman Sheils praised President Brad Smith for his exemplary leadership, acknowledging the challenges of being a university president and expressing gratitude for President Smith's commitment to Marshall University. He also extended thanks to Mrs. Alys Smith, recognizing her integral role as a leader and supportive partner. Chairman Sheils concluded by expressing confidence in the long-lasting impact of their collective efforts and expressing appreciation for their contributions.

**VII. Announcements**

The next meeting will be held on April 10, 2024. The notice will be forthcoming.

**VIII. Adjournment**

Without objection, the Board Meeting was adjourned.

Respectfully submitted,

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Kathy D’Antoni, Secretary

**President’s Report for the Board of Governors  
February 2024**

* Thank you, Mr. Chairman.
* Good afternoon!
* 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 backdrop, I’d like to focus my update on 3 topics, given that we are at the mid-point of our academic and fiscal year, as well as the legislative session:  
  + First, I want to provide my reflections on the financial health of the university and the work ahead as we continue to course correct and capitalize on secular shifts in the higher education landscape.
  + Second, I will share an overview of the ongoing engagements we are having with our legislative and state leaders, as well as our top legislative priorities.
  + And finally, I’ll share my mid-year assessment of where I see us making meaningful progress, as well as where we must continue to strengthen and improve as we look ahead.
* **Let me begin with the financial health of the university.**
  + To set context, we are one year into the implementation of our strategic roadmap - Marshall For All, Marshall Forever.
  + Like many public higher education institutions, we are navigating demographic cliffs & growing structural deficits.
  + But unlike others, we chose a path of “growing our way out”, while implementing a program called Save-to-Serve to reduce $14.5M in waste and inefficiency in non-personnel areas over the next three years.
  + The save-to-serve efforts are focused primarily on our Supplies and Other Services, where spending has increased more than 40% over the past five years.
  + While roughly half of this increase has been funded by research grants and contracts, there are areas we can and will commit to being more effective and efficient.
  + I am pleased to share that our plan is working … and if we stay the course and execute well, we see a pathway to a strong and sustainable university.
  + Thanks to a campus-wide effort, we’ve reduced our structural deficit in this first year from $28M to $22M, primarily through our “grow our way out” efforts … driven by stronger enrollment & housing revenues.
  + On the “Save-to-Serve” side, we kick-started our efforts in the Fall to find the first 5% in Supplies and Other Services in this fiscal year.
  + Even though we had not built this 5% reduction into our budgets, our campus community rallied to identify ~$3M, which hasn’t yet flowed through but will further reduce our deficit if we execute as committed.
  + That will still leave roughly $11.5M in expense savings to find over the next two years, which we plan to solve together in the annual budget cycles.
  + This Spring, as we prepare our budgets for next fiscal year, we will be seeking to find the next ~$5M (or 5%), again primarily from Supplies and Other Services … and we will do it once again in FY’26 for the following budget cycle as well.
  + To address this in a collaborative, transparent and durable way:  
    1. The **Budget Working Group** efforts that were reestablished in August will be tasked during the budget cycle to help identify where they feel the best areas of focus and efficiency exist.
    2. And as we transition to the **Incentivized Budget Model** with a go-live date of FY’26, we will have the reporting and transparency in place to manage this at the college or functional unit level.
  + In support of these efforts, we have invested time to educate the campus community on “days-cash-on-hand” as we continue to increase the transparency and understanding of our financial health across campus.  
    1. As you know, days-cash-on-hand is the amount we have in our accounts to cover our near-term obligations … namely bi-weekly payroll and monthly bills.
    2. Two conditions affect our days-cash-on-hand:
       - One is timing: we receive the majority of our revenue in the beginning of Fall and Spring, but our payroll is bi-weekly and our bills are monthly … requiring us to budget carefully to ensure we have adequate cash to cover these obligations.
       - The second is currency: we have cash, but we also have strategic reserves to ensure the university can withstand a recession or pandemic …  
         * The strategic reserve level we seek is 2 months of operating cash plus one year’s worth of bank service for any debt we owe.
         * These dollars are invested in the market so they can grow and appreciate but aren’t just sitting there in cash.
    3. Our days-cash-on-hand was severely depleted coming out the pandemic as revenues had dropped and government programs such as the CARES ACT went away … but we are slowly building them back with growing enrollment and the Save-to-Serve efforts.
    4. As we build our cash back, we have reinforced basic budget hygiene to avoid spending more than our cash will cover …  
       - Holding the line on unbudgeted items like headcount that are not backfills or in the budget
       - Or new spending requests that are not in the budget or cannot be self-funded.
       - Exceptions will be considered if there is a clear and compelling case, but we need to get our cash reserves built back up to pre-pandemic levels.
  + So let me wrap up this section by reiterating that:
  + Our plan is working … if we stay the course and execute well, we see a pathway to a strong and sustainable university.
* **Which takes me to my second topic - the current legislative session and the priorities we’re communicating to our legislative leaders:**
  + We continue to engage constructively with our federal and state leaders on topics that matter to our state and to our university.
  + Last week, we co-hosted a legislative reception billed as Universities United with our partners from WVU.  
    1. We celebrated Marshall Day at the Capitol on January 31st with the largest showing ever - more than 250 Marshall employees showcased our strategic areas of emphasis and the impact we’re having across the state.
    2. Last week, we also presented our strategic roadmap – Marshall For All, Marshall Forever – and FY24 budget to the Finance Committees in the both the House and Senate.
  + Leading up the last week, we’ve partnered closely with our legislative leaders to facilitate learning sessions on AI, energy, aviation, and Ascend WV.
  + We’ve hosted international leaders for economic development visits from Israel, Ireland, Turkey and Japan.
  + And we’ve played a key role in helping entice new companies, most recently LG Elect. to invest $700M and 250+ jobs in WV to focus on Digital Health and Clean Tech.
  + Throughout these interactions, we’ve communicated our priorities for the current legislative session:  
    1. The first is our continued commitment to the performance-based funding formula, aligning educational funding with the strategic areas of emphasis agreed upon by the leaders of higher education and the state over the past several years.
    2. The second is seeking relief and a longer-term remedy for PEIA increases … both for our employees as well as for Marshall. For Marshall and our employees, we have seen an increase of $5M in PEIA costs last year, and another $3M this year as we try to dig our way out of our structural deficit.
    3. With those foundational asks, we sought consideration for any supplemental one-time funds to continue to support our strategic pillars in our Marshall For All, Marshall Forever Plan …  
       - These include helping us fund Aviation expansion to support our growth, as well as helping other state institutions with their programs.
       - Assisting us with moving and funding a new Marshall Advanced Manufacturing Center in our Innovation District.
       - Helping advance our healthcare focus in the areas of addiction, obesity, healthy aging & rural health.
       - And in partnership with WVU, supporting the implementation of First Ascent – a program designed to retain 1,000 of our graduates in-state over the next several years by connecting them with in-state and remote work jobs.
    4. We reiterated our appreciation for the state’s previous support for the new Institute for Cybersecurity that is in the programming phases with an anticipated groundbreaking in the upcoming summer …
    5. As well as for their $21M support in deferred maintenance, of which we received the first 25% in December 2023 and have already begin Project Shock and Awe.
    6. Finally, we showed the commitment to delivering a return on any investment they make in higher education by sharing the results of the Grant Resource Center, a joint effort between Marshall and WVU that was funded last Spring to assist our local communities and non-profits throughout the state with grant-writing and support from our universities – in 11 months, we’ve served 155 clients, 200 communities and secured $25M in grants!
    7. Charlotte Weber, Sara Payne Scarbro, Toney Stroud and our external team are on the ground in Charleston every day throughout the Legislative Session, and Marshall is clearly being viewed as a partner and catalyst in advancing our state’s interests moving forward.
* **Which takes me to my 3rd and final point in today’s update – my mid-year assessment of our performance.**
  + This is the time of year when I complete a mid-year self-assessment for the BOG, and I conduct a mid-year review with each of the Cabinet members.
  + It serves as a great reminder of the progress we’ve made, and the work that still lies ahead.
  + I thought I’d share my high-level reflections on both sides of the ledger, starting with what’s going well:  
    1. **In the first half of this year, we completed our inaugural annual employee survey – our “evergreen listening tour”**
       - We had 65% participation (1,334 employees) – exceeding the 50% benchmark for 1st survey
       - Our employees reported 71% engagement – and versus our higher education peers, we scored higher on 13 items, on par with 27 items, and scored lower on 8 items, with no statistical variation by gender, race and ethnicity
       - As I shared last month, the areas where we outperformed included: Pride/confidence in the future of the university, feelings of accomplishment, respect/relationship w/ my immediate supervisor, culture of inclusion and belonging
       - Areas where we scored lower were: Leaders acting on input, performance accountability, pay
    2. **I also feel good about our enrollment and student success trends - reversing multi-year decline**
       - HEPC Census Data reported Fall ‘23 Credit Headcount Enrollment for MU of +4.6% vs. state average of -.6%
       - Fall ‘23 for First-Time Freshmen at MU was +13.3% vs. state average of -.4%
       - Our strategic cohorts were up: with Metro +19.8%, Online +18.6%
       - And 1st Year Retention improved +4.1% (78.8%)
       - Spring numbers are looking healthy and our Fall ‘24 early indicators and also quite positive.
    3. **The third area is the momentum behind our strategic areas of focus (or 6 areas of distinction)**
       - In Cybersecurity – we were named 2nd center for academic excellence by the Department of Defense and we received a $45M state grant
       - In Healthcare – we finalized Mountain Health Network MOU, and integration is underway
       - In Advanced Manufacturing – we defined an exciting growth plan and are seeking ways to expand throughout the state
       - In Advanced Energy – we were a member of the ARCH2 Hydrogen Hub team that received a $1B Federal Grant, and we continue to advance efforts in all-of-the-above energy efforts.
       - In Aviation – enrollment grew +148%, we’ve expanded our higher ed partnerships, and we are on track to receive our 1st rotor wing (helicopter) in the coming weeks.
       - And in Entrepreneurship – our new Center for Business & Innovation opened and demand from partners to locate in the new Innovation District on 4th Avenue continues to grow.
    4. **The fourth area of progress is our collaboration and strategic support that we’ve received from our legislative leaders at the federal and state level …**
       - Which I’ve already covered in detail earlier, so I’ll move on to the …
    5. **Fifth area of momentum being our financial progress towards reducing deficit and setting future foundation**
       - Which I also discussed earlier as well.
* While there is much to celebrate, we also have work ahead to address areas where we know we can and need to do better:   
  + 1. **The first is taking action on the 3 priority areas that emerged the employee engagement survey:**
       - First, management acting on the input received: every manager has been tasked with engaging with their teams to develop plans to improve on the 2-3 areas that were most in need in their areas.
       - Second, holding ourselves accountable, we have been testing a performance-management system that we will begin training and implementing across campus as we enter the new fiscal year.
       - And third, addressing pay equity concerns: we have completed the market comparison analysis by job position using the Payscale tool we licensed, and complemented it with CUPA and Bureau of Labor and Statistics Data to see where each employee falls relative to the mid-point of market.  
         * We have taken targeted actions in some areas where we had significant deviations.
         * At this point, I’ve tasked our HR team to begin to set expectations around how we will address pay inequities, starting with those who are furthest below the mid-point of market … as our save-to-serve dollars begin to flow in.
    2. **The second area we will need to work is navigating the near-term pressure of Days Cash on Hand:**
       - Again, I spoke to this in depth earlier, but it’s a matter of instilling good fiscal discipline around unbudgeted requests and PCard spending while our “grow-our-way” out and Save-to-Serve efforts gain traction over the next couple of years.
    3. **And finally, we have identified the need to put more structure around our efforts to navigate and capitalize on AI across the academy:**
       - We are in-process of forming a Presidential Task Force to prioritize our efforts, learn from the best practices of others, and accelerate the velocity of experimentation and execution.
* **Wrapping up … we aren’t perfect … and the work ahead isn’t easy**
  + But we have something that many others don’t have in higher education at the moment …
  + We have a plan that is working …
  + We have momentum that is building, even in the face of secular headwinds …
  + And we have a campus community that is choosing to work together as one … in a true shared governance model …
  + Demonstrating to the world the “power of we”.
* And with that, I’ll conclude my report this afternoon. Thank you!