

## **Marshall University Classified Staff Council Minutes**

May 18<sup>th</sup>, 2023, Virtual Meeting via Microsoft Teams

**Members Present:** Clay Arens, Nina Barrett, Lacie Bittinger, David Childers, Beretta Coleman, Andrea Gray, Jennifer Griffith, Kyrsten Hodge, Darlene Howell, Carol Hurula, Dena Laton, Becky Lusher, Nick Martin, Teresa Meddings, Carleen O’Neill, Kelly Sowards, Crystal Stewart, Terri Thompson, Tony Waugh, Rob Williamson

**Members Absent:** Rachel Amos, Anna Evans, Amy Saxton-Young, Eric Wallace,

**Members Absent (Excused):** Timothy Cline,

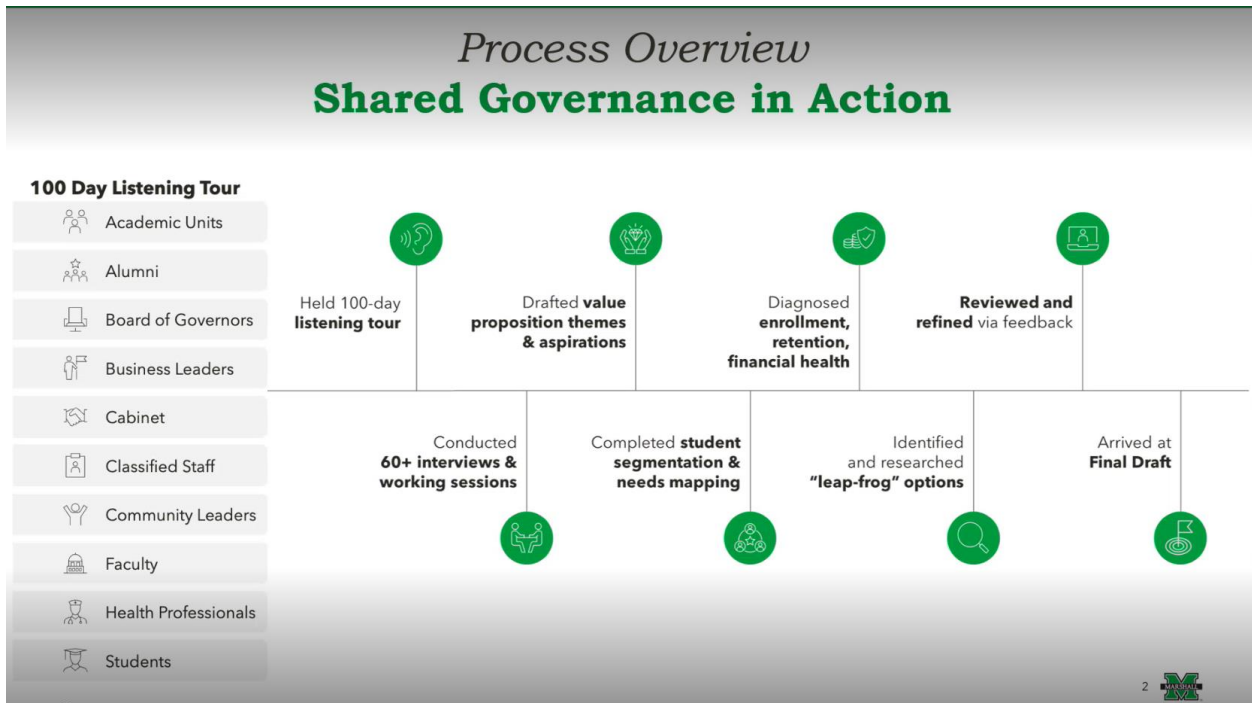
**Guests:** Pam Adkins, Michaela Arthur, Zach Bailey, Stephanie Blankenship, Yvette Blevins, Teresa Bolt, Jim Booth, Kathy Brannock, Crystal Brooks, Butch Burriss, Perry Chaffin, Mary Chapman, Meg Cyrus, Tiffani Daniels, Kaleigh Decker, Jeb Dickerson, Misty DiSilvio, Rebekah Duke, Holly Dunmore, Travis Edmonds, Amy Ethel, Bruce Felder, Karen Fischer, Jenny Frazier, Melanie Gallaher, Justin Hawthorne, Lisa Henry, Katherine Hetzer, Eric Himes, Sam Holiskey, Brandi Jacobs-Jones, Chris Key, Trevor Lambert, Leonard Lovely, Leslie Lucas, Lisa Maynard, Carissa McDonald, Michael McGuffey, Char McKenna, Mitzi Meade, Rebecca Meek, Nathan Miller, Avinandan Mukherjee, Nathan Mullins, Katherine Murphy, Robbie Nance, Becky Neace, Rebecca Pack, Tabby Puckett, Jessica Rhodes, Alice Roberts, Angie Rose, Emily Roush, Shawn Schulenberg, Marcie Simms, Wes Spradlin, Robyn Stafford, Allen Taylor, John Taylor, Robin Taylor, Kim Thomas, Matt Tidd, Mary Waller, Charlotte Weber, Michelle Wheeler, Miriah Young, Jodi Zimmerman

Chair Tony Waugh called the meeting to order. Parliamentarian Becky Lusher verified there was a quorum.

**University President Brad Smith**



{Slide 1} President Smith introduced the topic of the University’s “Strategic Roadmap to Prosperity” we have collectively been working on over the last 9 months as part of the “Marshall for All, Marshall Forever” initiative. The goal is prosperity for not only our students, but also for staff, faculty, our community and our state.



{Slide 2} Process Overview. We started this process by speaking to other institutions, having listening sessions, partnered with consulting groups, etc. We made a steering committee consisting of Student Government, Faculty Senate, Staff Council Chair, and others. We held workshops and meetings that resulted in a draft document that has been published for the campus community to give feedback on.

# AGENDA

- Our Storied History**
- Our Challenges and Opportunities**
- Our Strategic Roadmap to Future Prosperity**

4

{Slide 3} Our Storied History

## Our Storied History

### 186 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

**1879** Enrollment passes 1,000

**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

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

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

**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

**1977** Medical school opens

**1990** Enrollment exceeds 12,000

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

**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

**2022** "Marshall for All" announced, with goal that in 10 years, no student will graduate with debt


Source: [marshall.edu/history-and-traditions](https://marshall.edu/history-and-traditions) page

5

{Slide 4} 186 Years of Growth and Advancement


## Marshall University A Vibrant Ecosystem

- Public research university - R2
- 9 colleges | 3 professional schools
- 11,000 total | 3,000 graduate students
- 77% students from West Virginia
- 54% are first-generation students
- Admitted from 56 countries
- 1,770 full-time faculty and staff




**Marshall University Academics**


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




**Marshall University Foundation Inc.**




**Joan C. Edwards School of Medicine**




**Marshall University Research Corporation**  
RCBI Advanced Manufacturing Centers, etc.




**Marshall University Athletics**



**Marshall Health**



**Mountain Health**



{Slide 5} We are a vibrant ecosystem. We serve more than 11,000 students, 77% of whom come from West Virginia and more than half of those are the first in their family to go to college. We serve them through four physical locations and 1770 faculty and staff. We work with our partners Marshall Health and Mountain Health, and in conjunction with our School of Medicine we are working to build an academic health system.

## Marshall University Our Role and Impact

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

### INDIVIDUAL SUCCESS

**2,800 Graduates/Year**  
**77% from West Virginia**  
**54%+ 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**

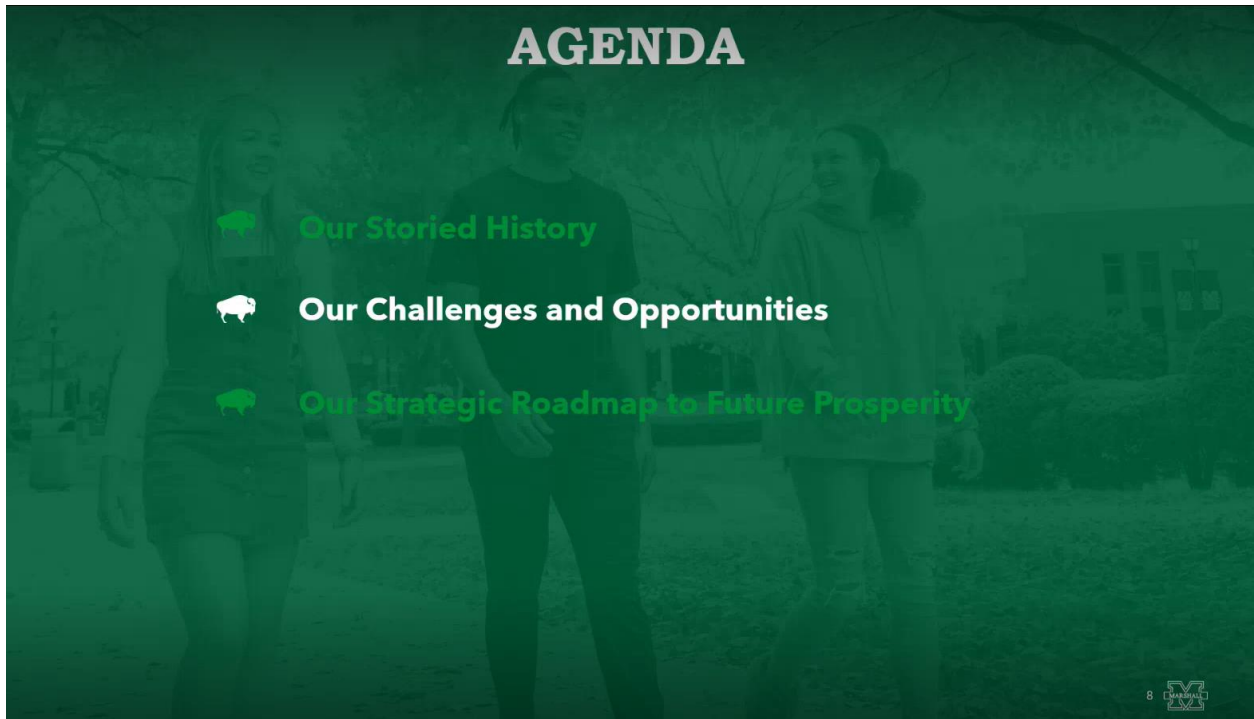


39% Graduates Remain in WV (vs. 22%)  
Advanced Materials Testing Lab  
16+ Apprenticeships | 900+ Trained/Year  
Flight School | Aviation Maintenance  
\$1 Invested Yields 14X Return  
\$770M Economic Impact/Year  
"Choose West Virginia" Tour

Source: CEBR, McKinsey & Company, Lightcast



{Slide 6} Our Role and Impact. We are a prosperity platform, and by definition a platform is an elevated surface that helps others reach greater heights, accelerating individual success. We accelerate innovative ideas and economic impact in our communities, States and Appalachia. We have \$65 million that comes to the University through research, grants, and contracts, and we advance innovative ideas through these. We are one of 7% of the nation's R2 universities, and for the past 9 years we have scored 100%, top in the nation, in forensics. When considering this economic impact, for every dollar the State invests in Marshall, we produce a \$14 return. Other institutions retain 39% of graduates in the State and lose 61% out of state. Marshall retains 59% in state.



{Slide 7} Our Challenges and Opportunities

## A Shifting Landscape Necessitates Change

### STUDENT TRENDS

**Student Pipeline & Preferences ... Affordability • Flexibility • Career Relevance / Achievement**

#### Enrollment Cliff: Fewer H.S. Students

Enrollment Nationally Projected to Drop Sharply After 2025

-15%

WV High School Graduates Projected to Continue to Decline

-21%

Source: Association of Governing Boards (AGB), 2022; Western Interstate Commission for Higher Education (WICHE)

#### Declining Interest in College Attendance

National Trends Reflect Lower Interest in Attending College

-12%

Fewer WV High School Students Choosing to Attend College

-18%

Source: National Center for Education Data Statistics; West Virginia Higher Education Policy Commission

#### The Top Three Things ...

**Families Seek from College:**

1. The right credentials to unlock the door to a successful career
2. Affordability
3. Sense of belonging/students matter

**Prospective Marshall Students Seek:**

1. Financial assistance/affordability
2. Flexibility of schedule/online options
3. Networking/mentorship/career readiness

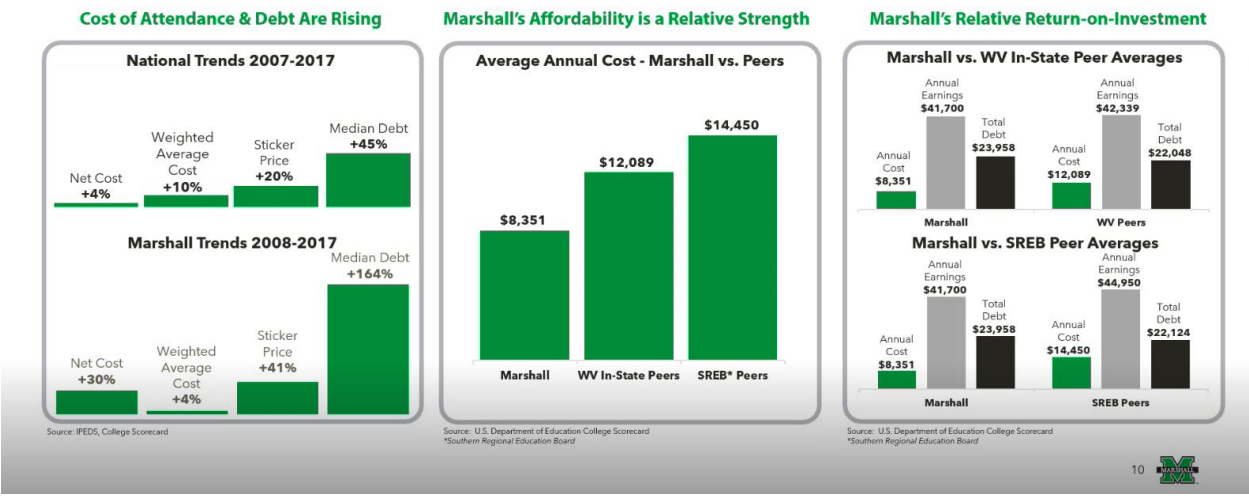
Source: Students First: Equity, Access, and Opportunity, Paul LeBlanc, 2021; McKinsey & Company interviews

{Slide 8} Student Trends. As a result of families having fewer children after the Baby Boom generation, starting in 2025 the United States will see 15% fewer high school seniors graduating. This is known as an enrollment cliff, and because we have an older population, West Virginia will decline 21%. In addition, those who are graduating have fewer students interested in going to college. The national level is down

12%, and West Virginia is down 18%. Only 46% of high school graduating seniors are considering going to college. When asked why, they cited affordability, flexibility, and achievement. They can't afford it, class schedules aren't flexible enough for their schedules, and there is no guarantee that the degree will help them get the job they want.

## A Shifting Landscape Necessitates Change **COST & VALUE PROPOSITION**

**Affordability Driving ROI Concerns ... Growing Student Loan Debt • Return-on-Investment**



{Slide 9} Student Loan Debt Affordability. Average tuition has gone up 10% a year since 2007. Student Loan Debt has gone up 45%. Marshall is more affordable at \$8000 a year than any of our in state peers and any of the 66 colleges and universities throughout the eastern and southeastern part of the United States.

## A Shifting Landscape Necessitates Change **HIGHER EDUCATION TRENDS**

**Higher Ed is Changing ... In-Demand Curriculum • On-Demand Delivery • Distinctive Value Proposition**

### Great Upheaval in Higher Ed

- **Digital Transformation**
- **Knowledge Economy Demands**
- **Non-Traditional Providers Offer:**
  - Low Cost
  - Anytime/Anywhere Access
  - Relevant Degree/Certificate

Source: The Great Upheaval: Higher Education's Past, Present, and Future, Arthur Levine and Scott VanPelt, 2021

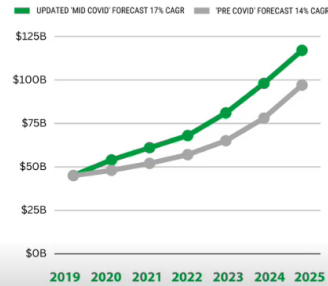
### Redefined Higher Ed Landscape

- Academic portfolios **focusing on skills for the new era**
- Enrollment strategies **meeting students where they are**
- Distinctive brand value focused on **practicality vs. prestige**
- **Grant funding** to support responsive programming and stabilize budget
- Strengthening **sense of belonging**

Source: Hanover Research, 2022

### Higher Ed is Now Continuous Education

**\$117B Online Degree & Micro-Credential Market in 2025**  
 Global Online Degree and Micro-Credential Expenditure Forecast in USD



Source: "Global Online Degree and Micro-Credential Market to Reach \$117B by 2025," Holon IQ, Global Impact Intelligence, <https://www.holoniq.com/notes/global-online-degree-and-micro-credential-market-to-reach-117b-by-2025>

{Slide 10} Higher Education Trends

## A Shifting Landscape Necessitates Change **MARSHALL UNIVERSITY**

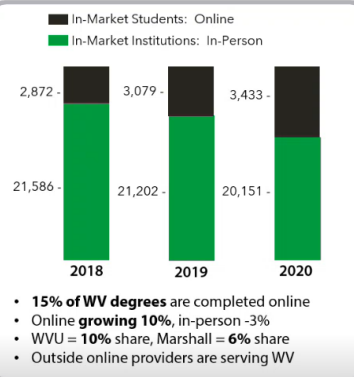
**Marshall University's Call-to-Action ... Enrollment • Adaptability • Financial Resiliency**

### MU's Enrollment Peaked in 2010: ~22% Since

Fall Semester	Headcount	% Change	FTE	% Change
1998	13,607		10,361	
1999	13,371	-1.7%	10,343	-0.2%
2000	13,643	2.0%	10,573	2.2%
2001	13,829	1.4%	10,642	0.7%
2002	14,222	2.8%	11,065	4.0%
2003	13,967	-1.8%	11,064	0.0%
2004	13,925	-0.3%	10,902	-1.5%
2005	13,996	0.5%	10,969	0.6%
2006	13,940	-0.4%	10,819	-1.4%
2007	13,814	-0.9%	10,754	-0.6%
2008	13,584	-1.7%	10,681	-0.7%
2009	13,779	1.4%	10,966	2.7%
2010	14,196	3.0%	11,549	5.3%
2011	13,971	-1.6%	11,410	-1.2%
2012	13,716	-1.8%	11,365	-0.4%
2013	13,413	-2.2%	11,167	-1.7%
2014	13,390	-0.2%	11,236	0.6%
2015	13,631	1.8%	11,485	2.2%
2016	13,654	0.2%	11,610	1.1%
2017	13,259	-2.9%	11,330	-2.4%
2018	13,215	-0.3%	11,042	-2.5%
2019	12,862	-2.7%	10,655	-3.5%
2020	11,962	-7.0%	10,197	-4.3%
2021	11,143	-6.8%	9,508	-6.8%

Benchmark: SNHU enrollment in 2010 = 12,600 ... SNHU enrollment in 2021 = 178,000

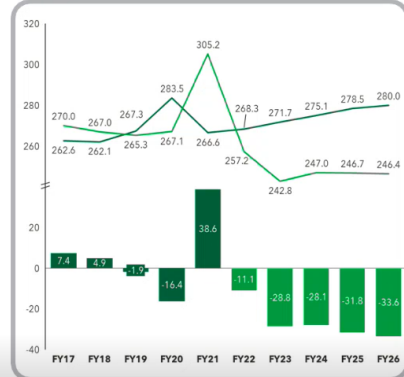
### Digital Transformation in WV



- **15% of WV degrees** are completed online
- Online **growing 10%**, in-person -3%
- WVU = **10%** share, Marshall = **6%** share
- Outside online providers are serving WV

Source: IPEDS, Gray Associates

### Unabated, MU's Deficit Could Grow to ~\$34M



{Slide 11} Call-to-Action. We're currently \$28 million in deficit, and headed for \$34 million by 2026.





{Slide 12} Our Strategic Roadmap to Future Prosperity.

*This is Not a Turnaround.*  
**IT IS A TRANSFORMATION.**

**Multi-Horizon Planning Approach ...** Optimize → Transform → Leapfrog

 **1: Optimize to promote long-term sustainability**

Realize the full potential of Marshall's current operating model with a sustainable financial structure and academic offerings

 **2: Transform to lead with the best**

Launch targeted initiatives to match leading higher education institutions for access, affordability, student mentorship, flexible modalities and career pathways

 **3: Leapfrog to become the reference case**

Pioneer "leapfrog" efforts to change the trajectory of post-secondary education and economic development in West Virginia and to set the bar for higher education innovation

14 

{Slide 13} Marshall's Planning Approach. First, we are going to optimize to promote our current model with strategic enrolment management, ensuring our finances are in order taking care of the house, etc.

## Optimize

# PROMOTE LONG-TERM FINANCIAL RESILIENCY

**Financial Principles ... Strategic Enrollment Management • Research, Grants, Contracts • Save-to-Serve**

### 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 and operational resiliency.
  - ✓ Invest available resources to new market-driven opportunities.

### Strategic Actions to Promote Long-Term Financial Resiliency (FY'24 - '27)

Category	Amount
FY24 Deficit	-\$27.7M
Grants & Contracts	\$11.6M
Save-to-Serve Reduction	-\$6.7M Inflation
Tuition & Fees	\$7.6M
State Appropriations	\$4.5M
Auxiliaries	\$3.7M
Other Revenue	\$2.5M
Market-Based Salary & Benefits	-\$8.5M Faculty/Staff to 80% of Market, -\$400,000 Gifts to Market

{Slide 14} Financial Stability. We want to grow our students, not fees, and we have a plan that will turn our \$28 million deficit around by 2027. We will grow our grants and contracts, we will ask employees to help save on non-personnel costs, and others.

## Optimize

# PROMOTE LONG-TERM FINANCIAL RESILIENCY

**Transforming Higher Education Finance ... Transparent • Collaborative • Incentivized • Accountable**

### Bond Rating Downgrades – Moody’s & Fitch

- ➔ Declining Enrollment
- ➔ Expense Control
- ➔ Pricing
- ➔ Leadership Turnover
- ➔ Aging Infrastructure

### Incentivized Budget Model

- ✓ Shared financial governance
- ✓ Culture of trust, responsibility and accountability
- ✓ Data informed
- ✓ Resource allocation aligned with achieving strategic goals

### Strategic Financial Planning

- ✓ Engaged Budget Workgroup – “Save to serve” mindset
- ✓ Financial modeling
- ✓ Rolling 5-year forecasts
- ✓ Data-driven analytics

{Slide 15} Promote long-term financial resiliency. In the last year, we have had two credit agencies downgrade Marshall. We are rolling out an incentivized budget model, and we are doing five year strategic plans so we can prepare for things that may need adjusted.



{Slide 16} Transform and Leapfrog. We have adopted a strategy used by NASA, called an alignment triangle, which allows everyone in the institution to know what our vision is long term and allows for everyone to see how their work fits in.

## Our **VISION** is Enduring

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

18

{Slide 17} Our vision is inspiring, and we won't change it.

## Our **CREED** Defines Our Culture

**We are...**

- A An Educational Community** in which all members work together to promote and strengthen teaching and learning;
- B An Open Community** uncompromisingly protecting freedom of thought, belief and expression;
- C A Civil Community** treating all individuals and groups with consideration, decency, and respect, and expressing disagreements in rational ways;
- D A Responsible Community** accepting obligations and following behavioral guidelines designed to support the common good;
- E A Safe Community** respecting each other's rights, privacy and property;
- F A Well Community** respecting and promoting physical and emotional health;
- G An Ethical Community** reflecting honesty, integrity and fairness in both academic and extracurricular activities;
- H A Pluralistic Community** celebrating and learning from our diversity;
- I A Socially Conscious Community** acting as citizens of the world and seeking to contribute to the betterment of people and their environments; and
- J A Judicious Community** remaining alert to the threats posed by hatred, intolerance and other injustices and ever-prepared to correct them.

19

{Slide 18} Our creed and aspirations were written 25 years ago and won't be changing either.

## Our **2037 GOALS** to Dream Bigger

200<sup>th</sup> Anniversary in 2037

### WE ARE ... A Prosperity Platform to Accelerate

	<b>Individual Success</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> 100% Placement Rates for Graduates</li><li><input type="checkbox"/> Zero Students Graduate with Student Loan Debt</li></ul>
	<b>Innovative Ideas</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> \$150M in Funded Research, Grants, Contracts</li><li><input type="checkbox"/> 3X Start-Ups Incubated</li></ul>
	<b>Economic Impact</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> 30X Return for Every \$1 Invested</li><li><input type="checkbox"/> 3X GDP Impact in West Virginia (\$2.3 Billion)</li></ul>

20 

{Slide 19} We will turn 200 years old in 2037. What do we want to look like at that time? We want 100% of our students to graduate and have a job or plans to for a continuing education of their choice as well as zero student debt. We have \$64 million in research, grants and contracts, but we want to get that to \$150 million. This means we have to grow it at about 3.5%, and we have already been growing at 5%. We want to grow our \$14 return on investing in students into \$30.

Vision

Creed

2037 Goals

Stakeholder Goals

Strategy

Priorities

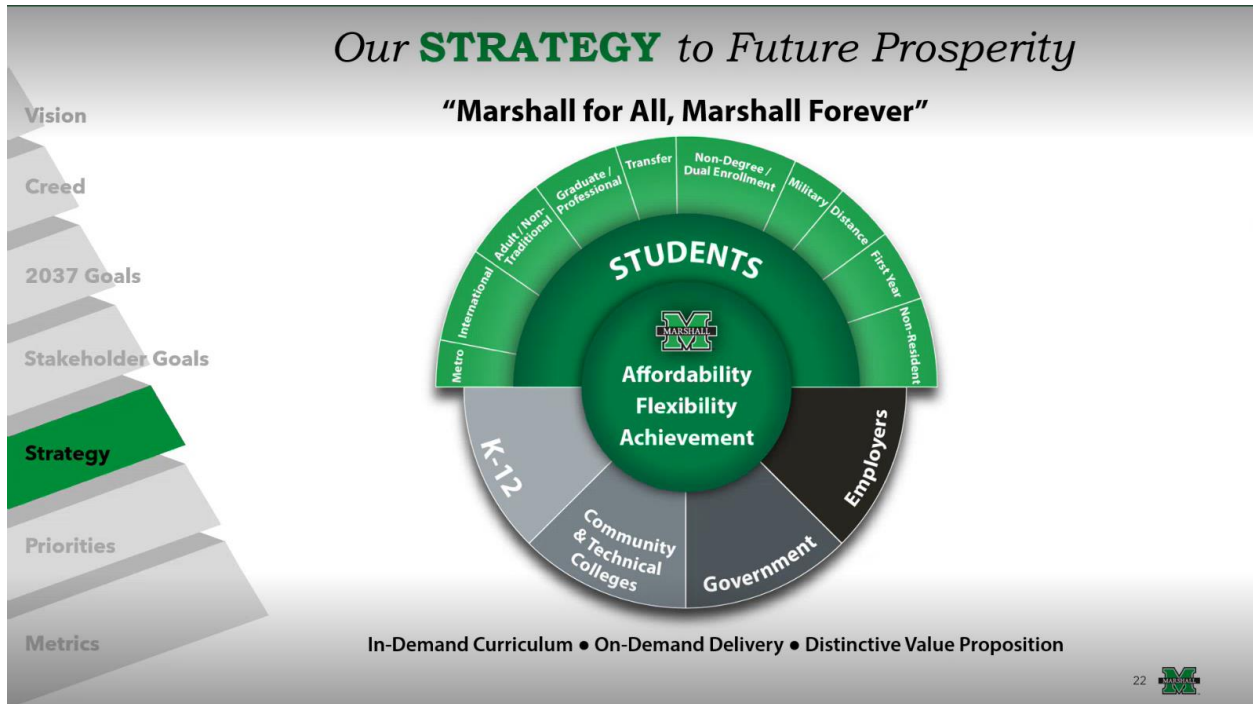
Metrics

## Our **STAKEHOLDER GOALS** Commit to “We”

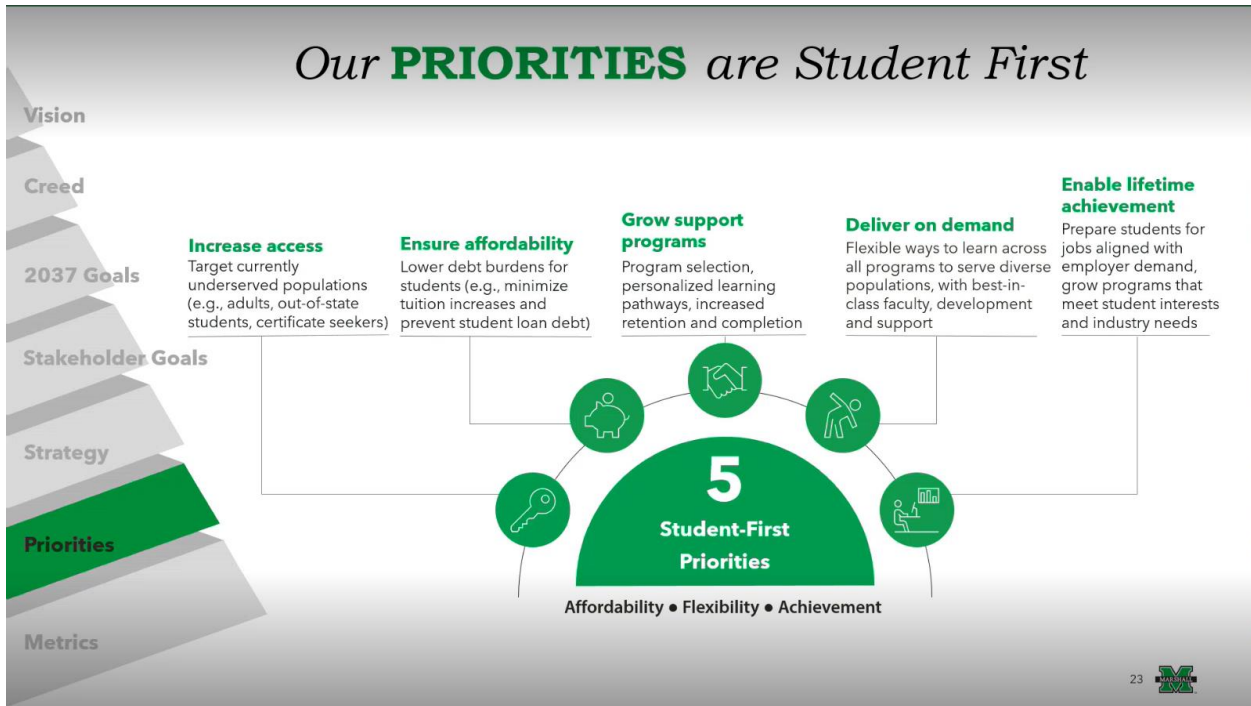
**Deliver our commitments in the current period, while building the foundation for a stronger future**

STUDENTS					TEAM				
Offer an affordable education with a distinctively supportive and flexible experience to ensure lifelong					Empower faculty and staff to do the best work of their lives				
	FY21-23 Avg	FY23	FY24 GOAL	FY25 GOAL		FY21-23 Avg	FY23	FY24 GOAL	FY25 GOAL
<b>Affordability</b>					<b>Employee Engagement (baseline survey to be done in FY24)</b>				
Debt-Load Per Student	\$ 26,669	\$ 27,573			Faculty	N/A	N/A		
Undergraduates Graduating with Debt	62.56%	58.87%			Staff	N/A	N/A		
<b>Progression</b>					<b>Employee Retention</b>				
Students Accumulating 30 Hours	1,712	1,606			Faculty	92.40%	91.80%		
Students Accumulating 60 Hours	1,400	1,356			Staff	88.00%	86.00%		
Students Accumulating 90 Hours	1,202	1,208			<b>Increased Diversity</b>				
<b>Completion</b>					Underrepresented Minorities				
Associate Degrees Awarded	322	338				16.00%	16.00%		
Bachelor's Degrees Awarded	1,460	1,329				48.20%	47.75%		
Master's Degrees Awarded	768	716			<b>Facilities &amp; Operations</b>				
Doctoral/Professional Degrees Awarded	154	150			Construction and Major Renovations	\$ 2,159,705	\$ 2,486,490		
On-Time	593	566			Deferred Maintenance Completed	\$ 1,049,609	\$ 1,136,720		
<b>Focus Populations</b>					Deferred Maintenance Needs				
Academically Underprepared	2,422	2,355				\$ 35,825,665	\$ 37,034,769		
Adult (25 and older)	1,036	938							
Low Income	3,554	3,311							
<b>WEST VIRGINIA</b>					<b>FINANCIAL STAKEHOLDERS</b>				
Improve the well-being of all West Virginians by creating break through opportunities and solutions					Build a resilient and sustainable institution to outlast headwinds				
	FY21-23 Avg	FY23	FY24 GOAL	FY25 GOAL		FY21-23 Avg	FY23	FY24 GOAL	FY25 GOAL
<b>Workforce</b>					<b>Total Enrollment</b>				
Graduates Earning Wages in West Virginia	1,013	1,008				11,313	10,835		
OR Enrolled in Post-Secondary Education	95%	58%			First-Year	1,626	1,554		
<b>Research &amp; Development</b>					Non-Resident				
Expenditures	\$ 17,648,417	\$ 20,253,168				1,483	1,444		
<b>Workforce Readiness</b>					Metro				
State-Priority Degree Fields	485	452				875	879		
Economic Impact						186	141		
Return on \$1 Invested	N/A	\$ 14.10				1,062	1,162		
Impact on West Virginia Economy	N/A	\$ 1,078				448	451		
						Transfer	3,002	2,873	
						Graduate/Professional	1,272	1,256	
						Non-Degree/Dual Enrollment	416	397	
						Military	3,003	2,822	
						Adult/Non-Traditional	\$ 308,710,667	\$ 305,532,000	
						Revenues	\$ 313,161,000	\$ 330,697,000	
						Expenses	22.00	21.37	
						Efficiency (Awards per 100 FTEs)	156	135	
						Fiscal Resilience	\$ 72,433,333	\$ 57,400,000	
						Days Cash-on-Hand			
						Strategic Reserves			

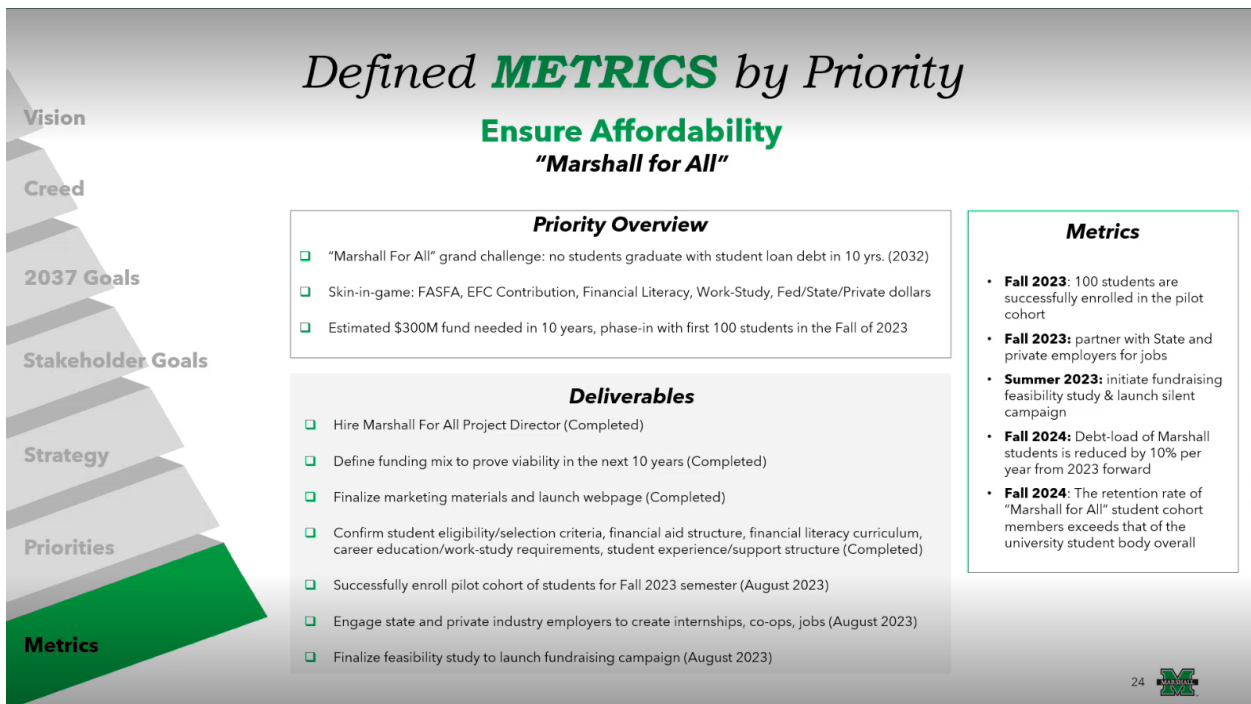
{Slide 20} Goals. We have broken down our 15 years of goals into four categories of 3 year goals: What we will do for students, what we will do for staff and faculty, what we will do for West Virginia, and what we will do for Marshall University.



{Slide 21} Our Strategy. The center of the “bullseye” is what parents and students told us they care most about, and students are broken down into 10 categories of students. We’re working with our K-12 system on dual credit, with our Votec and community and technical colleges on certificates, with our State government to bring companies to create jobs, and we’re working with those companies to tell us what they need students to know so we can graduate them with the right skills.







{Slide 22} Our priorities are students first. We have broken this into five student first priorities.



{Slide 23} Metrics by Priorities.



Our <b>PLAN-ON-A-PAGE</b>					
<b>VISION</b>	 <p><b>“To inspire learning and creativity that ignites the mind, nurtures the spirit, and fulfills the promise of a better future”</b></p>				
<b>CREED</b>	Educational   Open   Civil   Responsible   Safe   Well   Ethical   Pluralistic   Socially Conscious   Judicious				
<b>2037 GOALS</b>	 <p><b>Individual Success</b>                      100% Placement Rates for Graduates                      Zero Students Graduate with Student Loan Debt</p>	 <p><b>Innovative Ideas</b>                      \$150M Research, Grants, Contracts                      3X Start-Ups Incubated</p>	 <p><b>Economic Impact</b>                      30X Return for Every \$1 Invested                      3X GDP Impact in West Virginia (\$2.3B)</p>		
<b>STAKEHOLDER GOALS</b>	<p><b>Students</b>                      Offer an affordable education with a distinctively supportive and flexible experience to ensure lifelong prosperity</p>	<p><b>Team</b>                      Empower faculty and staff to do the best work of their lives</p>	<p><b>West Virginia</b>                      Improve the well-being of all West Virginians by creating breakthrough opportunities and solutions</p>	<p><b>Financial Stakeholders</b>                      Build a resilient and sustainable institution to outlast headwinds</p>	
<b>STRATEGY</b>	<p><b>Marshall for All, Marshall Forever</b>                      In-Demand Curriculum • On-Demand Delivery • Distinctive Value Proposition</p>				
<b>PRIORITIES</b>	<b>Increase access</b>	<b>Ensure affordability</b>	<b>Grow support programs</b>	<b>Deliver on demand</b>	<b>Enable lifetime achievement</b>
<b>METRICS</b>	<ul style="list-style-type: none"> <li>New student enrollment</li> <li>Focused student segment enrollment</li> <li>Recruitment contacts</li> <li>Conversion rates</li> <li>CRM integration</li> </ul>	<ul style="list-style-type: none"> <li>Student debt load</li> <li>Debt-free pilot cohort launch and year/year retention</li> <li>Internships and jobs</li> <li>Fundraising campaign</li> </ul>	<ul style="list-style-type: none"> <li>First-year retention</li> <li>MARCO mentorship project launch</li> <li>E2E student experience monitoring in place</li> </ul>	<ul style="list-style-type: none"> <li>Micro-credential course catalog</li> <li>HyFlex course pilot</li> <li>Micro-credential pilot</li> <li>Degree programs online</li> <li>Online education website</li> </ul>	<ul style="list-style-type: none"> <li>Customized training for advanced manufacturing</li> <li>Academic pathways selected</li> <li>Career Engagement participation</li> </ul>

{Slide 24} Plan-on-a-page. All classified staff, non-classified staff, faculty, students, alumni etc. are encouraged to print this one page to see our whole plan at a glance.

- **Q:** What are the differences in online, hybrid, high flex classes?
  - **A:** Classroom setting types:
    - Traditional classroom setting
    - Fully online course
    - Hybrid – gives the professor the ability to teach class in the classroom and have it recorded so students can watch playback later.
    - High Flex Hybrid – gives the ability for professors the ability to have a live recording online while teaching in addition to classroom students.
- An outside firm in 2016 looked at what Marshall does well and where to focus our efforts. Those were:
  - Cybersecurity – in 9 of the last 11 years our students have graduated at the top of the country in forensics.
  - Health Professions – We need to work on solving problems we have that no one else is solving: diabetes, obesity, rural health, etc.
  - Advanced manufacturing – we have to bring supply chains back into the country.
  - Advanced energy – we know coal and natural gas, but how can we improve in solar and hydrogen for example?
  - Aviation – we don’t have enough pilots or technicians.
  - Entrepreneurship – we need to get the next generation to create the next Amazon for instance.

## **Avi Mukherjee – Provost**

- **Enrollment**
  - 7572 applications. – 2% higher than where we were last year.
  - 5642 completed admissions. – 2% higher than where we were last year.
  - 2008 deposits – 40% higher than this time last year. We have already exceeded our goal of 2000 deposits.
  - Housing, orientation and enrollment metrics all appear better this year than last.
  - Transfer applications are up by 23%
  - Graduate applications are trending at 20%
  - Distance/Fully Online applications are up by 15%
  - We have a record number of students signed up for orientation. Minimizing the “summer melt” will be a big objective for many people over the summer.
  - We are using a company called Anthology to help in making outbound calls to make sure students who have registered for orientation do show up, and students who have started the application process continue to move forward.
  - Increases in freshmen numbers will help to offset the negative numbers of sophomores, juniors and seniors. We are targeting an increase of 5-10% more new students this fall compared to last.

## **Bruce Felder – Human Resources**

- **Juneteenth**
  - Due to the governor’s proclamation to make Juneteenth a state holiday, we will be closed on Monday, June 19<sup>th</sup>. Celebrations will be held on Friday, June 16<sup>th</sup> and the public is welcome to attend.
- **Non-Classified Council**
  - The shared governance committee is looking into the possibility of having a council for non-classified staff modeling after faculty staff and classified staff. This summer they will be gauging interest in having this.
- **Employee Engagement Survey**
  - The university wants to collect information on positive and negative feedback.
  - A premium rated engagement survey will go out in September.
  - It will center around 55 core questions and we have the ability to add 5 additional questions to it.
- **Salary Increase**
  - A salary increase of \$1350 per full time employee goes into effect on July 1<sup>st</sup>, but being paid in arrears we won’t see it on our checks until July 28<sup>th</sup>.
- **Open Enrollment**
  - Open enrollment has been extended to May 31<sup>st</sup> to make changes to benefits.

- Employees need to log in to their PEIA account and update their spousal surcharge. This is a surcharge to have a spouse on our State insurance if they have their own insurance they could be paying for.

### **Matt Tidd – CFO**

- The budget was approved at the last Board of Governors meeting.
- Finance will be meeting with each individual unit from now until the beginning of the fiscal year to go over budgets and make sure units understand what they have available to and for them.

### **Approval of Minutes**

- April 20<sup>th</sup> Minutes approved as written.

### **Carol Hurula – Board of Governors**

#### **BOG Representative – Carol Hurula**

*\* This is my interpretation of each meeting, presentation, and individual reports. Notes are written in my words and are not verbatim word for word of speakers. I have attempted to share the updates as closely as possible to the content. Any questions or clarification, please notify me. \*Forgive any typos.*

#### **BOG Meeting on Wednesday, April 26, 2023**

- Approval of minutes for February 22, 2023 & special meeting on March 21, 2023.
- Faculty Senate presentation by Dr. Shawn Schulenberg. How faculty, board of governors, president and students intersect. – He referenced the book Exit, Loyalty, and Voice written by Albert O. Hirschman where he makes a basic distinction between alternative ways of reacting to deterioration in business firms and, in general, to dissatisfaction with organizations: one, “exit,” is for the member to quit the organization or for the customer to switch to the competing product, and the other, “voice,” is for members or customers to agitate and exert influence for change “from within.” A great parallel to the challenges facing higher education, administration, and what role faculty can provide. He thanked the administration for not being an institution that rulemaking “comes down from administration” as seen at other institutions, but shared rulemaking with constituent groups. Thanked administration for working toward improving upon shared governance. BAPC members roles within budget workgroup. Stated faculty have a bit of nervous excitement on balancing what society needs and how they perceive higher education, but also allowing intellectualism.
- **Academic and Student Affairs Committee** (Avi Mukherjee and BOG Chair – Kathy D’Antoni)
  - Approval of degree addition – BS in Pharmaceutical Sciences.
  - Approval of updated policy AA-6 UG, G, and Professional Fee Waivers.
  - Approval of updated policy AA-20 Graduate Faculty Membership.

- Approval of 2022-23 Academic Program Review Recommendations. \*These are no longer reviewed by BOG committee; institution began using peer reviewers for programs to provide in-depth analysis and review.
- The provost gave brief highlights from colleges (detailed information in agenda).
- Commencement on Saturday, April 29<sup>th</sup>. 1,506 graduates which is up 8.4% from last spring. Approx: 926 UG, 338 G, 42 G Certificates, and 200 doctoral degrees.
- **Student Update** (Bella Griffiths)
  - Walker Tatum, her current Vice President has been selected by vote of the students as the incoming Student Body President and his VP is Nevaeh Harmon who was Miss Marshall 2022. Inaugurated on Friday, April 21<sup>st</sup>.
  - Walker will attend the June meeting with Bella for introductions.
  - Bella and Walker finished up on two search committees.
  - Student Government awarded Brian Morgan, Interim Dean, College of Science the Steve Hensley Dedication to Student Life Award.
  - Walker did an excellent job on Saturday, April 22<sup>nd</sup> Spring Fountain Ceremony.
- **School of Medicine Update** (Bobby Miller)
  - First graduating class of Physicians Assistant Program on Saturday.
  - The new BDMS class for 2023-24 accepted 7 new students. Very competitive, excellent student applicants to select from.
  - (detailed information in agenda)
- **Athletic Committee** (Christian Spears)
  - Christian thanked Bella for the impact she has on the Student Athletes, community events, and being a wonderful advocate for students overall. He said if you need students to attend an event, just contact Bella – she has the connections and will have the student support at the event.
  - Approved 2023-24 Budget for Athletics.
  - University support has been 63% in 2023-24 it is down to 57% and working toward a goal of 50% university 50% athletic revenue.
  - Tabled policy review GA-7 Intercollegiate Athletics until later.
  - Approved certain personnel contracts.
  - (detailed information in agenda on compliance and student accomplishments)
- **Finance, Audit, and Facilities Planning Committee** (Matt Tidd & BOG Chair - Geoff Sheils)
  - Approval policy FA-9 Purchasing.
  - Approval of Restructuring of Provident Debt Portfolio.
  - Tabled the update on purchase of new Scoreboard/Video Board for Athletic facilities.
  - Approved Budget for 2023-24 following the enduring principles, **Grow Students, Not Fees, Invest in Our Team, Take Care of the House, Manage our Strategic Resources.**
    - Comparison of US Dept. of Education College Scorecard “affordability”
    - **Grow Students, Not Fees** 2.5% increase in UG/G Resident & Non-Resident. \$218 annually UG Resident, \$226 annually G Resident, and \$538 annual G Non-Resident. Inflation is 5.6% and peers increasing anywhere from 3-5%.

- **Grow Students, Not Fees** -11.5% Metro Rate. Matching Ohio University – Athens. This will compliment the expansion of Metro area (59 counties, approx. 100 mile radius) savings of \$1,688 annually. Need 95 students to breakeven with this reduced tuition and feel confident we will achieve.
  - Aligning online rate with in-state resident rate. This will simplify pricing and marketing strategy.
  - **Invest in Our Team**, Employee raise \$1,350 across the board. This means the lowest paid employees will see 8% increase while the highest paid employees will average 0.47%. Intention is to begin addressing inequities by bringing lowest salaries up faster than the highest paid employees.
  - **Take Care of the House** (see detailed agenda for more information)
  - **Manage our Strategic Resources** Approved 2023-24 Tuition & Fee Rates.
  - Matt Tidd gave a financial & audit update.
  - Brandi Jacob-Jones gave a Facilities & Operations Update including inviting the Board of Governor members to sign up for Community Cares Week.
- **Presidents Update** (Brad D. Smith)
  - Counts it a privilege to serve the BOG, Faculty Senate, Staff, Students, Community and the Great State of West Virginia.
  - Speaking on three areas. Talent, Strategy, and Financial Resiliency
  - Filled critical roles that were vacant or filled on interim basis only, or planned retirements. Now has a team of All-Stars.
  - Listening Session Best Practices (4) criteria. Common Purpose, Develop Shared Governance, Create / Power / Execute, and Build Trust.
  - Strategic roadmap. MU for All, MU Forever.
  - Value Proposition.
  - Goals for 2037 Bicentennial. 100% student match to careers. 0% student debt, 150 million in grants & contracts. Strive to have a 30X return on every state dollar, up from 14X today impact.
  - Goals align with state initiatives. 21<sup>st</sup> Century Proposition Platform.
  - Distinctive in Higher Education in Region
  - Transform practice. Chart FY24 turn -27 million deficit around by FY27.
  - Leapfrog others so parents & student choose MU.
  - Invest in student enrollment & success.
  - Invest in Information Technology.
  - Incentivize budget model.
  - Commit to employee pay & benchmark toward market.
  - Take care of the house. Save to Serve Program.
  - It's a heavy lift ahead, this is not a turn around but a transformation.

#### Entered into Executive Session:

- Return from executive session, no votes or action taken.
- Naming opportunities in the Brad D. Smith Center for Business & Innovation and Corbly Hall.

- Approved renaming of the Robert C Byrd Institute (RCBI) to the Marshall Advanced Manufacturing Center.

#### **Chairman Report:**

- Invites all to attend the 2023 Spring Commencement. Keynote Speaker – John Donahoe, CEO of Nike.
- Financial Stability, Affordability, Adaptability in Changing Landscape in Higher Education.
- Adaptability responsibility is not just the Institution, but will take the full support from board members, faculty, staff, and students. Including new models of learning.
- May 23<sup>rd</sup> – May 26<sup>th</sup> Community Cares Week.
- Retreat in August – mark calendars, information forthcoming.
- The Executive Committee, which will be chaired by Patrick Farrell will begin the nomination process for incoming officers.
- Will see all at the June 21<sup>st</sup> meeting.

#### **Future Meeting Dates**

June 21<sup>st</sup>  
August 7-8, 2023 (offsite retreat and regular board meeting)  
October 11, 2023  
December 13, 2023  
February 7, 2024  
April 10, 2024  
June 12, 2024

**Meeting adjourned 2:43pm**

#### **Committee Reports**

**Election Committee – Nina Barrett** – Our Staff Council General Election concluded in April, and members were elected for the 2023-2025 term. Their term will begin on July 1, 2023.

**Legislative Committee – Carol Hurula** – We held the legislative interims on campus the first part of May.

**Personnel/Finance Committee – Teresa Meddings** – No report.

**Physical Environment Committee – Becky Lusher** – There have been no recent questions or concerns brought to the attention of the committee, but are always welcomed. The committee is working on assigning building representatives for each building on campus, with hopes of having that completed by the end of this term in June.

**Service/Staff Development Committee – Eric Wallace** – No report.

## **Announcements**

**Service Awards Luncheon** – The awards luncheon will be held on June 7<sup>th</sup>, and RSVPs are being accepted.

Minutes taken and prepared by: \_\_\_\_\_  
Katie M. Counts, Program Assistant, Classified Staff Council

Minutes approved by: \_\_\_\_\_  
Tony Waugh, Chair, Classified Staff Council

Minutes read by: \_\_\_\_\_  
Brad D. Smith, University President