

MINUTES
Marshall University Board of Governors
Microsoft Teams Meeting at
Shawkey Dining Room/Memorial Student Center
Livestream and In-Person
October 11, 2023

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

PH: Kipp Bodnar, Ginny Lee, Sam Moore, Chad Pennington

Absent: Angel Moore

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 Patrick Farrell, the minutes of the meeting on August 8, 2023, were approved.

III. Committee Meeting Reports

Academic and Student Affairs

There were no action items brought to the Board.

Information Items:

Provost Report

Provost Avi Mukherjee gave the Provost’s Update. Provost Mukherjee started by mentioning that this Fall in 2023, Marshall University experienced a significant increase in enrollment. He mentioned that The Parthenon, Marshall’s student newspaper, celebrated its 125th Anniversary in September, marking a remarkable achievement in the realm of student journalism. In addition to these milestones, it was noted that the College of Engineering and Computer Science hosted the annual Marshall Safety Conference, a well-known event that attracts speakers and practitioners from across the state and the country, contributing to occupational safety.

He followed up by commenting on Marshall's achievement in other notable successes. The College of Education saw 19 of its students receive the prestigious Underwood Smith Scholars Program, a highly competitive scholarship in the state. It was acknowledged that The School of Nursing in the College of Health Professions secured a \$730,000 grant to enhance student retention, recruitment, and faculty development. He stated that the College of Liberal Arts received a \$1 million grant from HRSA to support graduate psychology education. In addition, he stated the College of Science's Dr. Josh Brunty was appointed as the head coach of the US Cyber Team for the 2024 Competition season, representing the United States internationally in cyber security competitions. Furthermore, he stated that The Division of Aviation and the Bill Noe Flight School achieved self-examining authority status, allowing them to conduct certification and licensing exams for FAA licenses. Additionally, he added, the Lewis College of Business's Delta Gamma Sigma chapter earned high honors, ranking in the top 10% nationwide. Marshall's commitment to student retention is evident through programs like Friend at Marshall, which provides peer mentors to freshmen, transfer students, and returning sophomores. He made the comment that the university has made strides in online education, offering courses in the Blackboard Ultra format and training a significant portion of the faculty. He emphasized that The Marshall Skills Exchange, a micro-credential initiative, has also gained robust enrollment, benefiting faculty, staff, students, and the broader Marshall community. He ended by stating that previously mentioned achievements underscore Marshall University's commitment to excellence in education and student support.

Student Representative Report

Walker Tatum, Student Body President, gave the Student Representative update. Walker expressed his excitement and pride in the accomplishments of the semester. He began by highlighting the progress made by the Student Government Association, including resolutions aimed at improving campus life, such as placing emergency contact information in restrooms and implementing HerdLink training for student organizations. He also announced the distribution of \$11,000 to various student organizations and his involvement in the West Virginia Higher Education Policy Commission Advisory Council of Students, where he was elected as Vice Chair. His colleague, Madison, the Student Body President at WVU, was elected Chair of the council, and they were actively working on initiatives like the Hunger Free Campus Act and campus safety. Additionally, he mentioned a new agriculture-related project addressing food insecurity.

He also touched on other significant initiatives, such as the Memorial Fountain Ceremony, where the second African American keynote speaker was announced. Furthermore, he discussed their efforts to combat food insecurity by combining the university's food pantry and clothing thrift store into a one-stop shop. He emphasized the importance of student health in the college experience and thanked several individuals for their contributions. He concluded with the announcement of Marshall's collaboration with WVU for the fifth annual Month of Service, focusing on various community issues like food insecurity, hygiene, literacy, education, and community service. He also mentioned plans for a competition with other universities in the Sun Belt Conference to address food insecurity, following the successful model of the SEC Food Fight.

School of Medicine Report

Dr. David Gozal, Dean of the School of Medicine, presented the School of Medicine report. Dr. Gozal highlighted key developments and accomplishments related to the School of Medicine. He began by noting the success of the School of Medicine's annual homecoming and reunion weekend, with 150 medical alumni, their family members, and friends participating. Events during the weekend included a

banquet for milestone reunion classes and networking opportunities for 100 medical students who had the chance to engage with alumni.

He discussed the efforts of Marshall Health and the School of Medicine in promoting wellness among the local community and employees. This included the Marshall University's WV Minority Health Fair and the Marshall University Health and Wellness Fair, which provided health screenings, giveaways, and educational resources to approximately 300 participants.

One significant achievement highlighted in the report was the substantial increase in grant funding at the medical school, which had doubled from \$10 million in 2018 to \$21 million in 2023, with a nearly 35% rise in research funding during that period. He also acknowledged the school's research into binge drinking among veterans and recognized Assistant Professor Dr. Mary-Louise Risher's VA Merit Award for her addiction research.

His report extended congratulations to Dr. Stephen Petrany, who had been selected for induction into the Greater Huntington Hall of Fame for his contributions to addiction, rural medicine, and service to the underserved community. He also mentioned the support from the boards of Marshall Health and Mountain Health Network for the master affiliation agreement, which outlines the creation of Marshall Health Network Inc.

Additionally, he announced that Marshall Health had been recognized by Forbes magazine as one of "America's Best Employers by State" and shared information about significant funding allocated for expanding patient care space and establishing a new medical toxicology center. He spoke on the success of the "Standing Out in Our Field 8" fundraising event, which raised over \$140,000 for the School of Medicine's student scholarship endowment, with the participation of more than 500 guests.

*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.

B) Information Items

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

NCAA Legislation Update

National Issue Update

Athletic Teams Update

Budget Update

Capital Projects 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 Construction of Hangar #2 at the Bill Noe Flight School in Charleston, WV

The following resolution was read:

Resolved, That the Marshall University Board of Governors does hereby approve the construction of Hangar #2 at the Bill Noe Flight School in Charleston, WV.

Further Resolved, That President Brad D. Smith is hereby authorized to execute any documents to effectuate the construction.

- *As Marshall University Aviation and the Bill Noe Flight School continue to grow in enrollment, the assets and facilities must do the same. The existing hangar located at the Bill Noe Flight School has the capacity to house eight (8) fixed-wing aircraft. The program's current fleet includes seven (7) fixed-wing aircraft. The eighth (8th) fixed-wing aircraft is scheduled to arrive in November 2023, with three (3) additional fixed-wing aircraft to follow in 2024, as well as a planned rotorcraft (helicopter). Based on the estimate received, total construction cost will not exceed \$15 million. A variety of sources are being sought for funding that do not involve the university's budget.*

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

B) Approval of Purchase of Rotorcraft for Bill Noe Flight School in Charleston, WV

The following resolution was read:

Resolved, That the Marshall University Board of Governors does hereby approve the of the purchase of Rotorcraft for the Bill Noe Flight School in Charleston, WV.

Further Resolved, That President Brad D. Smith is hereby authorized is hereby authorized to execute any documents to effectuate the purchase.

- *Marshall University Aviation prepares students for exciting career opportunities in the world of aviation, which will, in turn, help meet the present and future demand for aviation workers. The 2023-2042 Boeing Pilot and Technician Outlook Report predicts that there will be a shortage of 61,000 helicopter pilots worldwide by 2038. Federal Aviation Administration (FAA) education outreach is primarily focused on traditional fixed-wing aircraft. Traditional pilot educational curriculum focuses on the fixed wing as the need is more generally socialized. Additionally, the barriers to asset acquisition are significant for rotorcraft training. As a result, few aviation training schools offer rotorcraft training, thus resulting in a very small pool of operator applicants. A final cost of \$1.5 million has been negotiated, to be paid through a combination of federal funding (SBA) and private donations.*

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

C) Approval of the Construction of the New Institute for Cyber Security

The following resolution was read:

Resolved, That the Marshall University Board of Governors does hereby approve the construction of a new Institute for Cyber Security.

Further Resolved, That President Brad D. Smith is hereby authorized to execute any documents to effectuate the construction.

- *This new 80,000 square foot building will house the most state-of-the-art cyber security technology and training programs, becoming the cyber nucleus where industry from throughout Appalachia and the country come to train, be mentored, and learn the most up-to-date cyber trends in the business. The new facility will also offer a fully capable cyber range - creating a real-time simulation learning lab that converges IT and OT into a single SOC as well as 13 additional labs - with infrastructure and operation funding provided by the Department of Defense, Department of Education, and Homeland Security. The main floor of the building will be set aside for retail space. The estimated projected cost for this project will be \$45 million, to be funded through an award of \$45 million the university recently received from the State of West Virginia.*

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

D) 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 Patrick Farrell, seconded by Carol Hurula, the board entered Executive Session under the authority of WV Code §6-9A-4 to discuss Personnel Matters, Real Estate Matters and Matters involving Commercial Competition.

After a brief session, the Board entered open session. No votes were taken during the Executive Session.

VI. Chairman Sheil's Report

Chairman Sheils began his report by acknowledging Vice Chair Bill Smith for his induction into the inaugural Marshall University Black Alumni Hall of Fame. He expressed gratitude to all the board members for their responsiveness and positive feedback regarding the August Training and Board Meeting. The board found the sessions informative and productive, with many members describing them

as excellent and terrific. He commended the staff for their meticulous planning and thanked them for contributing to the board's improvement.

He highlighted the board's commitment to ongoing training and education opportunities, with Ginny Painter expected to inform members about various local, regional, and national conferences in the coming months. He recommended the board regularly read "Trusteeship," a publication from the Association of Governing Boards of Universities and Colleges (AGB), as a valuable source of information.

He mentioned that the board would be asked to complete an online self-assessment survey in the spring, focusing on six major areas of board responsibility. He praised Marshall University's transformation under the administration's vision, noting the positive energy on campus and the remarkable speed of idea implementation. He acknowledged that challenges and setbacks might occur during this transformative journey but emphasized the board's support for the administration's decisions.

In closing, he reiterated the board's commitment to putting students first, concentrating on Marshall's distinctive strengths, and executing the university's transformation plan for the benefit of future generations. He reminded everyone of the upcoming November 14 Fountain Ceremony and concluded his report.

VII. Announcements

The next meeting will be held on Dec 13, 2023. The notice will be forthcoming.

VIII. Adjournment

Without objection, the Board Meeting was adjourned.

Respectfully submitted,

Kathy D'Antoni, Secretary

President's Report – October 2023

- Thank you, Mr. Chairman.
- It's hard to believe that we are eight weeks into the Fall semester, and I'm in my 22nd month in the role!
- There is excitement in the air across our campus and community, ranging from student creativity and alumni engagement to academic advancement and athletic excellence.
- As I foreshadowed in my update during our August Board Meeting, we were increasingly optimistic about the early indicators we were seeing behind our strategic roadmap that we co-authored as a campus community last Spring - "Marshall For All, Marshall Forever"
- Everyone has been busy executing against this strategic roadmap and I thought I'd focus my report on the results-to-date:
- I'll start with the **five student-first priorities** that anchor our Marshall For All, Marshall Forever Plan:
 - **The first being increased access:** we've been executing against our Strategic Enrollment Management Plan to expand our access beyond focusing primarily on high school seniors, to serving 10 student groups with tailored student experiences ...
 - These efforts have paid off ... reversing a 13-year enrollment decline to produce Fall 2023 total enrollment growth of 4.5%, with full-time 1st year freshmen up +13.7%.

- **The second priority is ensuring affordability:** this is anchored in our enduring financial principle to grow students, not fees –
 - We made a strategic choice this past year to reduce our metro pricing to be competitive with the in-state tuition rates of Ohio and Kentucky colleges and universities, and in doing so, to expand our metro area to cover a 100-mile radius around Huntington, WV ... effectively capturing 59 counties in Ohio and Kentucky.
 - As a result, we've driven a 20% growth in our Metro enrollment, far exceeding the break-even threshold we needed to justify this price reduction.
 - This Fall, we also welcomed our first 100 students into the Marshall For All, Marshall Forever Program – with the promise of graduating with no student loan debt.
 - Marshall currently ranks in the top 10% of higher education institutions nationally when it comes to providing an attractive return on investment for an undergraduate degree ... as measured by the median earnings 10 years after starting their college journey divided by the cost of tuition ... our earnings to cost ratio is 1.3, compared to many whose ratio is less than 1.
 - We plan to build on this value proposition ... growing students, not fees!
- **The third priority is to grow our support programs:**

- Enrolling students is the first step ... retaining them and helping them succeed is even more important.
 - Provost Mukherjee and our academic team have introduced 4 levels of advising ... peer, academic, professional and alumni.
 - As a result of these support programs, our year-over-year retention for freshmen who've returned for their sophomore year is now 78.8% ... an improvement of 4.3% points year-over-year and roughly an 8% point improvement over the past two years.
- **The fourth priority is delivering on-demand access for learning:**
- This year, we simplified our online pricing ... aligning it with our in-state tuition while providing access to amenities and support programs to build engagement.
 - We've driven online enrollment growth of 18.7%, with online students now reflecting 12.7% of total enrollment.
- **And the fifth student-first priority is enabling lifetime achievement:**
- We've been working closely with private industry and the state to strengthen access to internships and job opportunities for our students and graduates.
 - A catalyst for this happening is strengthening our alumni networks, who often broker these opportunities ...

- In the past year, Marshall has doubled the number of Alumni Chapters across the country, and their engagement levels have been incredible ... as witnessed by the inspiring crowds and participation during our recent Homecoming Week.
- While we're making exciting progress behind these five student-first priorities, we're also making meaningful advances in support of the **6 areas** where Marshall has selected to be distinctive:
 - **The first is Cybersecurity and Forensics:** as I shared in my last board update, our students continue to demonstrate that Marshall University has one of the most distinctive cybersecurity and forensics programs in the nation ...
 - Our students continue to top the charts nationally, and our very own professor - Josh Brunty – serves as the national coach for the USA cybersecurity team.
 - Marshall was recently named the second Center for Academic Excellence in Cybersecurity by the NSA, and we've received grants and support from the DoD, the Department of Education and the Department of Homeland Security.
 - In August, the Governor and our State Legislature approved a \$45M appropriation to build a state-of-the-art Institute for Cybersecurity in our new Innovation District ... establishing Marshall University as the East Coast Hub for protecting our nation's critical infrastructure against cyber-threats.

- The programming phase for construction is already underway and we've received approval from the DoD to include retail establishments on the first floor, helping to catalyze economic development in the community, as well.
 - For context, a similar cyber-hub exists at the University of Texas – San Antonio, and that center has attracted more than 60 private industry organizations to establish offices and operations around their center to tap into the research, talent and capabilities of their center ... spurring economic growth for the region.
 - We aim to do the same for West Virginia and the surrounding Appalachian Region.
- **The second area of distinction is Health Sciences:** since our board meeting in August, we've finalized the master affiliation agreement to form an integrated academic health system between Mountain Health, Marshall Health and Marshall University- and in doing so, we've officially announced the new entity – the Marshall Health Network.
- Our four pillars of excellence to advance health care are focused on addiction, obesity, gerontology & rural health.
 - Again, our distinctiveness in these areas has earned the attention and support of agencies and legislators, generating grants to advance our efforts in addressing the social determinants of health that will have the most meaningful impact in our communities and across the nation.

- **The third area of distinction is Advanced Manufacturing:** the Marshall Advanced Manufacturing Center, formally known as the Robert C. Byrd Institutes (or RCBI) has been making great strides in supporting regional skilled trades and manufacturers.
 - Construction on our recently announced state-of-the-art Advanced Welding and Robotics Center will begin in the early calendar year, funded by grants received from the nation's Build Back Better Program as a part of the ACT Now Coalition.
 - On the theme of robotics, we've partnered with Digital Dream Labs, a manufacturer of AI Companion Robotics, to manufacture their Vector Robots here in Huntington.
 - And we're not only attracting companies to work with us in Huntington, we're taking our game on the road ... with active discussions across the state to explore the possibility of expanding the footprint of our advanced manufacturing capabilities.
 - These are just a few of the examples of our gameplan to 10X our impact in the next 3 years in support of our manufacturing and skilled trades.
- **The fourth area is Advanced Energy:** in support of our state's "all of the above" energy plan, Marshall has been actively engaged in strategic partnership discussions and advanced research in areas ranging from solar and electric batteries, to hydrogen and small nuclear reactors.

- We're engaged with US-based companies to corporations as far-reaching as Turkey ... all of whom are exploring ways to partner with the energy-fluent workforce that exists in West Virginia.
- **The fifth area is Aviation:** and as I shared in August, the velocity behind Marshall's Aviation Program cannot be overstated with Fall enrollment 140% above plan for the Flight School, and 58% above plan for the Aviation Maintenance and Technician Program.
 - Aviation Talent Forecasts recently estimated 284,000 pilots, 402,000 maintenance technicians and 599,000 crew members will be needed in the next 10 years.
 - We are working with peer institutions across the state to establish West Virginia as a source for talent and capability in aviation and advanced air mobility to address these needs.
 - With today's approval to construct a second hangar at the Yeager airport to accommodate this growth, and the approval to purchase of our first rotor wing aircraft (helicopter) to be delivered early in the calendar year...
 - Marshall and our state are positioned to lead in this exciting sector.
- **The final area of distinction is Entrepreneurship and Economic Development:**

- We are on track to welcome students to the new state-of-the-art Business and Innovation Center in January 2024,
 - And we continue to have strong interest from innovative companies seeking to locate their operations in and around the Innovation District!
- Make no mistake ... we have heavy lifting ahead of us as we work to course correct the \$28M structural deficit that we openly discussed last Spring ...
 - But we have early indications that our strategic roadmap – Marshall For All, Marshall Forever - is producing the positive results we planned.
 - In fact, through the hard work of the team, our current trajectory has reduced our deficit from \$28M to \$21.5M ... in route to our commitment to return to a net positive position by 2027.
- With validation that our plan is working, it's time to get the word out
 - One of the priorities that emerged from my first 100 Days Listening Tour was to punch above our weight with marketing.
 - Dave Traube, our Chief Marketing and Communications Officer, and the incredible team who serves with him has been hard at work revamping our website, rolling out the Marshall Moments theme and capturing magical moments to inspire prospective students around the world ...
 - He and the team have architected a multi-faceted campaign that will include on-the-ground high school visits across the Tri-

State Region, complimented with innovative digital marketing efforts that will surprise and delight.

- One example of the digital campaign was experienced with the recent drone footage that was captured during the Marshall vs. Virginia Tech football game ...
 - That drone footage went viral and has been viewed by 3.5M viewers and has generated a 20% increase in traffic to our website.
 - For those who haven't seen it ... let me show you the exciting marketing work that is coming out of our team...
- Wow! I want to thank our BOG, as well as our administration, faculty, staff and students for all you are doing ...
 - Marshall is a team sport ... and together, we are making an impact!
 - And with that, Mr. Chairman, I'll conclude my comments.