

General Faculty Meeting

MONDAY, APRIL 15TH

4 P.M. – 5:30 P.M.

JOAN C. EDWARDS PLAYHOUSE

April 15th, 2024



Welcome from the Faculty Senate Chair



Remarks from the University President





Marshall for All, Marshall Forever

Spring General Faculty Meeting

April 15, 2024

Our Storied History

187 YEARS OF GROWTH AND ADVANCEMENT



1837
Marshall Academy
created

1858
Becomes a
college

1863
Civil War; **Salina Hite Mason**
saves Marshall College by
purchasing the property at
auction and supporting the
school financially

1907
Enrollment
passes **1,000**

1929
During the **Great
Depression**,
students pay for tuition
in "IOUs" and potatoes

1937
Ohio River **flooding**
damages campus
facilities

1946
More than **500**
veterans enroll in
program **allowing**
graduation in three
years

1938
Board of Education
authorizes Marshall to
offer **master's degrees**

1947- 48
Men's basketball wins
national championship;
football plays in
Tangerine Bowl

1961
Receives **university status**



1970
Airplane crash kills 75
football players, coaches,
administrators and
community members



1992, 1999
First **football**
championship (Division
1-AA); **top 10 ranking**
and Motor City Bowl
win over BYU

1990
Enrollment exceeds
12,000

1977
Medical
school
opens

2018
Receives **R2 research**
institution designation
from the Carnegie
Classification of Institutions

2020
Men's soccer wins school's
first **NCAA Division 1**
National Championship

2023
"Marshall for All, Marshall
Forever" **strategic roadmap**;
First cohort of "**Marshall for All**"
students arrives on campus



Marshall University

A VIBRANT ECOSYSTEM

- Public research university - R2
- 10 colleges | 2 professional schools
- 11,269 total | 3,017 graduate students
- 77% students from West Virginia
- 57% are first-generation students
- Admitted from 44 countries
- 1,875 full-time faculty and staff



Marshall University **Academics**

- Huntington
- South Charleston
- Point Pleasant
- West Virginia International
Yeager Airport/Huntington Tri-
State Airport



Joan C. Edwards **School of Medicine**



Marshall University **Research Corporation**



Marshall University **Athletics**



Marshall University **Foundation Inc.**



Marshall Health Network

Marshall University

OUR ROLE AND IMPACT

WE ARE ... A Prosperity Platform to Accelerate Individual Success, Innovative Ideas and Economic Impact

INDIVIDUAL SUCCESS

2,500 Graduates/Year
77% from West Virginia
57% First Generation



120,000 Alumni:
Admirals & Generals, Governors,
Fortune 500 CEOs, Emmy/Tony/Pulitzer
Prize Award-Winners, Doctors, Lawyers,
Scientists, Educators, Professional
Athletes & Coaches, Heisman Trophy
Finalists and Hall of Fame Inductees

INNOVATIVE IDEAS

Research
Scholarship
Creativity



\$65M Research, Grants & Contracts
Carnegie R2 (7% of Institutions)
Cybersecurity | Forensic Science
Addiction Science | Obesity | Gerontology
Rural Health | Neuro-Divergent Learning
Digital Humanities | Design Thinking
Entrepreneurship | Innovation District

ECONOMIC IMPACT

Educate
Innovate
Collaborate



61% Graduates Remain in WV
300+ Companies Helped/Year
800+ People Trained/Year
Flight School | Aviation Maintenance
\$1 Invested Yields 14X Return
\$1B Economic Impact/Year
"Choose West Virginia" Tour

Sources: Center for Economic and Business Research, West Virginia Higher Education Policy Commission Funding Formula

A Shifting Landscape Necessitates Change

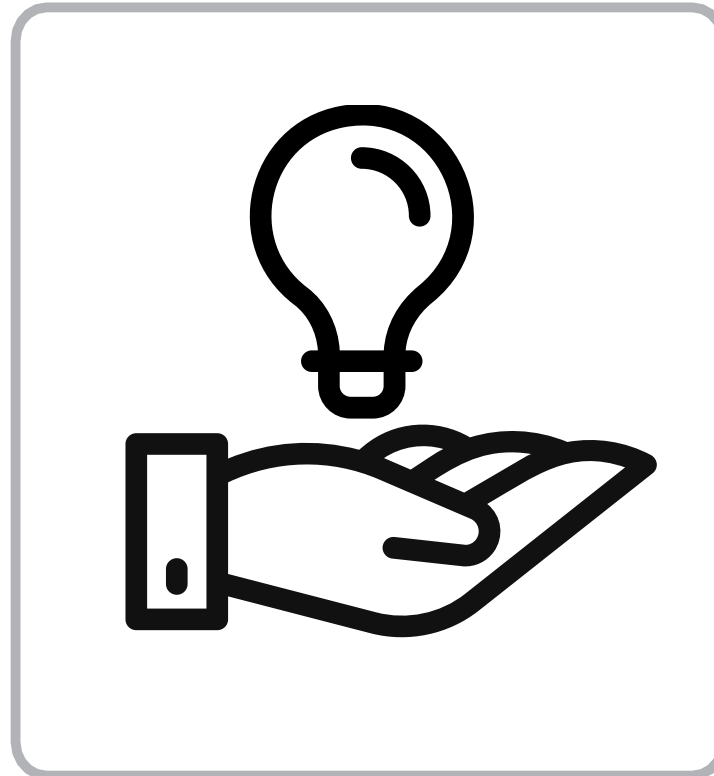
HEADWINDS RESHAPING HIGHER EDUCATION

DEMOGRAPHICS



Enrollment Cliff
Interest in College
Return-on-Investment

DIGITAL



Digital Transformation
Knowledge Economy Demands
Non-Traditional Alternatives

DOUBT



Gallup Survey
Structural Deficits
Closed Operations

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% Placement 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

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

- Student debt load
- Debt-free pilot cohort launch and year/year retention
- Internships and jobs
- Fundraising campaign

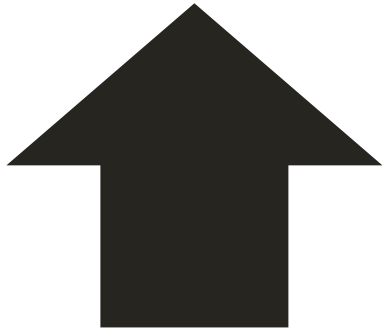
- First-year retention
- HerdConnect mentorship
- E2E student experience monitoring in place

- Micro-credential pilot
- HyFlex course pilot
- AI assessment/application
- Online degree programs

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

Accelerating Ideas to Impact
FIVE STUDENT-FIRST PRIORITIES

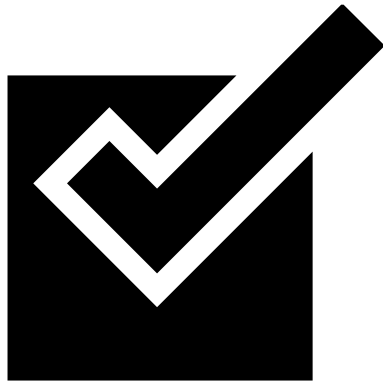
**INCREASE
ACCESS**



**Total Enrollment
+4.2%**

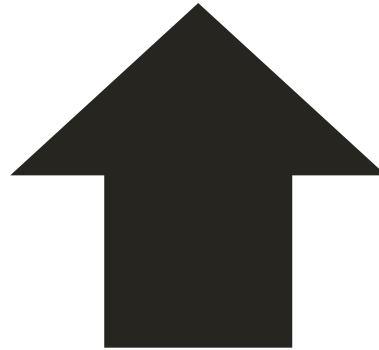
**First-Time, Full-Time
Undergrads
+12.9%**

**ENSURE
AFFORDABILITY**



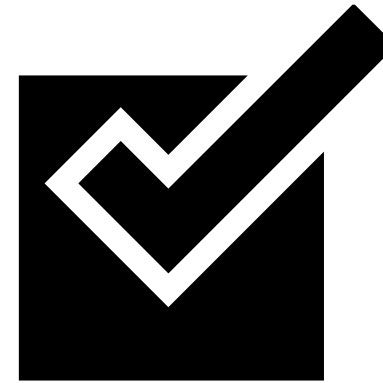
**Metro Enrollment
+19.9%**

**GROW SUPPORT
PROGRAMS**



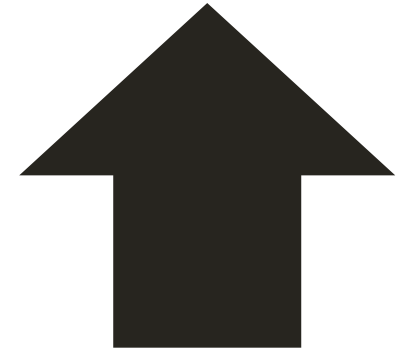
**Retention
+4.3%**

**DELIVER
ON DEMAND**



**Online Enrollment
+17.6%**

**ENABLE LIFETIME
ACHIEVEMENT**



Alumni Engagement
✓ Scholarships
✓ Mentorships
✓ Internships

Accelerating Ideas to Impact
SIX AREAS OF DISTINCTIVE EXCELLENCE

**CYBERSECURITY
& FORENSICS**



National Ranking
**"Academic Center
of Excellence"**

**HEALTH
SCIENCES**



**Academic Health
System**

**ADVANCED
MANUFACTURING**



Robotics
"Marshall Inside"

**ADVANCED
ENERGY**



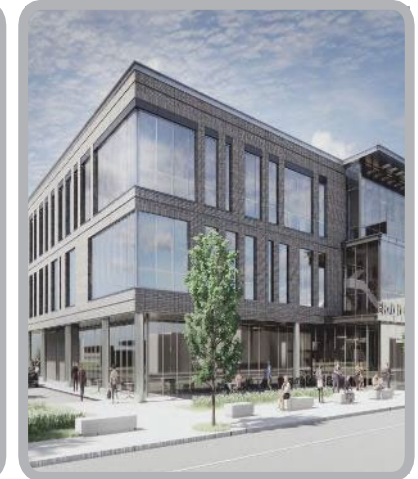
**Nuclear
Small Modular
Reactors**

AVIATION



**Enrollment
18→127 students
in 2 Yrs**

ENTREPRENEURSHIP

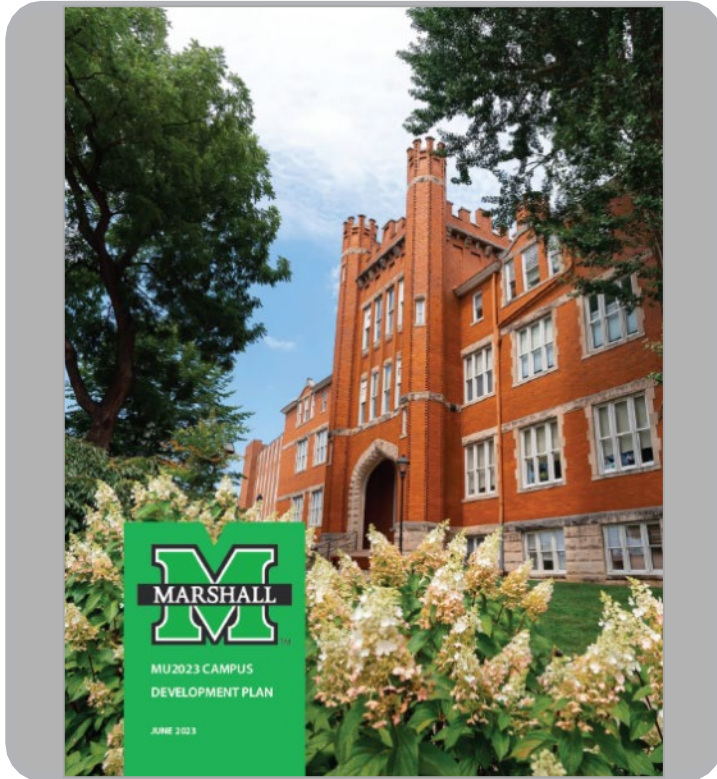


**Business Innov Cntr
Innovation District**

Accelerating Ideas to Impact

INVESTING TO BUILD FOUNDATIONAL CAPABILITY

10-YEAR CAMPUS MASTER PLAN



Deferred Maintenance

DESIGN THINKING/ GENERATIVE AI



Agility at Scale

MARSHALL FOR ALL, MARSHALL FOREVER



**100% Placement
Zero Student Loan Debt**

Accelerating Ideas to Impact **MARSHALL FOR ALL**

Graduation Rates

All Marshall Students

**65% Graduated
Within 6 Years**

Marshall Non-Pell Students

**40% Graduated
Within 6 Years**

Marshall Pell Students

Grade Point Average

Pell-Eligible Students

2.77 GPA

Marshall for All Cohort

2.66 GPA

Marshall Peers

Retention - Fall-Spring 2023-24

Pell-Eligible Students

89% Retained

Marshall for All Cohort

82% Retained

Marshall Peers

Retention - Fall-Spring 2023-24

Metro Students in Residence Halls

90% Retained

Marshall for All Cohort

78% Retained

Marshall Peers

Key Takeaway

Early indications are that removing a financial barrier can lead to higher retention and graduate rates. This means improved economic prospects for individuals and economic benefits for the region through a better-educated workforce.

Manage our Strategic Resources

PROMOTE LONG-TERM SUSTAINABILITY

ENDURING FINANCIAL PRINCIPLES

1. Grow STUDENTS, Not Fees.

- ✓ Minimize tuition and fee increases.
- ✓ Institutional success is measured by our accessibility, affordability and lifetime value for the students we serve.

2. Invest in our TEAM.

- ✓ Align employee compensation with market.
- ✓ Incentivize for performance and living the Marshall University Creed.

3. Take Care of the HOUSE.

- ✓ Investments in facilities are essential to the university mission.
- ✓ Invest in innovative technologies to meet modern challenges.

4. Manage our Strategic RESOURCES.

- ✓ Build key reserves for fiscal/operational resiliency.
- ✓ Invest available resources to new market-driven opportunities.

STRATEGIC INITIATIVES

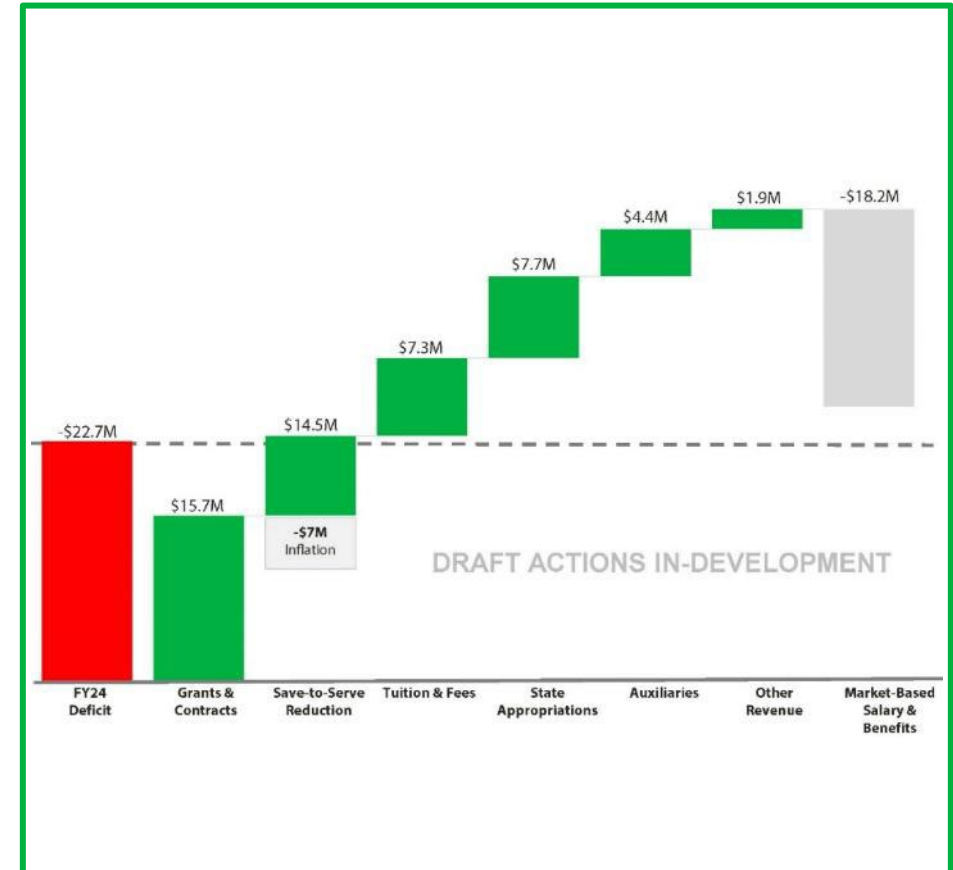
"Save-to-Serve"

- Identify/take action:
 - Savings opportunities
 - Spending habits
 - Areas of waste
- Guided by Budget Work Group
 - Monthly meetings
 - Purchasing best practices
 - Spending deep dives
- Goal of \$14.5M in savings over four years

Incentivized Budget Model

- Resources aligned with strategic goals
- Shared financial governance
- Culture of trust, responsibility, accountability
- Data informed

FINANCIAL ROADMAP FY24-28



Grow Students, Not Fees

TUITION/FEES AND AFFORDABILITY

2025 Budgeted
\$327.1M

Student
Tuition and Fees
22.8%

Grants
and Contracts
33.7%

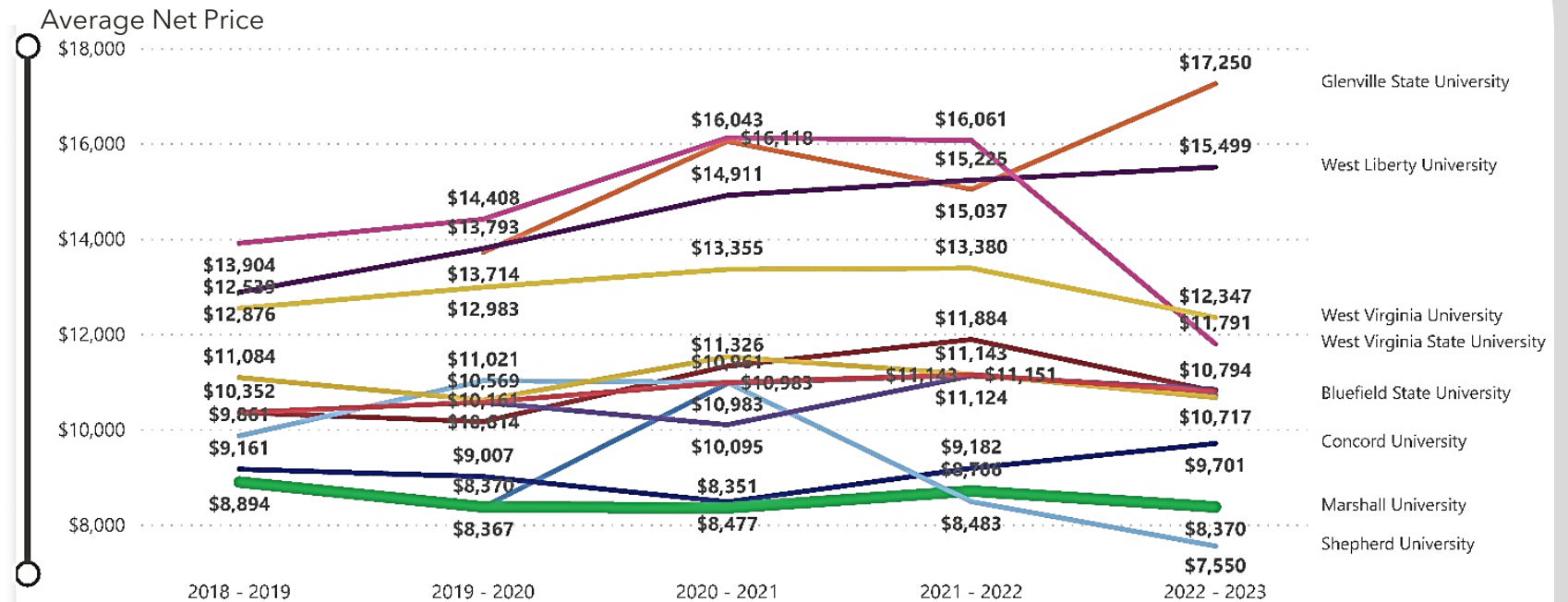
Auxiliaries **10.7%**

Other Operating 3.1%

State
Appropriations
23.1%

Pell Grants 5.3%
Investment Gains 0.8%
Other Non-Operating 0.5%

Comparison to WV 4-Year Institutions



Source: Integrated Postsecondary Education Data System (IPEDS)

Grow Students, Not Fees

THE \$5,000 VISION

\$10,111 **Non-Resident** Tuition & Fees
(9.2% Undergraduate Enrollment)

\$6,524 **Metro** Tuition & Fees
(10.4% Undergraduate Enrollment)

\$5,000 per semester

\$4,521 **Resident** Tuition & Fees
(80.4% Undergraduate Enrollment)

FY2024 Actions

- **Metro Rates:** -11.5%
 - *Breakeven* = 95 Students
 - *Achieved* = **140+** Students
- **Resident Rates:** +2.5%
- **Non-Res Rates:** +2.5%
- **Online Rates** = Resident Rates

FY2025 Actions

- **Metro Rates** = Flat to FY24
- **Resident Rates:** +2.5%
- **Non-Res Rates:** Flat to FY24
- **Online Rates** = Resident Rates
- **Fee Increases:** \$24/semester

Invest In Our Team

STAFFING TRENDS

2025 Budgeted
\$344.9M

Marshall Staffing –
General Fund
20.6%

Marshall Staffing –
Special Revenue
26%

MURC Staffing 10.1%

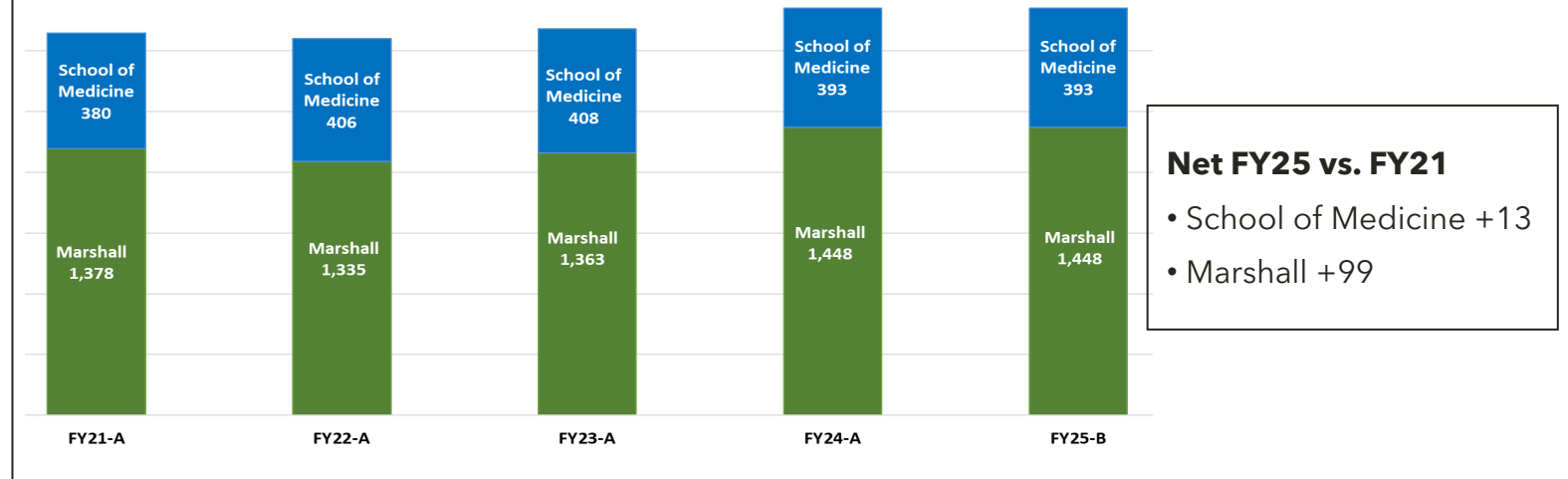
Supplies &
Other Services
28.7%

Financial Aid 7%

Depreciation 5.5%

Interest 2.1%

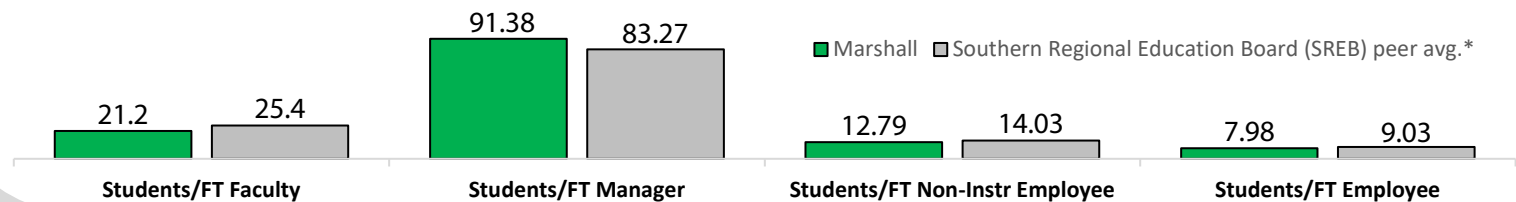
5-Year Full-Time Staffing Headcount



Net FY25 vs. FY21

- School of Medicine +13
- Marshall +99

Monitoring Student:Employee Ratios



*Source: Integrated Postsecondary Education Data System (IPEDS), National Center for Education Statistics, U.S. Department of Education, 2022-23.

Invest In Our Team

PAY RAISES → MARKET RATES

FY24 ACTIONS

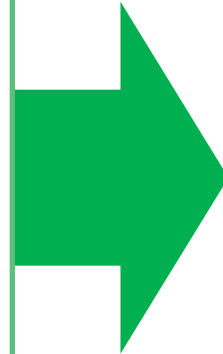
State Funded

- \$1,350 Lump Sum
= 8.18% for lowest salaries; and
= 0.47% for highest salaries

Strategic Adjustments

- Gender/Race
- Targeted Market-Based Retention and Recruitment (i.e., police officers, grant writers, specific academic disciplines, etc.)
- Faculty

Completed **Market Equity** Analysis



FY25 BUDGET

State Funded

- ~\$1,000 Lump Sum
- +1% Base Increase

Market Equity Adjustments

- \$1M from Save-to-Serve
Distributed based on Compa-ratio (position relative to mid-point)

FY26-28 CONSIDERATIONS

State Funded

- \$1.5M Appropriation

Market Equity Adjustments

- \$2M Annually
- Performance-Based

Take Care of the House

FACILITY MAINTENANCE

CAPITAL PROJECT PRINCIPLES FOR ALLOCATION

Building System Stabilization	35%
Health and Safety	25%
Equitable Environment/Title IX	20%
Invest to Accelerate Growth	15%
Miscellaneous	5%
Total Points	100%

PROJECT “SHOCK AND AWE”

\$21.4M from State for Deferred Maintenance

- ✓ **Chiller Replacements - Smith Hall and Drinko Library** (\$3.9M)
- ✓ **Roof Replacements - South Charleston, Drinko Library** (\$2.4M)
- ✓ Structural Repairs - Old Main (\$1M)
- ✓ Air Handler Units - Science Building (\$1.3M)
- ✓ **Emergency Generator/Safety Phase I** (\$687K)
- ✓ **Fire Alarm Upgrades** (\$363K)
- ✓ Elevator Modernization (\$1.5M)
- ✓ Sanitary Pipe Replacement - Henderson Center E-Level (\$540K)
- ✓ Morrow Library ADA Updates (\$1.2M)
- ✓ **Locks - Smith Hall and Fine Arts** (\$300K)
- ✓ Floor Renovations - Erma Ora Byrd Clinical Center (\$375K)
- ✓ **Concrete - Smith Hall** and Henderson Center (\$250K)
- ✓ **Stormwater Improvements Phase I** (\$1.5M)
- ✓ **Demolition - Laidley** and Holderby Halls (\$1.6M)
- ✓ **Renovations - Fine Arts** (\$1.6M)
- ✓ **Restroom Renovations - Memorial Student Center** (\$880K)
- ✓ HVAC Replacement - Former MRI Building (\$378K)
- ✓ Classroom/**Restroom Repair**/Renewal - **Campus-wide** (\$1.6M)

Bold/gray shading indicates projects under way.

First round of State funding (\$5.4M) received in December 2023.

Take Care of the House

CAMPUS CARRY

ACTIONS TO DATE

- **Implementation Team** created
- **Action Learning Team** reviewed best practices; visited 11 higher education institutions
- **Campus and Community Safety Work Group** formed with students, faculty/staff and law enforcement
- **Website** developed
- Two campus **Town Hall meetings** held
- Athletic venues assessed by **Office of Homeland Security**
- **Security Risk Management Consultants** engaged to develop comprehensive security plan for Athletics (due 4/16)

COST ESTIMATES

Construction to secure Corbly Hall day care	\$20,000
Signage for all university properties	\$30,000
Personal screening machine - Student Center	\$25,000
Personal screening machines - Athletics/Entertainment	\$205,000
Swipe card access ports for 10 hearing rooms	\$20,000
	TOTAL \$300,000

**Pursuing external funds for football stadium concourse expansion (\$2-\$4.4M).*

marshall.edu/mupd/campus-carry

Take Care of the House

COMMUNITY CARES WEEK



COMMUNITY CARES WEEK
Giving Back to the Herd

Year 2 Results

Our 2nd **Community Cares Week**, May 23-27, 2023, exceeded expectations:

- **724 volunteers** contributed **1,958 hours of service**
- Main Campus, Health Sciences and satellite campuses
- Landscaping, pressure washing, painting, carpentry, housekeeping and thrift store
- **100 staff members** led teams
- **33 businesses** sponsored projects
- **9 alumni chapters** participated; 6 in their home communities

Year 3 Plans

May 14-17, 2024

The goal for 2024 is to continue to increase the scope and impact of alumni, campus and community members participating and giving back.

- **Tuesday, May 14 (Youth Day)** - Main Campus, South Charleston campus and Health Sciences–Byrd Clinical Center and Kopp Hall
- **Wednesday, May 15** - Main Campus, South Charleston Campus and Health Sciences–Teays Valley
- **Thursday, May 16** - Main Campus, Mid-Ohio Valley Center and Health Sciences–Project HOPE and PROACT
- **Friday, May 17** - Main Campus

10+ alumni chapter service projects in home communities, including China

GOAL: +10% in volunteers (target: 796) and service hours (target: 2,153)

www.marshall.edu/cares

Manage Our Strategic Resources

“SAVE-TO-SERVE”

Cost Containment + Revenue Growth = Sustainability

WHAT IS IT?

- Campus-wide priority
- Cost-saving initiative
- \$14.5M goal over three years

AREAS OF FOCUS

- Non-personnel spending
 - “Supplies and Other Services”
- Contract reviews
- Procurement policy review

PROGRESS TO DATE

- \$3.1M in spending reductions identified for FY24
- 5% reductions in FY25-FY27
- Marshall Marketplace e-procurement implementation

Manage Our Strategic Resources

INCENTIVIZED BUDGET MODEL

Academic Unit-Level Proformas

Revenues

- A Tuition, Fees and Aid**
 - Based on credit hrs of instruction/of record
- B State Appropriations**
 - Aligned with State Funding Formula incentives

Expenses


- C Direct and Shared Costs**
 - Units responsible for direct expenses
 - Assessed share of indirect costs
- D Strategic Funding Mechanism**
 - Units fund strategic investment pool
 - Make other units whole

A

B

C

D

	Division of Aviation	College of Business
<i>Incentive-Based Budget Model Fiscal Year 2022</i>	Total	Total
Revenues		
Total Undergraduate Tuition	141,496	6,893,599
Total Graduate and Professional Tuition	-	1,927,315
Total Fees	537,069	2,523,213
Total Scholarships & Waivers	(59,789)	(4,077,204)
Total Net Tuition & Fees	618,776	7,266,923
State Appropriations - Deferred Maintenance	-	-
State Appropriations - Instruction & Enrollment	48,342	3,122,609
State Appropriations - Degree Completion	-	3,379,201
State Appropriations - Sponsored Programs	-	240
State Appropriations - Student Segment Population Supplement	5,644	337,186
State Appropriations - Direct	-	-
Total State Appropriations	53,985	6,839,237
Total Contracts & Grants	379,890	980,201
Total Sales/Services	-	-
Total Gifts and Other Revenue	575,000	125,450
TOTAL REVENUES	1,627,652	15,211,810
Expenditures		
Total Salaries and Wages	709,081	7,086,171
Total Benefits	192,742	1,922,785
Total Salaries, Wages, and Benefits	901,823	9,008,956
Supplies and Other Services	6,065,064	299,067
Utilities	35,074	-
Travel	21,994	14,288
Other Expense	-	-
Interest on Indebtedness	-	37
Depreciation	-	-
Total Supplies, Services, and Other	6,122,133	313,392
TOTAL DIRECT EXPENDITURES	7,023,956	9,322,348
MARGIN BEFORE SUPPORT UNIT COST ALLOCATIONS	(5,396,304)	5,877,712
<i>Margin Before Support Unit Cost Allocations %</i>	-332%	39%
Allocated Administrative Support Unit Costs		
Academic Support	34,743	1,981,798
Athletics	37,521	1,905,248
Facilities	407,542	400,130
General Administration	39,955	2,125,273
Research	9,931	25,625
Student Support	6,773	496,675
Total Allocated Support Unit Costs	536,465	6,934,750
TOTAL EXPENDITURES + ALLOCATED SUPPORT UNIT COSTS	7,560,421	16,257,098
Participation Fee Payment (Outflow) - 20.0%	-	-
Strategic Initiative Contribution (Outflow) - 0.0%	-	-
MARGIN AFTER PARTICIPATION AND STRATEGIC FUND CONTRIBUTION	-	-
Subvention Fund Disbursement (Inflow)	3,471,387	2,197,162
MARGIN AFTER FUND DISBURSMENTS	3,471,387	2,197,162

Manage our STRATEGIC RESOURCES

Key Assumptions

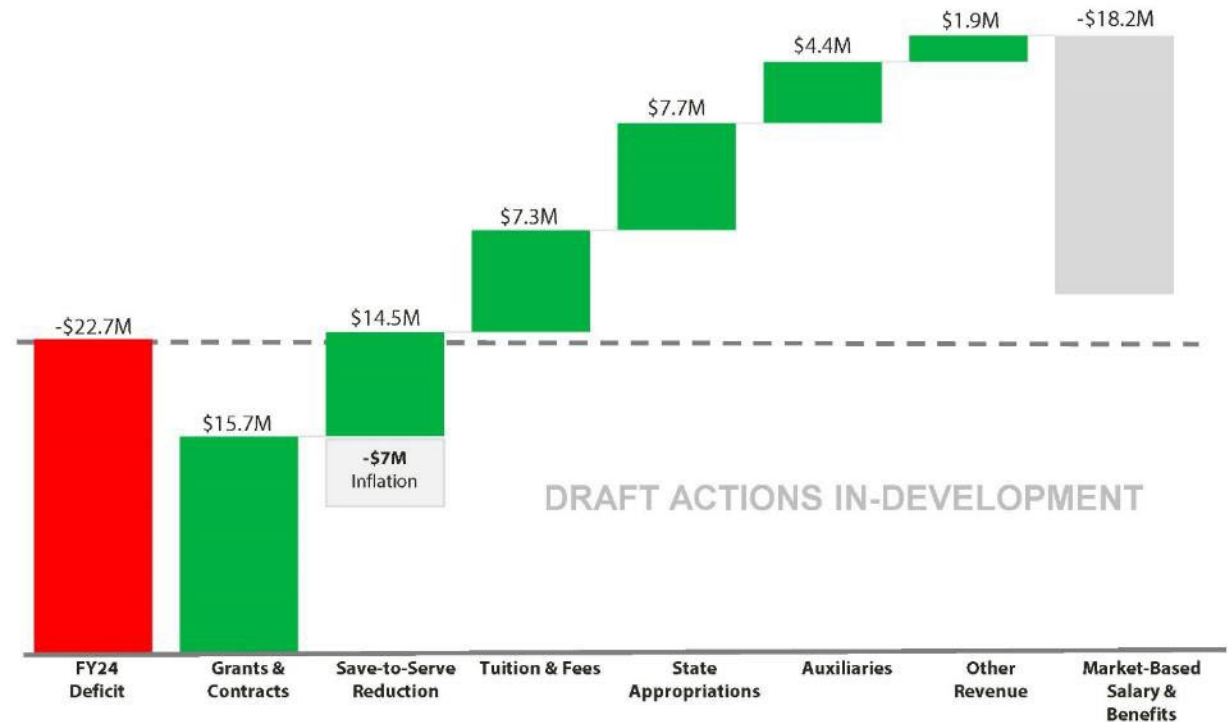
REVENUES

- ✓ Grants & Contracts: **+3.5%** annually
- ✓ Net Tuition/Fees:
 - FY25: **+2.2%** (1.2% price / 1% enrollment)
 - FY26: **+2.5%** (1.5% price / 1% enrollment)
 - FY27: **+2.5%** (1.5% price / 1% enrollment)
 - FY28: **+2.5%** (1.5% price / 1% enrollment)
- ✓ State Appropriations:
 - FY25: **+3.3M**
 - FY26-FY28: **+1.5M**
- ✓ Auxiliary Rev.: **+5%** occupancy/**+3%** annual rate increase
- ✓ Other Rev.: **+3.5%** annually

EXPENSES

- ✓ Salaries & Benefits (subject to State appropriations):
 - FY25: **+\$3.4M**
 - FY26: **\$1.5M** State / **\$2M** Market Pay
 - FY27: **\$1.5M** State / **\$2M** Market Pay
 - FY28: **\$1.5M** State / **\$2M** Market Pay
- ✓ Supplies and Other Services: **-\$14.5M** spend FY24-FY28

Strategic Actions to Promote Long-Term Financial Resiliency (FY24-FY28)



Areas of Higher Confidence

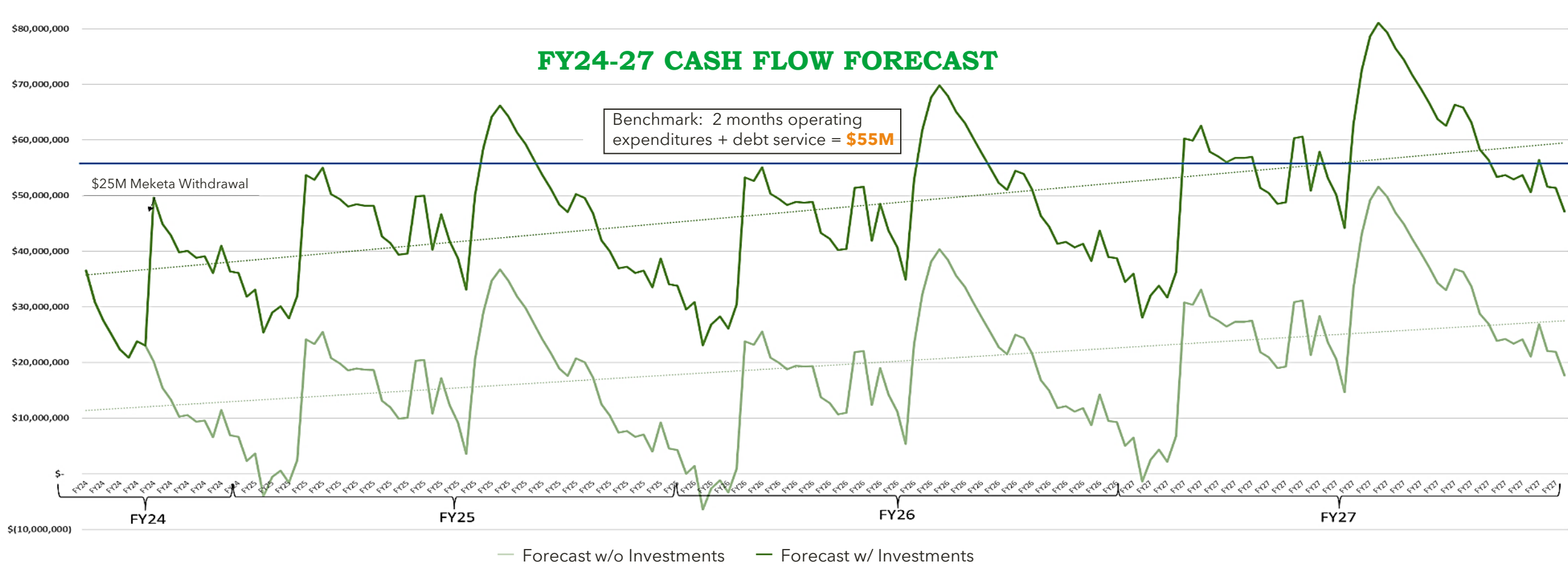
- ✓ Grants & Contracts
- ✓ Enrollment Assumptions
- ✓ Housing and Residence Life
- ✓ Save-to-Serve (supplies/services)

Areas of Risk/Concern

- ▲ State Appropriations - Funding Formula
- ▲ Salaries and Benefits - Pay Raises/PEIA
- ▲ BRIM
- ▲ Save-to-Serve (offsetting inflation)

Manage our Strategic Resources

LONG-TERM FINANCIAL RESILIENCY



Key Takeaways

- **Cash Inflows:** Fall (August/September) and Spring (January/February) inflows must sustain the university for entire year.
- **Draw Down Meketa Investments:** To supplement cash position, university is recommending drawing down \$25M of the combined Board of Governors (\$19M) and School of Medicine (\$6M) investment portfolios in April (expect -\$1.5M impact to Investment Income as a result.).
- **Cash Outlook:** Cash levels in FY27 and FY28 will allow partial payback to Meketa investment portfolio.
- **Goal:** Maintain cash level at or above the benchmark of two-month operating expenditures and annual debt service (\$55M for university, School of Medicine and MURC).

Summary

MARSHALL FOR ALL, MARSHALL FOREVER

THANK YOU ... for your leadership, your partnership and your support

- Marshall is a prosperity platform for West Virginia and Appalachia.
- We're navigating transformational change and choosing to play offense.
- We've charted a strategic roadmap to future prosperity and it's working.
- Your partnership and support are sincerely appreciated.

Remarks from the Faculty Senate Chair



The 2022-24 Faculty Senate



The 2022-24 Faculty Senate

A Review

- Reviewed 105 recommendations/resolutions
 - 91 signed by the President
 - 11 pending (Thursday meeting)
 - 3 will return for revision next year
- Much of the labor comes from our standing committees and the faculty themselves



The 2022-24 Faculty Senate

A Review

- University Curriculum Committee
 - 59 Recommendations
 - 329 separate curriculum forms
 - We are innovating in our teaching



The 2022-24 Faculty Senate

A Review

- Budget and Academic Policy Committee
 - 11 Recommendations
 - New four-year calendar, updates on D/F grades, academic suspension, renaming Pre-Finals Week, eliminating July graduation, work-related experiences, moving common finals day
 - We are student first



The 2022-24 Faculty Senate

A Review

- Academic Planning Committee
 - 10 Recommendations
 - Reviewed 17 different undergraduate programs
 - A mix of no changes, changes, and discontinuation
 - Approved four new cutting-edge undergraduate programs
 - BS Specialty Agriculture, BS Pharmaceutical Sciences, BS Political Science, and Bachelor of Applied Sciences
 - We are holding our programs accountable and introducing in-demand degrees



The 2022-24 Faculty Senate

A Review

- Faculty Personnel Committee
 - 10 Recommendations/Resolutions
 - Many major overhauls
 - Course evaluations; sabbatical policy; annual evaluation of faculty; post-tenure review; Professional Responsibility, Academic Responsibility, and Academic Freedom
 - P&T changes and peer teaching evaluations coming
 - We are innovating our profession



The 2022-24 Faculty Senate

A Review

- Legislative Affairs Committee
 - 2 Recommendations
 - Further strengthening our relationship with our administration's legislative affairs team
 - We are partners at the capitol



The 2022-24 Faculty Senate

A Review

- Student Conduct and Welfare Committee
 - 1 Recommendation
 - Becoming a trauma-informed resilience-infused campus
 - We are focused on our students' diverse needs



The 2022-24 Faculty Senate

A Review

- Executive Committee/Faculty Senate
 - 12 Recommendations/resolutions
 - Changes to Faculty Constitution/By-laws for efficiency, clarity, and compliance
 - We are innovating our shared governance



The 2022-24 Faculty Senate

A Review

- This is only a high-level overview of the work
 - Does not include the non-recommendation work
 - Does not include the work completed within each academic unit/college or department/school
 - Does not include...everything else
- We are...
 - Transforming
 - Accelerating
 - A student-first faculty

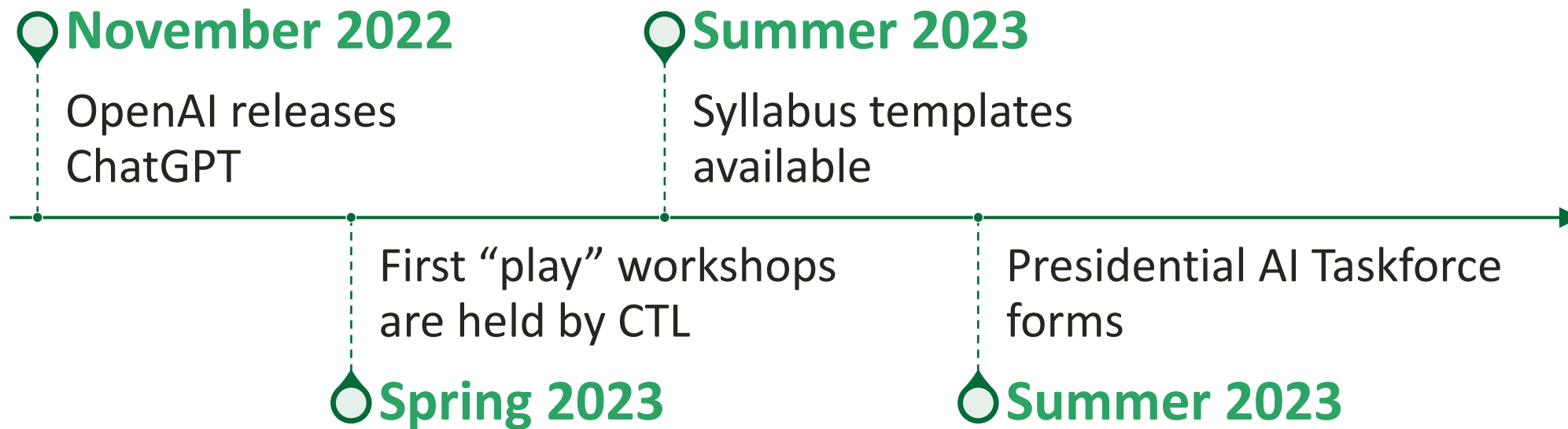


Presidential AI Taskforce



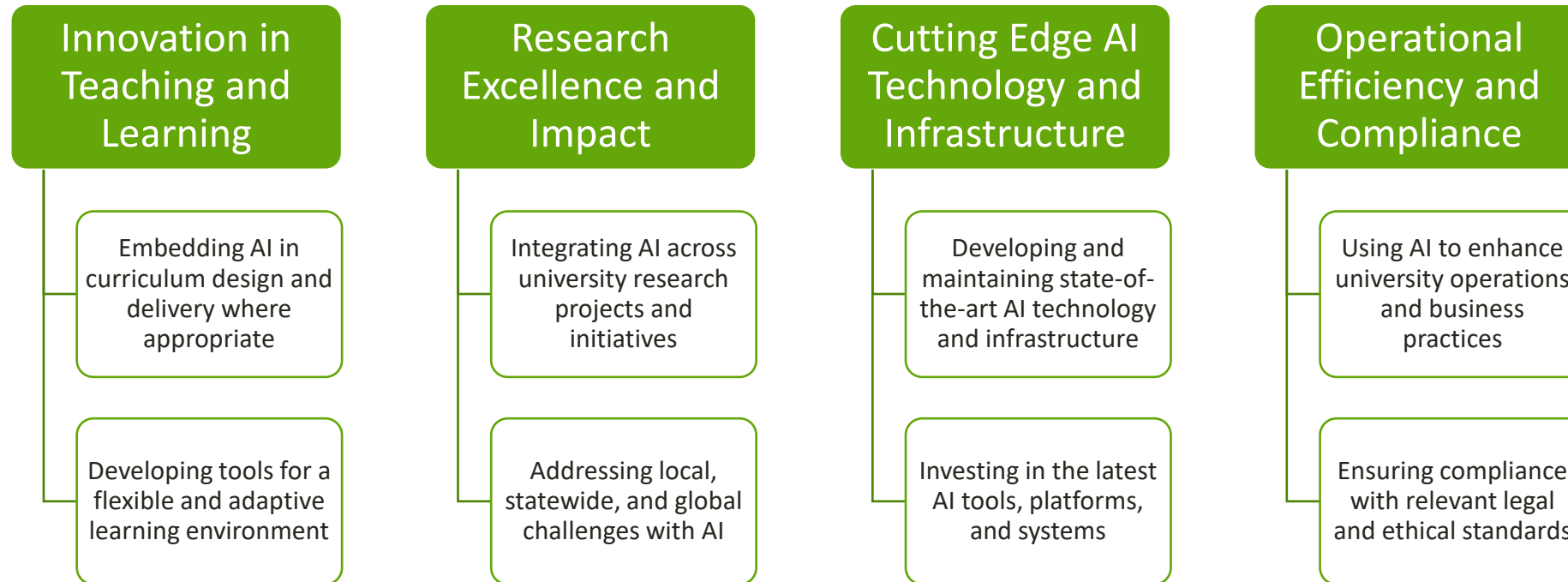
Presidential AI Taskforce

Timeline



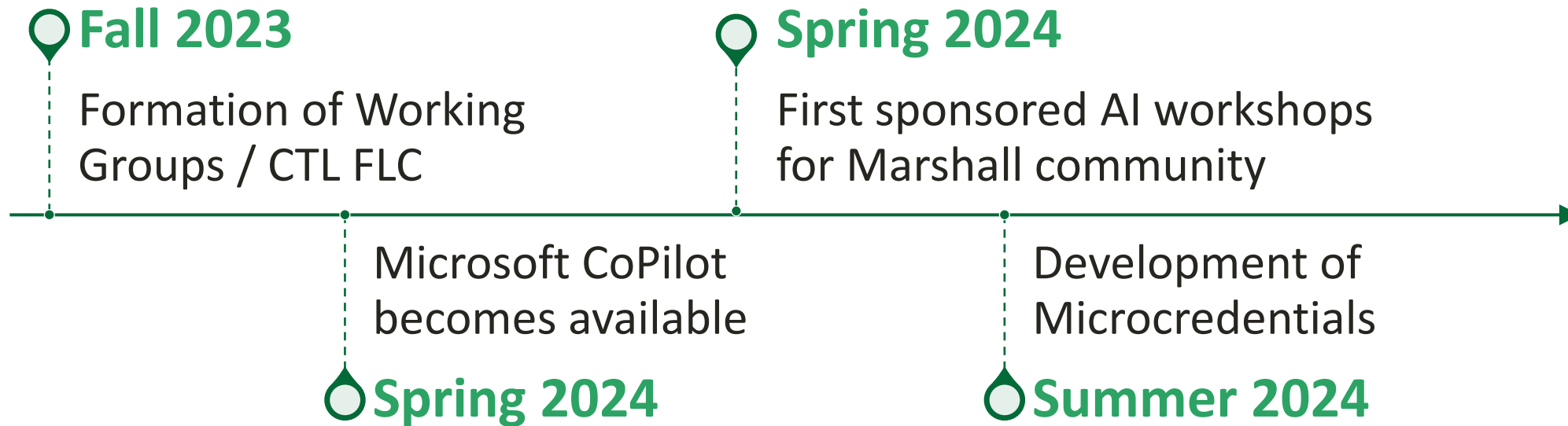
Presidential AI Taskforce

Guiding Principles



Presidential AI Taskforce

Timeline



Presidential AI Taskforce

Fall 2024-Spring 2025

- Setting and Meeting KPIs in Key Initiatives
 - Teaching and Learning
 - Research and Impact
 - AI Infrastructure
 - Operational Efficiency and Compliance
 - Community Education



AI and You

- You are at the front line of this transformation in research and learning



Recognition of Retirees

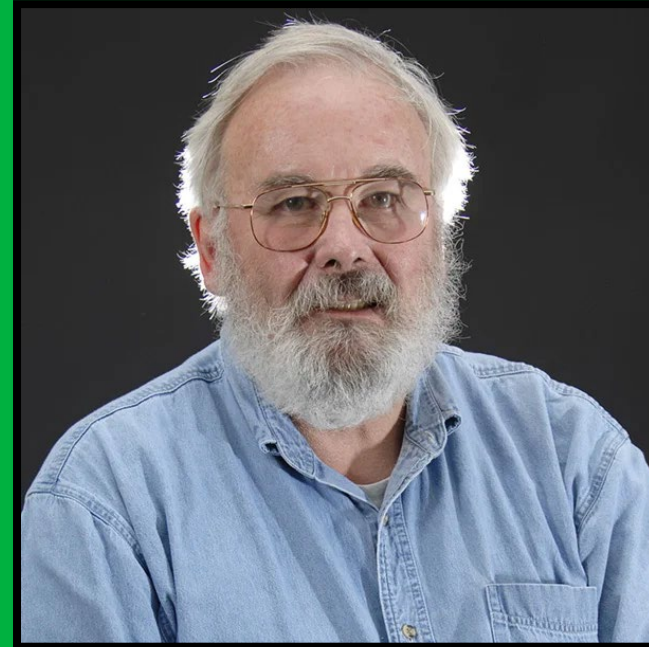


College of Arts and Media



Elizabeth Reed Smith

School of Music
35 Years of Service



Edward (Mike) Murphy

School of Theatre
36 Years of Service



College of Education and Professional Development



David Hermon

Counseling
26 Years of Service



Robert Rubenstein

Counseling
34 Years of Service



College of Education and Professional Development

Nega Debela

Elementary and Secondary
Education
22 Years of Service



Ruthann Arneson

Undergraduate Teacher Education
10 Years of Service



College of Engineering & Computer Sciences



Davide Mauro

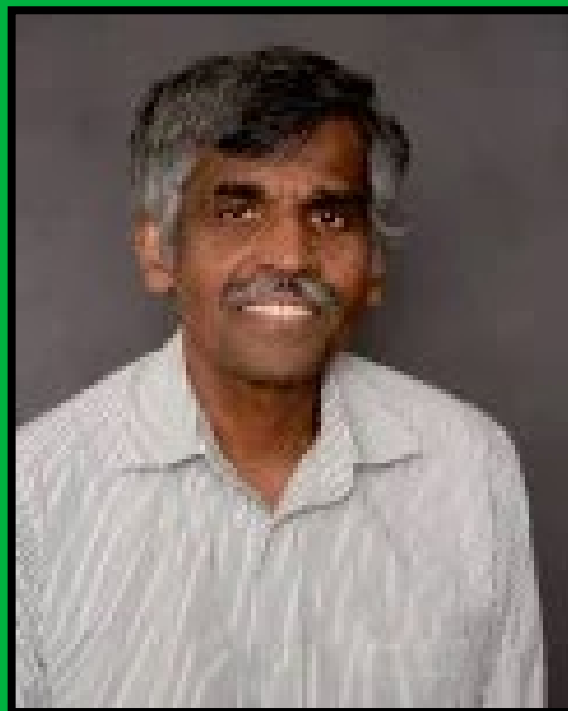
Computer Science and Electrical Engineering
7 Years of Service



College of Science

Robert Morgan

Chemistry
27 Years of Service



Ariyadasa Aluthge

Mathematics and Physics
33 Years of Service



Menashi Cohenford

Chemistry
19 Years of Service



College of Liberal Arts



Marty Laubach

Sociology & Anthropology
20 Years of Service

Jeff Boggess

Psychology
12 Years of Service



College of Health Professions



Debra Greene

Nursing
12 Years of Service



Phillip Carter

Social Work
45 Years of Service



School of Pharmacy



Lisa Nord

Pharmacy
7 Years of Service



Gayle Brazeau

Pharmacy
6 Years of Service



School of Medicine



Norman Cottrill

Pediatrics
25 Years of Service

Charles Yarbrough

Dermatology
9 Years of Service



Elsa Mangiarua

Biomedical Sciences
37 Years of Service



School of Medicine



Joseph Shapiro

SOM VP Health Science /Dean
12 Years of Service



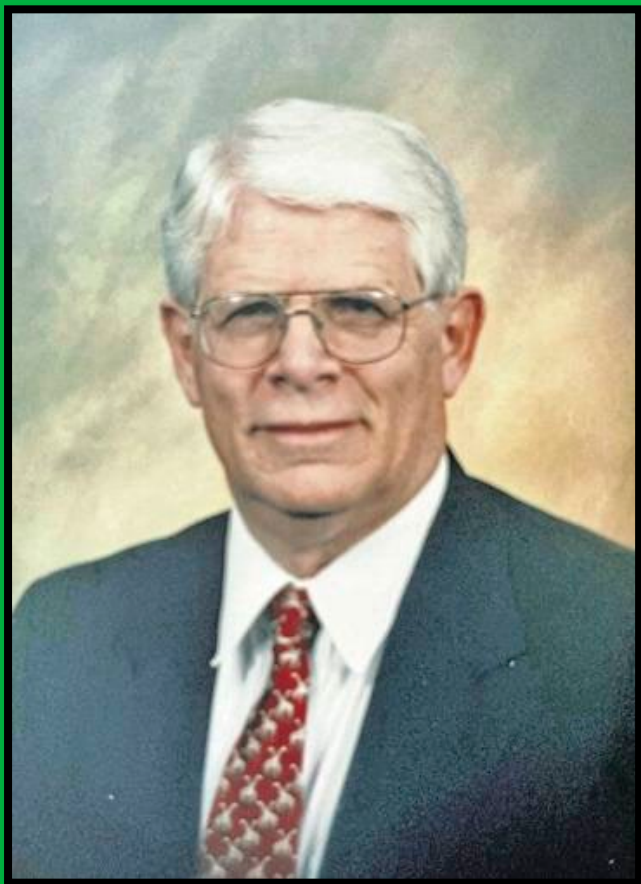
John Parker, Jr.

Family Medicine
19 Years of Service



In Memoriam





Wesley Shanholtzer

Mathematics & Physics

37 years of service



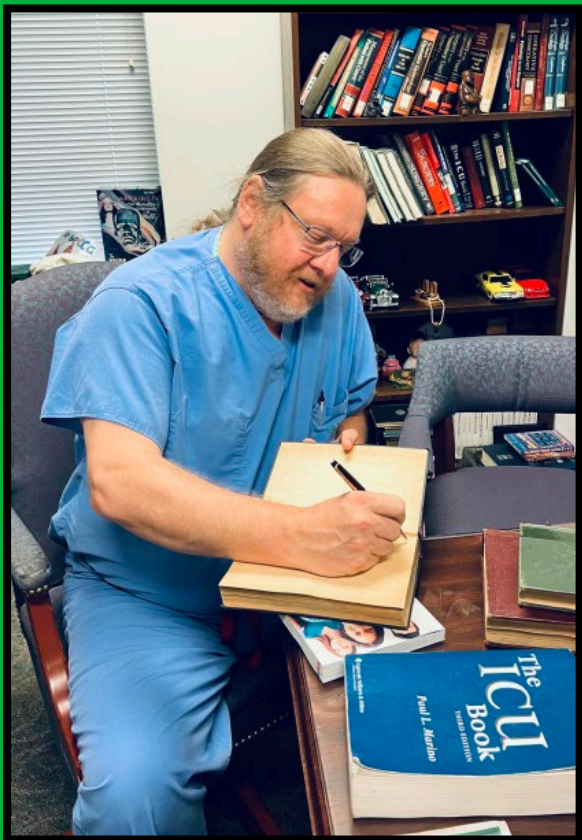


Ralph Oberste-Vorth

Mathematics & Physics

9 years of service





Doug Henson

School of Medicine

25 years of service





Beverly Boggs

Director of Financial Aid/
Assistant VP of Enrollment

4 years of service



Presentation of Awards



MU Distinguished Service Awards



Wendell Dobbs

Music |
College of Arts and Media



Kelli Williams

Dietetics |
College of Health Professions



Keith Beard

Psychology |
College of Liberal Arts



John & Frances Rucker Outstanding Graduate Advisor of the Year Award



Robert Deal

History | College of Liberal Arts



Yvonne Skoretz

Curriculum & Instruction |
College of Education and Professional Development



Charles E. Hedrick Outstanding Faculty Award



Laura Michele Diener
History | College of Liberal Arts



Marshall & Shirley Reynolds Outstanding Teacher Award



Laura McCunn-Jordan
Chemistry | College of Science



Pickens-Queen Teacher Awards



Leslie-Dawn Quick

Criminal Justice, Criminology, and
Forensic Science | College of Science



Andrew Morelock

Political Science |
College of Liberal Arts



Julie Snyder-Yuly

Communication Studies |
College of Liberal Arts



Council of Chairs Award for Excellence in Teaching



Matthew Smith

Art & Design | College of Arts and Media



MU Distinguished Artists & Scholars Award

— Senior Recipient for Arts, Social Sciences, Humanities, Education & Business



Sarah McDermott

Art & Design | College of Arts and Media



MU Distinguished Artists & Scholar Award

- Senior Recipient for Sciences & Technology



Rosalynn Quinones

Chemistry | College of Science



MU Distinguished Artists & Scholars Award - Junior Recipient in All Fields



Roozbeh (Ross) Salary

Mechanical & Industrial Engineering |
College of Engineering and Computer Science



Hedrick Faculty Teaching Fellow Award

2024-2025



Meghan Hancock

English | College of Liberal Arts



Adjournment

THANK YOU & GO HERD!

