



Academic and Student Affairs Committee Meeting

February 5, 2026 | 11 a.m.

Conference Center, Brad D. Smith Foundation Hall



February 2026 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

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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

Student Affairs Update

Marcie Simms, Vice President for Student Affairs

Herd Academy: Dual Enrollment

Michelle Biggs, Director of Herd Academy

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Strategic Planning: Aviation

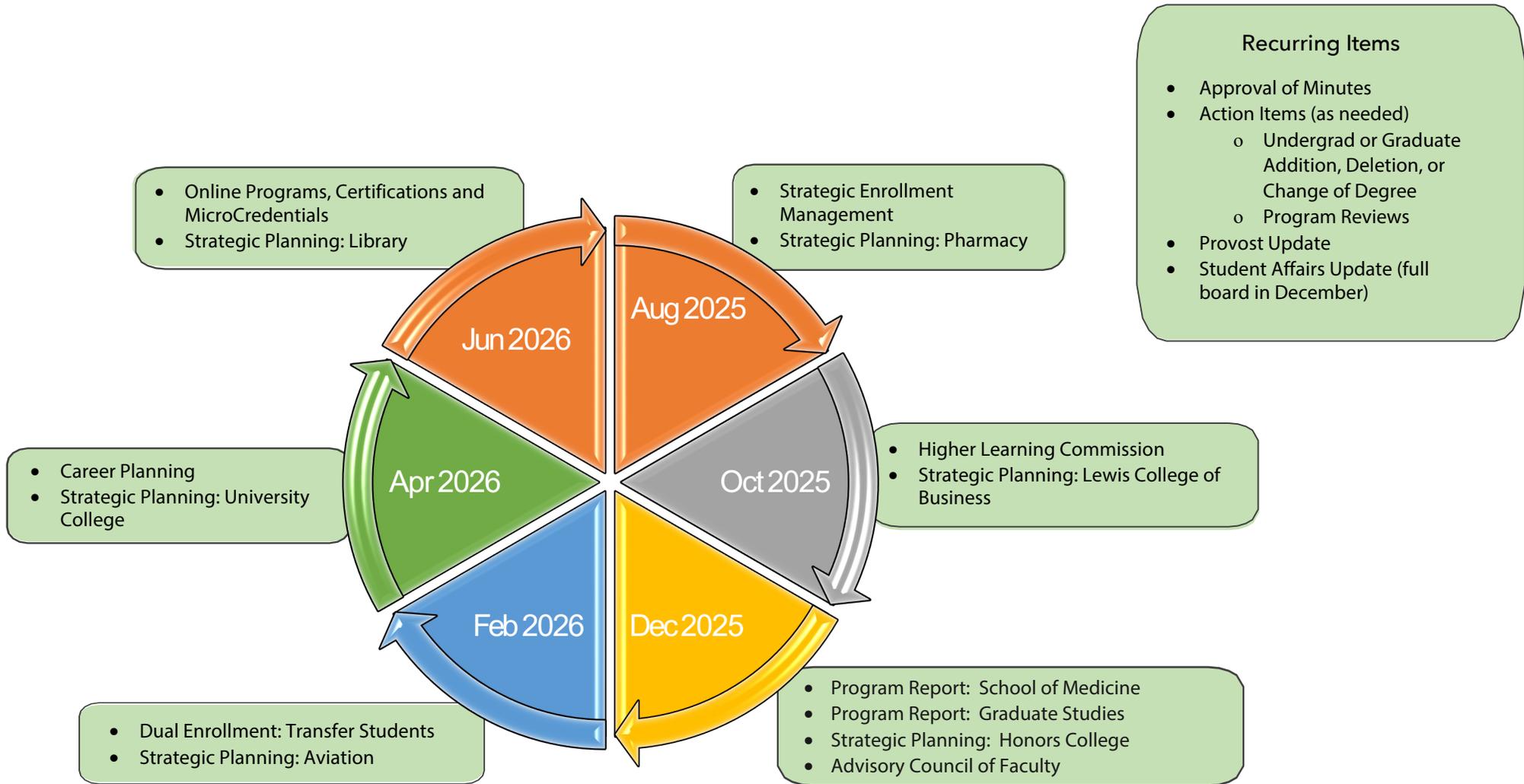
Nancy Ritter, Chief of Aviation Operations

14

Lunch

Annual Activity Calendar

Academic and Student Affairs Committee





Marshall University

Michelle Biggs, Director Herd Academy

Herd Academy
Academic Affairs
February 2026



Executive **SUMMARY**

What Is Dual Enrollment?

- High school students take college-level courses
- May or may not earn high school credit
- Courses offered:
 - Online
 - At the high school
 - On a college campus

What Is Dual Credit?

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Career-Focused Pathways in the Herd Academy

- Education
- Engineering & Information Technology
- Allied Health
- Behavioral Health & Social Sciences
- Tourism & Natural Resources

Achievements

•Increased...

- Student enrollment and seat enrollment
- County and school partnerships
- HEPC funding submissions
- Number of new credentialed teachers
- Herd Academy Fellows
- Number of courses taken per student
- Students progressing toward defined career pathways

•Improved...

- Relationships with K-12 partners
- Community engagement at local and regional levels

•Expanded...

- Textbooks and educational resource offerings to students and schools using HEPC funding
- Course offerings to Metro Schools (Chesapeake and Fairland High Schools)

Thank you to all the Deans, Associate Deans, Chairs, Office of Admissions, Registrar's Office, Bursar's Office, Online Learning, and faculty who have supported our efforts!

Our PLAN-ON-A-PAGE



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

VISION

CREED

Educational | Open | Civil | Responsible | Safe | Well | Ethical | Pluralistic | Socially Conscious | Judicious

2037 GOALS



Individual Success

100% Career Outcome Rates for Graduates
Zero Students Graduate with Student Loan Debt



Innovative Ideas

\$150M Research, Grants, Contracts
3X Start-Ups Incubated



Economic Impact

30X Return for Every \$1 Invested
3X GDP Impact in West Virginia (\$2.3B)

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

- Strategic Enrollment Mgt. Plan
 - New student enrollment
 - Target segments enrollment
- Recruitment contacts
- Conversion rates
- Stopped-out/returning students

- Student debt load
- Debt-free cohorts/retention
- Internships and jobs
- M4A fundraising campaign
- Undergraduate ROI

- HerdConnect mentorship
- Center for Student Success
- 1st yr retention/6 yr graduation
- E2E student experience
- AI-based customized support

- In-demand programs & microcredentials
- HyFlex/Hybrid courses
- AI assessment/application
- Online degree programs

- Customized training - MAMC
- Academic pathways selected
- Career Engagement participation
- Lifelong learning



Plan-On-A-Page: Herd Academy

University
Vision

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

Department
Mission

The Herd Academy empowers high school students to engage in rigorous college-level coursework and activities fostering academic growth, personal development, and future career readiness.

Values

Academic Excellence
Support & Mentorship

Innovation
Collaboration

Access
Career Readiness

Goals

Provide Academic Rigor and Quality

Increase Student Support and Success

Increase Collaborative Partnerships

Priorities, &
Programs

Academic Pathways

School/County Collaborations

SCORES Academic Festival

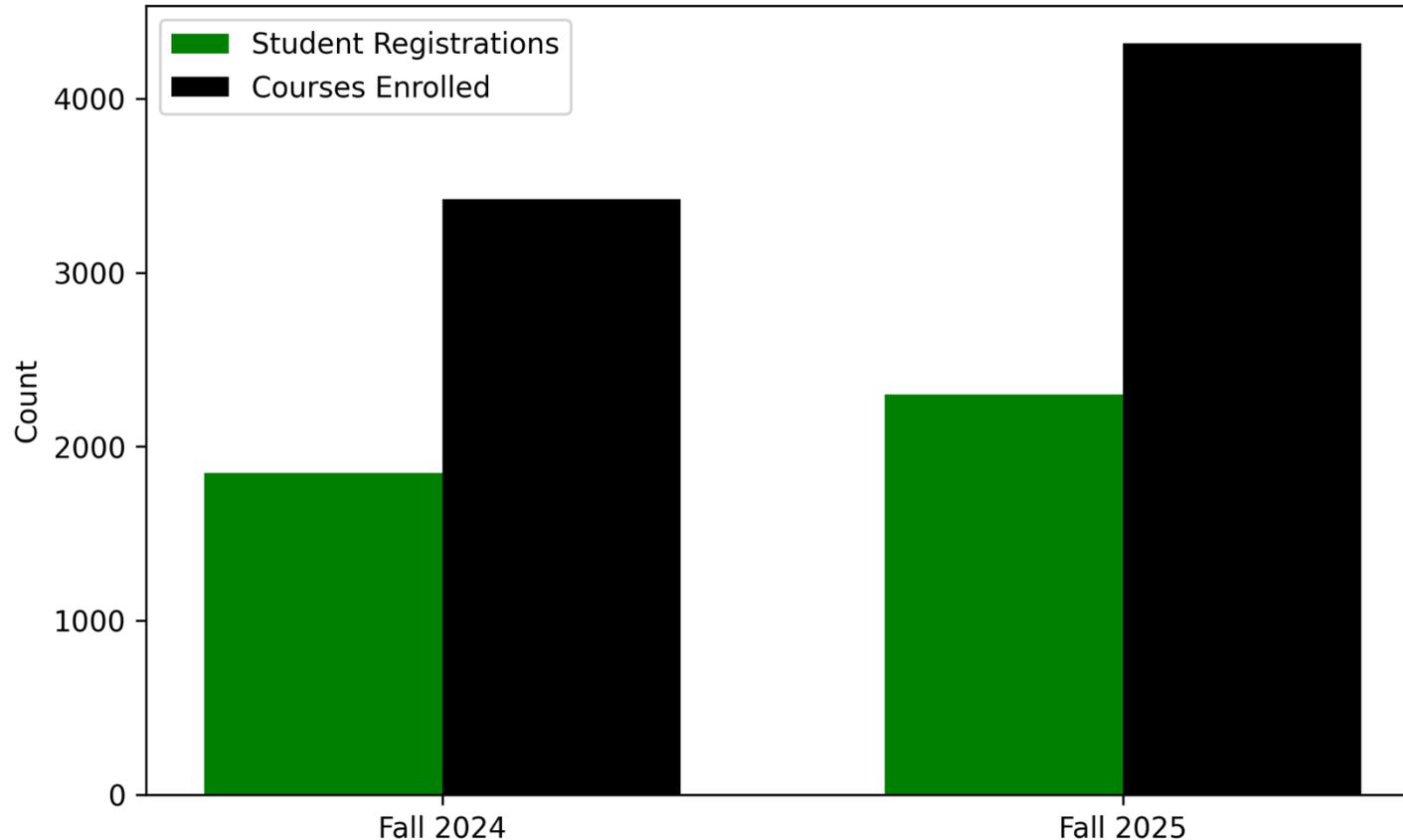
Herd Academy Fellows

Herd Academy DATA

Increases for Fall 2025:

- 2,298 Registered Students
 - Up Fall 2024 (1,849)
24% Increase
- 4,318 Courses Enrolled
 - Up Fall 2024 (3,424)
26% Increase
- Targeted outreach to
 - Career & Technical Centers
 - Schools to identify their needs
- Increased the submissions to HEPC for funding

Fall Enrollment Comparison





Herd Academy **DATA**

Courses enrolled Fall 2025:

- 1,554 Online course registrations
- 131 MU Huntington campus course registrations
- 2,633 high school campus course registrations/Off campus courses/MOVC/SC Campus

Courses in:

- Agriculture
- Art
- Biology
- Business
- Chemistry
- Communications
- Criminal Justice
- Cyberforensics
- Education
- Engineering
- English
- Foreign Language
- Geography
- Health Sciences
- History
- Journalism
- Math
- Physics
- Political Science
- Psychology
- Religious Studies
- Sociology

Herd Academy **FELLOWS**

Herd Academy Fellows Initiative

- Expands dual enrollment offerings in high schools
- Provides tuition support for teachers to complete required graduate coursework
- Graduate courses aligned with teachers' content areas
- Teachers can teach dual credit courses while completing coursework. Teachers are taking graduate level courses and meeting with the Director of the Herd Academy

Herd Academy Fellow School and Fellow Disciplines	Biology	Business	Communication Studies	English	History	Math	Music	Physics	Political Science
Huntington High	✓	✓							
Hurricane High			✓	✓					
Logan High						✓		✓	
Nitro High		✓							
Pocahontas High								✓	
Scott High				✓					
South Charleston High				✓	✓	✓			✓
St. Albans High		✓		✓	✓				✓
Tygarts Valley High									✓
Wayne High					✓	✓	✓		



Herd Academy **FUTURE**

What's Next?

- South Charleston & Mid-Ohio Valley Campus Initiatives
 - Working with Kanawha County and the SC Campus for targeted daytime options
 - Allied Health
 - Engineering/IT
 - Business
- Exploring more opportunities in Metro Counties
- Enhancing Herd Academy Faculty Mentor Program
- Revamping the quality and efficiency of our student onboarding process
- Work on internal logistical processes to improve the student, teacher, and school experience
- 2026 SCORES Academic Festival
- 2026 ICenter Innovative Catalyst Project
- Long-term goal to become accredited by NACEP(Dual Enrollment Association)



Herd Academy Team

Dr. Sherri Stepp, Associate Dean of Undergraduate Studies

Michelle Biggs, Director of the Herd Academy

Jessica Jordan, Dual Enrollment Coordinator

Dr. Autumn Starcher-Patton, Dual Credit Program Manager

Vacant position(Shared with Director of the SC Campus)



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Marshall University

Aviation Executive Summary

Nancy Ritter
Chief of Aviation Operations
February 5, 2026



Executive **SUMMARY**

Programs

- ✓ Professional Pilot Flight
- ✓ Aviation Maintenance Technician (AMT)
- ✓ Flight Certification
- ✓ Dispatcher Certification
- ✓ Unmanned Aircraft (UAS) Certification

*Vision Statement...Inspiring
excellence as the world's premiere aviation
training organization; positioning aspirant
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Marshall Aviation Plan on a Page

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METRICS

- New student enrolment
- Focused segment enrollment
- Recruitment contacts
- Conversion rates
- CRM integration

- Student debt load
- Pilot cohort launch
- Pilot cohort retention

- First-year retention
- MARCO mentorship project launch
- E2E portal launch

- Micro-credential course catalog
- HyFlex course pilot
- Micro-credential pilot
- Degree programs online
- Online education website

- Customized training for advanced manufacturing
- Academic pathways selected
- Career Engagement participation



Our **GOALS**

We Are ...

Safety

Zero Mishaps



Federal Aviation Administration (FAA)
accepted Safety Management System
Data Driven process-based risk
mitigation for all locations and programs
Industry and Regulator participation

Enrollment

Providing Line of Sight to Opportunity for Citizens of West Virginia



Community Outreach and partnerships
Strategic Industry Partnerships
Internal Partnerships

Fiscal Responsibility

Industry Government Affairs Partnership



State and Federal Support
Industry Partnerships



Bachelor of Science B.S.in Professional Pilot

- ✓ Enrollment 238 students, of which 28% are other degree or non-degree students
- ✓ Aviation Intensive 4-year degree, 70 hours credit of flight and aviation content
- ✓ Commercial single and multi-engine certification
- ✓ Airplane and Instrument Certified Instructor Certifications requirement
- ✓ \$50-75,000 starting salary
- ✓ Rotorcraft add-on rating option to serve the air ambulance industry of West Virginia
- ✓ Immediate employment opportunity with Marshall University
- ✓ Unmanned Aircraft Systems (UAS) and dispatcher certifications built in program, securing alternative pathways in the industry for graduates



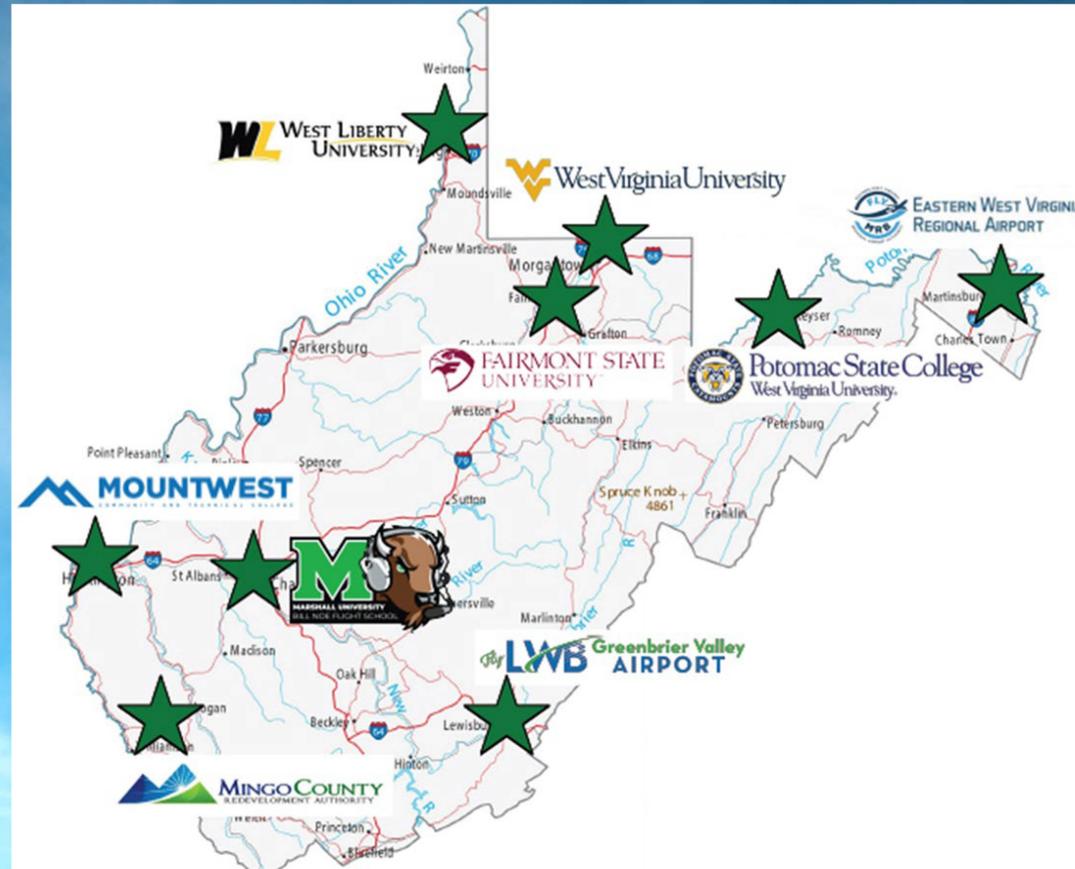
Associates of Applied Science A.A.S. Aviation Maintenance Technology (AMT)

- ✓ Partnership with MountWest Community and Technical College (MCTC)
- ✓ Intense lab and skill-building emphasis
- ✓ Perfect for immediate entrance to aviation and many other industries
- ✓ Industry-relevant training – aircraft painting and avionics
- ✓ Rotorcraft engine and airframe included
- ✓ Immediate employment opportunities with industry
- ✓ Internship and employment opportunities at flight school locations

Investing in **GROWTH**

The Footprint

- Charleston, WV - Flight/UAS/Dispatcher/Flight Attendant/Concierge
- Huntington, WV - AMT
- Martinsburg, WV - Flight
- Wheeling, WV - with West Liberty University Flight
- Lewisburg, WV - Flight
- Cumberland, WV - AMT
- Mingo, WV - UAS
- Fairmont, WV - partnership with Fairmont flight department
- Morgantown/WVU - hangar and maintenance base operation





Investing in **GROWTH**

Program Options

- ✓ Training options for all - degree, certification, micro credentials

Emerging Industry Avenues

- ✓ Virtual Reality and Integrated Reality (VR/IR) training enhancements
- ✓ UAS opportunities
- ✓ Electric Vertical Takeoff and Landing (eVTOL) technology
- ✓ Flight attendant
- ✓ Air Traffic Controller

Locations and Assets

- ✓ New hangar in Charleston
- ✓ Additional locations and state partnerships
- ✓ New rotorcraft and Upset Prevention and Recovery Training (UPRT) aircraft
- ✓ Fleet expansion



CHALLENGES

- ✓ Barriers to entry
- ✓ Introduction of Aviation in West Virginia
- ✓ Technological advancements ahead of regulation and standards
- ✓ Industry economic sensitivity
- ✓ Industry relevance verses standardization of curriculum across programs
- ✓ Our student and client audience
- ✓ West Virginia's entrance into middle and high school aviation programs



Principled **INNOVATION**

- ✓ Working in concert with federal and state representation
- ✓ Developing and nurturing industry relationships
- ✓ Working with the FAA on upcoming regulation and certification standards
- ✓ Embracing niche markets within aviation that benefit West Virginia
- ✓ Partnering with Marshall University Pillars of Excellence



Strategic **Initiatives**

- ✓ Expansion of Huntington AMT facilities to accommodate rotorcraft training
- ✓ Concierge training expansion across all flight locations
- ✓ Internal Internship rotations
- ✓ FAA 145 Repair station
- ✓ Emergency Response Executive training
- ✓ Expansion of Martinsburg in conjunction with program offerings at Berkeley County high schools
- ✓ Expansion of Lewisburg facilities in conjunction with Greenbrier County schools and Lewisburg airport
- ✓ Aircraft Order
- ✓ WV initiative to establish middle and high school pathway to aviation and Marshall University



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