

Fall General Faculty Meeting

THURSDAY, OCTOBER 1, 2026

4:00 – 5:30 P.M.

JOAN C. EDWARDS PLAYHOUSE

October 1st, 2026



Welcome from the Faculty Senate Chair



Introduction of New Administrators and Faculty



New Administrators

- **Diane Helfers Petrella** Provost & Senior Vice President for Academic Affairs
- **Gautam Pillay** Vice President for Research, Marshall University
Executive Director, Marshall University Research Corporation
- **Christopher Morrow** Dean, College of Liberal Arts
- **D. Scott Davis** Interim Dean, College of Health Professions



New Faculty

College of Arts and Media

- **Robert Bowen** School of Art & Design
- **Kathryn Link** School of Theatre & Dance
- **Andrew Stonerock** School of Music
- **Jennifer Robinette** Journalism & Mass Communications

College of Engineering and Computer Science

- **Kyra Baber** Biomedical & Electrical Engineering
- **Bradford Smith** Biomedical & Electrical Engineering

Lewis College of Business

- **Anna Johnson** Accountancy & Legal Environment
- **Jeffrey Larson** Management & Health Care Admin

College of Education and Professional Development

- **Kailey Bradley** Counseling
- **Shelley Coleman** Counseling
- **Sean Ridge** Counseling
- **Taylor Browning** Undergraduate Teacher Education



New Faculty

College of Health Professions

- **Emmalee Moles** Communication Disorders
- **Sean Quisenberry** Health & Movement Science
- **Whitney Atwell** Nursing
- **Kerry Drabish** Nursing
- **Clydea Hale** Nursing
- **Sarah Highlander** Nursing
- **Victoria White** Nursing

College of Liberal Arts

- **Kristen Hark** Communication Studies
- **Ahmed Makharesh** Communication Studies
- **Arianna Baggett** English
- **Zachary Thabet** English
- **Alice Gorton** History
- **Joshua Kluever** History
- **Justin Simpson** Humanities
- **Ikuyo Webb** Modern Languages
- **Anna Kuang** Psychology
- **Jessica Luzier** Psychology

College of Science

- **Hannah Blake** Biological Sciences
- **Sydney Hermann** Biological Sciences



New Faculty

University Libraries

- **Courtney Jordan**

Digital & Technical Services

School of Pharmacy

- **Tiffany Childers**

Pharmacy Practice & Admin

School of Medicine

- **Mack Arroliga** Anesthesiology
- **Muhammad Maaz** Anesthesiology
- **Ghassan Moufarrege** Anesthesiology
- **Jessica Childs** Biomedical Sciences
- **Mohammad Vahed** Biomedical Sciences
- **Adee Elhamdani** Cardiovascular Services
- **Jacob Kilgore** Dermatology
- **Sarah Lackey** Family & Community Health
- **Caroline Morgan** Family & Community Health
- **Smite Upadhyay** Family & Community Health
- **Ali Ajmal** Internal Medicine
- **Omari Al Omari** Internal Medicine
- **Krishna Bashyal** Internal Medicine
- **Teseir Hamdani** Internal Medicine

- Matthew Delph**
- Onyechi Megafu**
- Misuk Bae**
- Vaibhav Siderala**
- Mohit Verma**
- Andrew Desrosiers**
- John Castillo**
- Kaitlan Harvey**
- Sydney Sheppard**
- Mohammed Abdulqader**
- Khaled Al-Baqain**
- Darin Bager**
- Michael Bommaritto**
- Julian Lopez Garcia**

- Anesthesiology
- Anesthesiology
- Biomedical Sciences
- Biomedical Sciences
- Biomedical Sciences
- Dermatology
- Family & Community Health
- Family & Community Health
- Family & Community Health
- Internal Medicine
- Internal Medicine
- Internal Medicine
- Internal Medicine
- Internal Medicine



New Faculty

School of Medicine, continued

➤ Tishena Lloyd	Internal Medicine
➤ Jamila Ranavaya	Internal Medicine
➤ Said Sharawi	Internal Medicine
➤ Shahrad Tabur	Internal Medicine
➤ Marianne Marjkowski	Neurology
➤ Paul Lee	Obstetrics & Gynecology
➤ Arvinder Bir	Oncology
➤ Yury Kachynski	Oncology
➤ Mohammadreza Abbasian	Orthopaedics
➤ Saygin Kamaci	Orthopaedics
➤ Meredith Garst	Pediatrics
➤ Saubhagyi Singh	Pediatrics
➤ Rita Ryan	Pediatrics
➤ Mustafa Bulbul	Surgery
➤ Chadwick Knight	Surgery
➤ Arash Samadi	Surgery

Nizar Obeidat
Kamal Rikabi
Alejo Tabur
Emily Fletcher
Sydney Mertin
Amy Smith
Howide Eldib
Chathula Kumarasinghe
Mohammad Hammad
Barry Belcher
Corey McBrayer
Kevin Spicer
Robert Sears
Alexander Herrera
Benjamin Moosavi

Internal Medicine
Internal Medicine
Internal Medicine
Neurology
Neurology
Obstetrics & Gynecology
Oncology
Oncology
Orthopaedics
Pediatrics
Pediatrics
Pediatrics
Psychiatry & Behavioral Medicine
Surgery
Surgery

State of the University Address





Marshall for All, Marshall Forever

Fall General Faculty Meeting

October 1, 2026



MARSHALL

MARSHALL

MARSHALL

MARSHALL

MARSHALL

MARSHALL

MARSHALL

Our Storied History

190 YEARS OF GROWTH AND ADVANCEMENT



1837
Marshall Academy
created

1858
Becomes a
college

1907
Enrollment
passes **1,000**

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

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

1937
Ohio River **flooding**
damages campus
facilities



1947, 1948
Men's basketball wins
national championship;
football plays in **Tangerine Bowl**

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

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



1961
University status achieved



1970
Airplane crash kills 75
football players, coaches,
administrators and
supporters



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
R2 research institution designation
received 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** developed; first cohort of 100 "**Marshall for All**" students arrives

Fall 2026
4th **Marshall for All** cohort of 220 arrives
2nd year of **Tuition-Free WV**



Marshall University

A VIBRANT ECOSYSTEM

- Public research university – R2
- 13 colleges and schools
- 13,004 total | 2,934 graduate students
- 73% are from West Virginia
- 54% are first-generation college
- 47% are Pell Eligible
- Admitted from 56 countries
- 1,899 full-time faculty and staff



Marshall University **Academics**

- 3 university campuses
 - Huntington
 - South Charleston
 - Point Pleasant
- WV K-12 School System/HEPC
 - Dual-Enrollment/CTE
 - CTC/4-Year Peers
- 9 West Virginia Airports
- Marshall Online and Skills Exchange



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

2,600 Graduates/Year
73% 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,
Hall of Fame Inductees

INNOVATIVE IDEAS

Research
Scholarship
Creativity



\$64M Research Grants & Contracts
Carnegie R2 (3.5% of Institutions)
Cybersecurity & Forensics | Rural Health
Addiction Science | Adiposity-Based
Chronic Disease | Gerontology
Advanced Manufacturing | Aviation
Digital Humanities | Design Thinking
Entrepreneurship

ECONOMIC IMPACT

Educate
Innovate
Collaborate



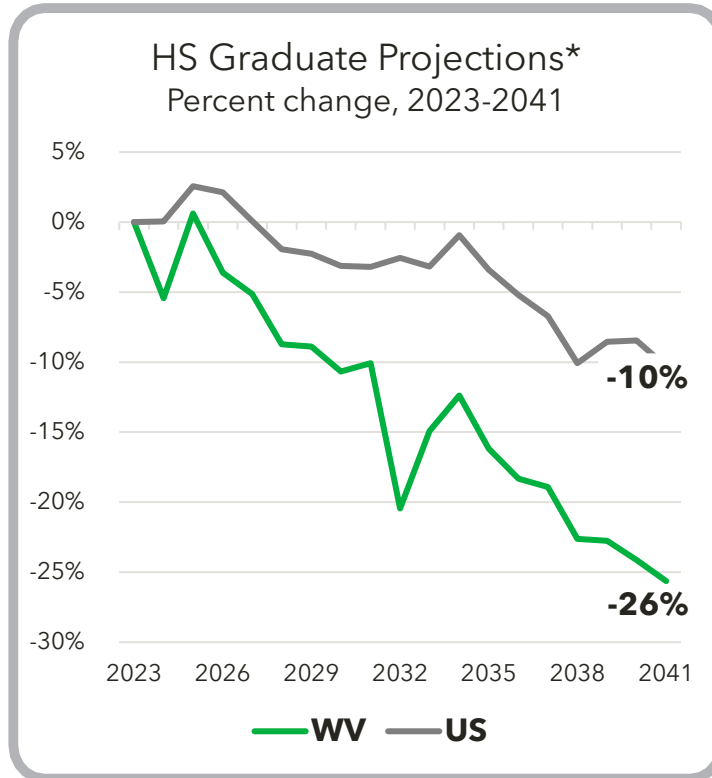
69% Graduates Remain in WV
350+ Companies Served and
1,100+ Workers Trained Annually
Flight School | Aviation Maintenance
\$1 Invested Yields 18X Return
\$1.2B Economic Impact/Year
Huntington "IDEA District"

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

A Shifting Landscape Necessitates Change

THREE Ds RESHAPING HIGHER EDUCATION

DEMOGRAPHICS



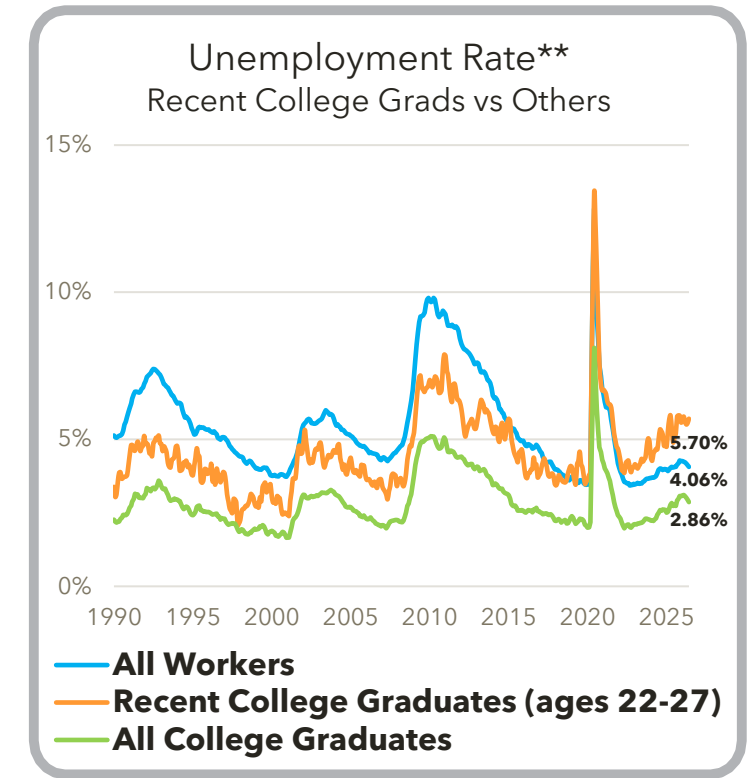
Enrollment Cliff
Declining Interest in College
Return-on-Investment

DIGITAL



Digital Transformation
Non-Traditional Alternatives
Generative AI Implications

DOUBT



AI Enhanced/Exposed Jobs
Federal Funding
Deficits / Mergers / Closures

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

Our Blueprint for Transformation

PRINCIPLE-BASED & PURPOSE-DRIVEN

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 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 market-driven opportunities.

A STRATEGIC ROADMAP TO PROSPERITY



Our **PLAN-ON-A-PAGE**

CURRENT: FY23-FY27

VISION



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

CREED

Educational

Open

Civil

Responsible

Safe

Well

Ethical

Pluralistic

Socially Conscious

Judicious

2037 GOALS



Individual Success

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



Innovative Ideas

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



Economic Impact

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

STAKEHOLDER GOALS

Students

Offer an affordable education with a distinctively supportive and personalized experience to ensure lifelong prosperity

Team

Empower faculty and staff to do the best work of their lives

West Virginia

Improve the well-being of all West Virginians by creating breakthrough opportunities and solutions

Financial Stakeholders

Build a resilient and sustainable institution to outlast headwinds

STRATEGY

Marshall for All, Marshall Forever

In-Demand Curriculum • On-Demand Delivery • Distinctive Value Proposition

PRIORITIES

Increase access

Ensure affordability

Grow support programs

Deliver on demand

Enable lifetime achievement

METRICS

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

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

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

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

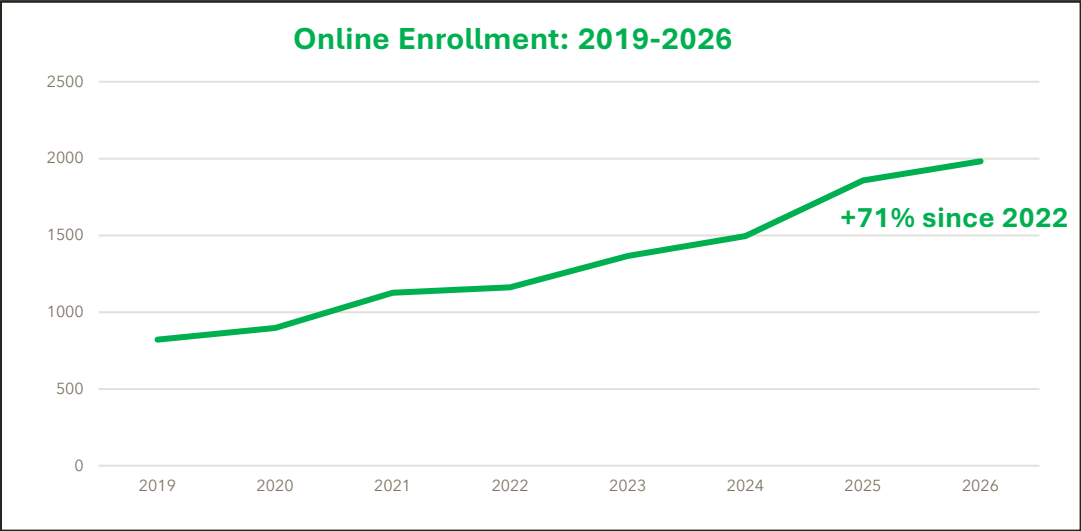
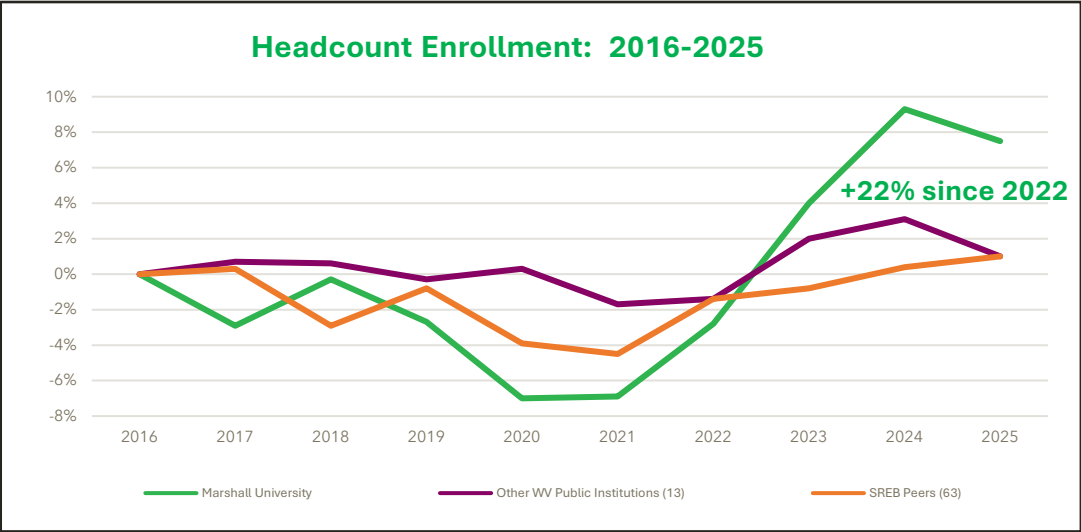
- Customized training - MAMC
- Academic pathways selected
- Career Engagement participation
- Lifelong learning



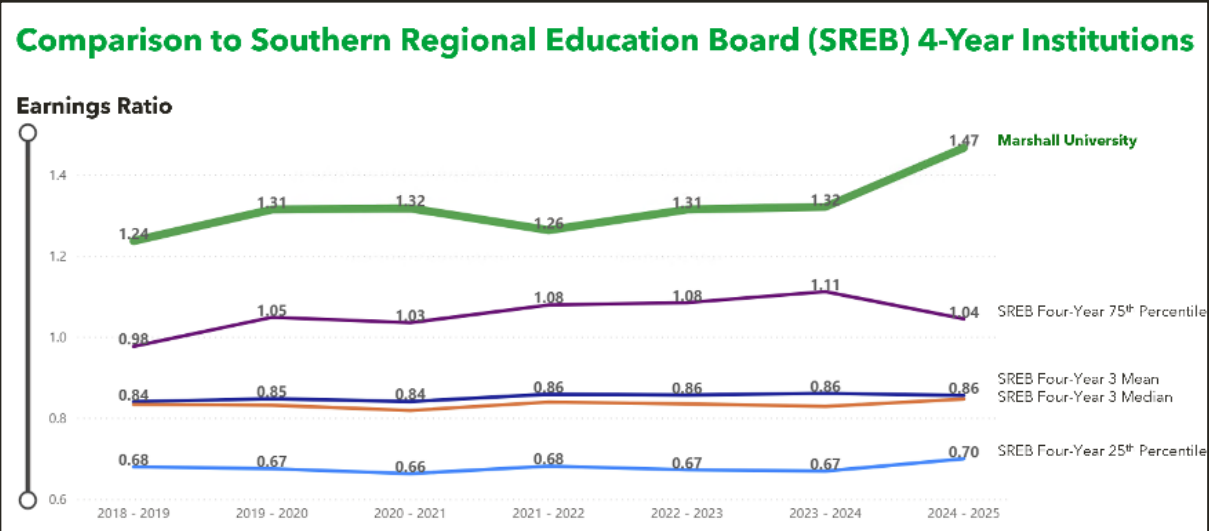
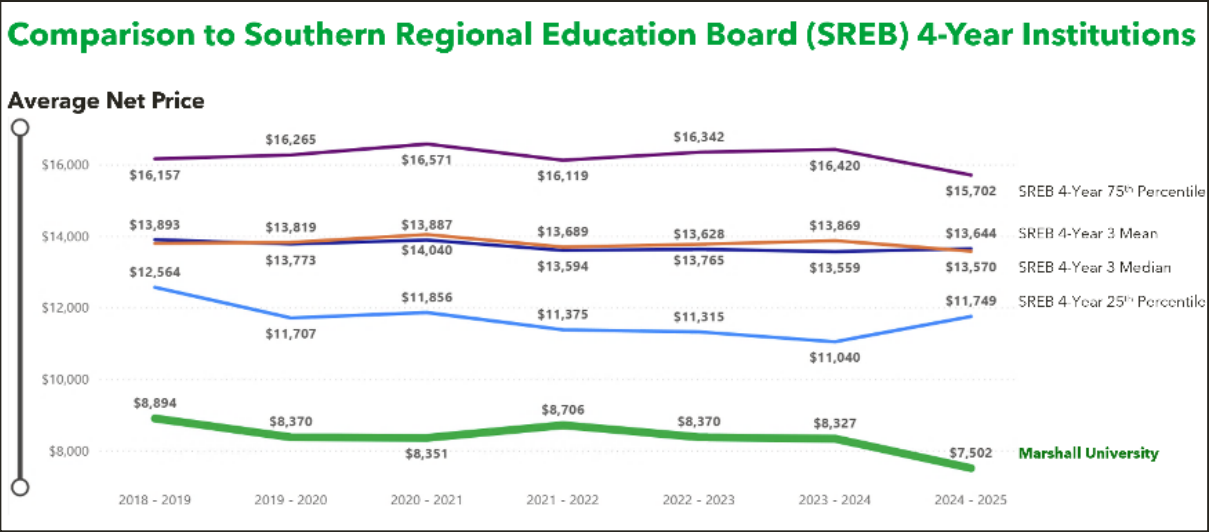
Our Progress to Date: FY23-FY27

STUDENT-FIRST PRIORITIES

INCREASE ACCESS/DELIVER ON-DEMAND



ENSURE AFFORDABILITY



Our Progress to Date: FY23-FY27

OUR “DEBT-FREE” ASPIRATION

Tuition-Free WV



Second Year in Fall 2026!

- Family income <\$65,000
- Covers tuition and mandatory fees
- Apply and be accepted to Marshall
- Complete the FAFSA

*Must be West Virginia resident and first-time, first-year freshman.

Debt-Free

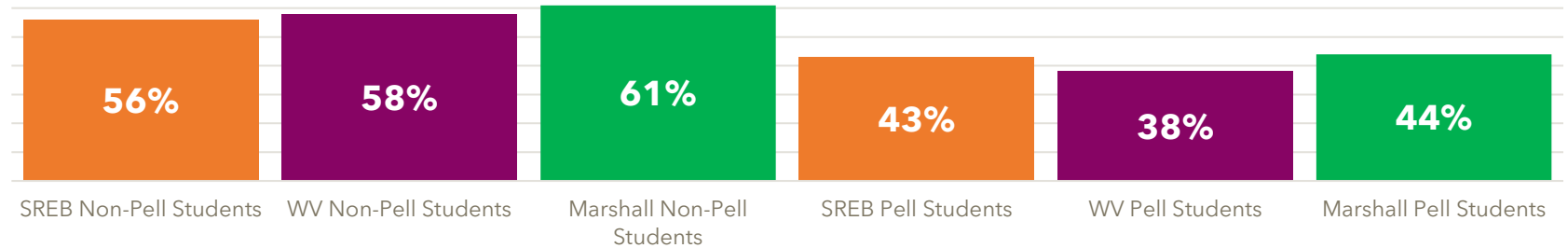


4th Cohort Enrolled in Fall 2026!

- 220 students randomly selected this year
- Covers tuition and fees, room/board, textbooks
- Attend financial literacy courses and work
- Sign up for summer orientation

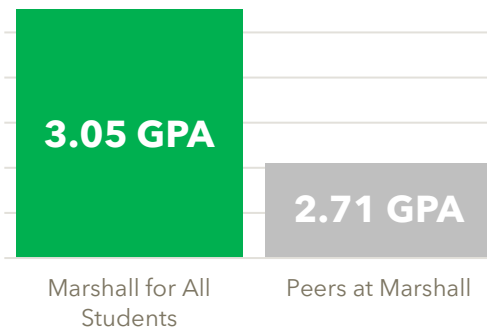
*Must be West Virginia or Metro resident and first-time, first-year freshman.

6-Year Graduation Rates

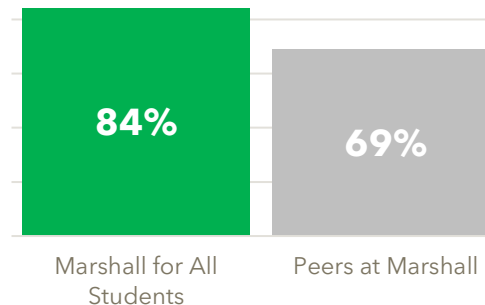


Results To-Date: Marshall for All

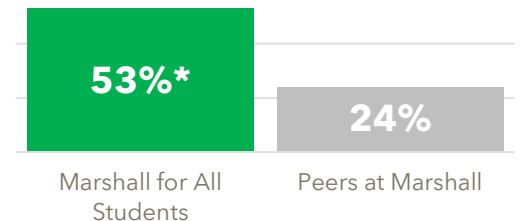
Grade Point Average



Retention: 1st to 2nd Year



4-YR Graduation Rate (F)

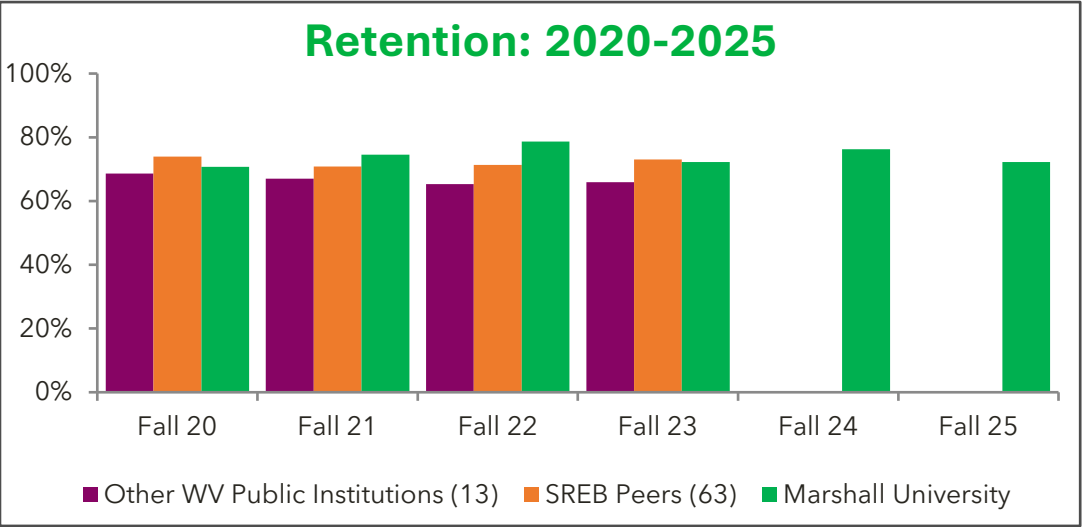


*Projected - 1st Cohort

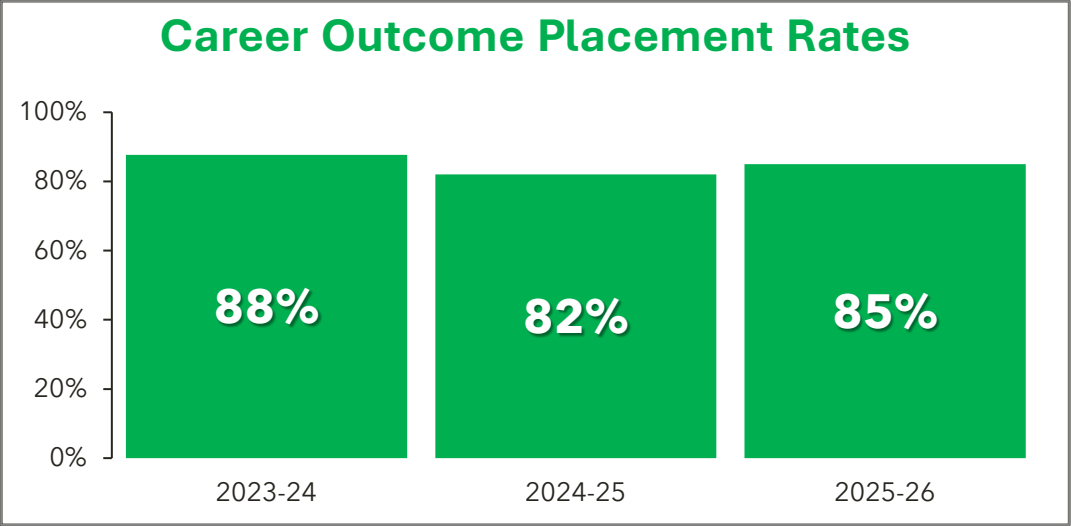
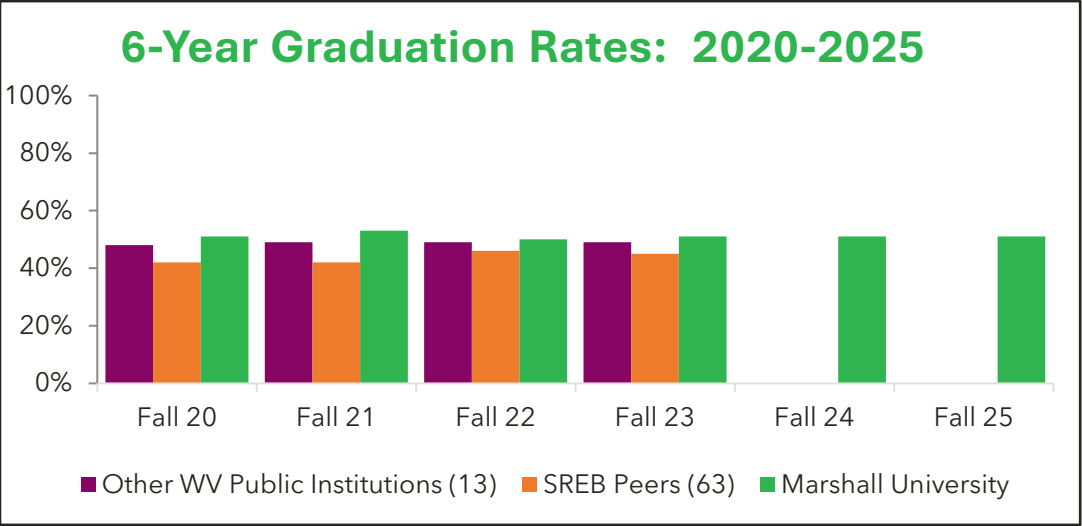
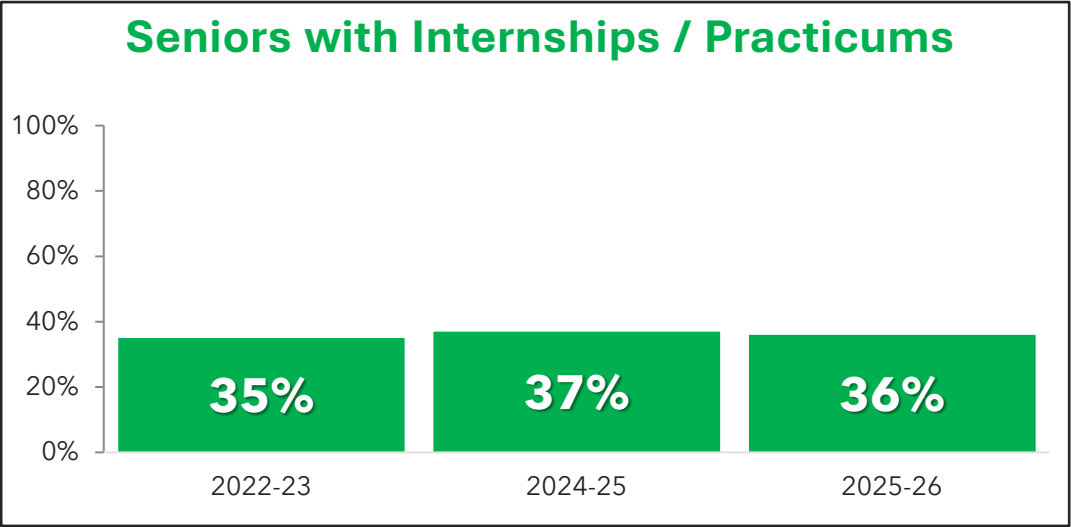
Our Progress to Date: FY23-FY27

STUDENT-FIRST PRIORITIES

GROW SUPPORT PROGRAMS



ENABLE LIFETIME ACHIEVEMENT



Our Progress to Date: FY23-FY27

FIVE AREAS OF DISTINCTIVE EXCELLENCE

CYBERSECURITY & FORENSICS



"Academic Center of Excellence"

*Opening
Fall 2027*

73,000 Sq. Ft.

13 Labs

Secure Ops Center (SOC)

HEALTH SCIENCES



Academic Health System

Serving 1.4M People

Centers of Excellence
Addiction Science,
Adiposity-Based Chronic
Disease, Gerontology,
Rural Health

Rural Surgery Residency
Recognition

ADVANCED MANUFACTURING



Workforce Hub Industry Services

350+ Companies Served
1,100+ Workers Trained / Yr

National Hub for
Manufacturing
Apprenticeships

CTC/CTE Affiliations

AVIATION



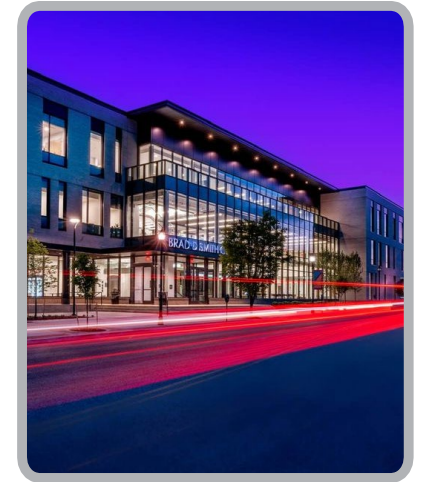
Pilots/ Maintenance Techs

Fall 2026

354 students
12 aircraft/2 rotorcraft
9 locations

New Programs
Dispatcher
Flight Attendant
Uncrewed Aircraft Systems

ENTREPRENEURSHIP



Center for Business and Innovation

Hub for Regional
Groups/Events

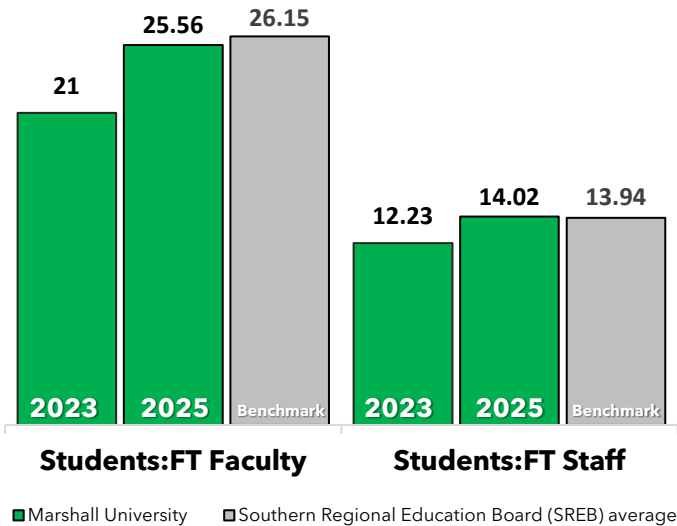
6,000+ Trained in
Design Thinking

IDEA District

Our Progress to Date: FY23-FY27

INVEST IN OUR PEOPLE

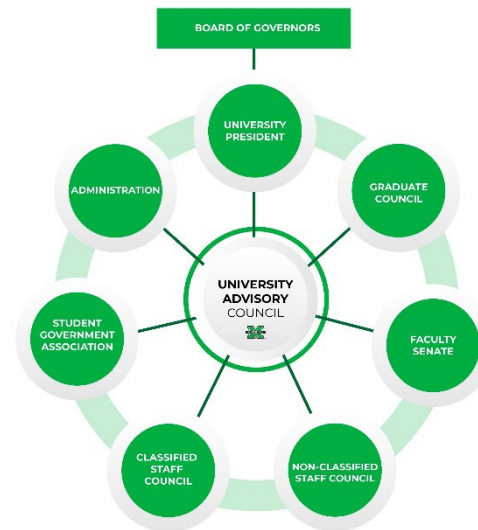
STAFF/FACULTY NEEDS



Since 2022

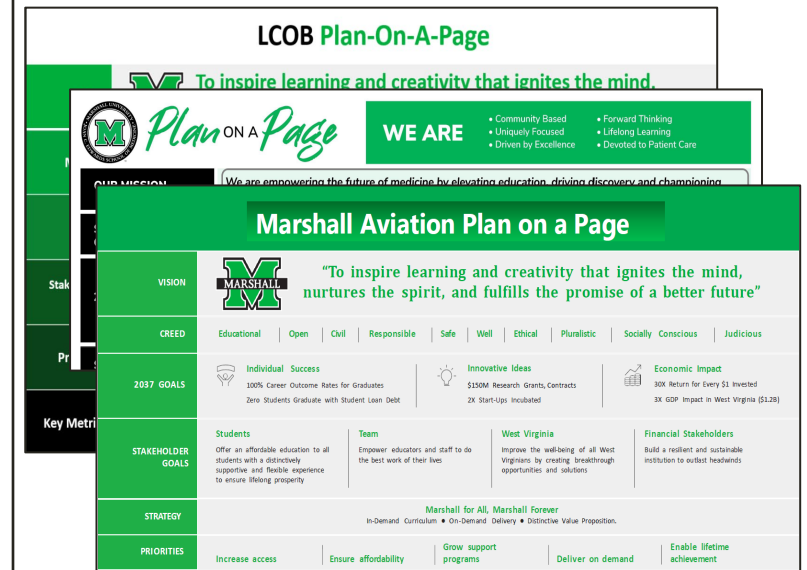
- \$10.4M reinvested in market-based pay
- All employees now at market (>.80 mid-point)
- Operation Core Strength: All hires now data-driven, VP/Strategic Hiring Committee-vetted

SHARED GOVERNANCE



Annual Employee Engagement Survey
 Year 1: 65% Participation | 71% Engagement
 Year 2: 66% Participation | 73% Engagement
 Year 3: 74% Participation | 72% Engagement

EMPOWERED EXECUTION

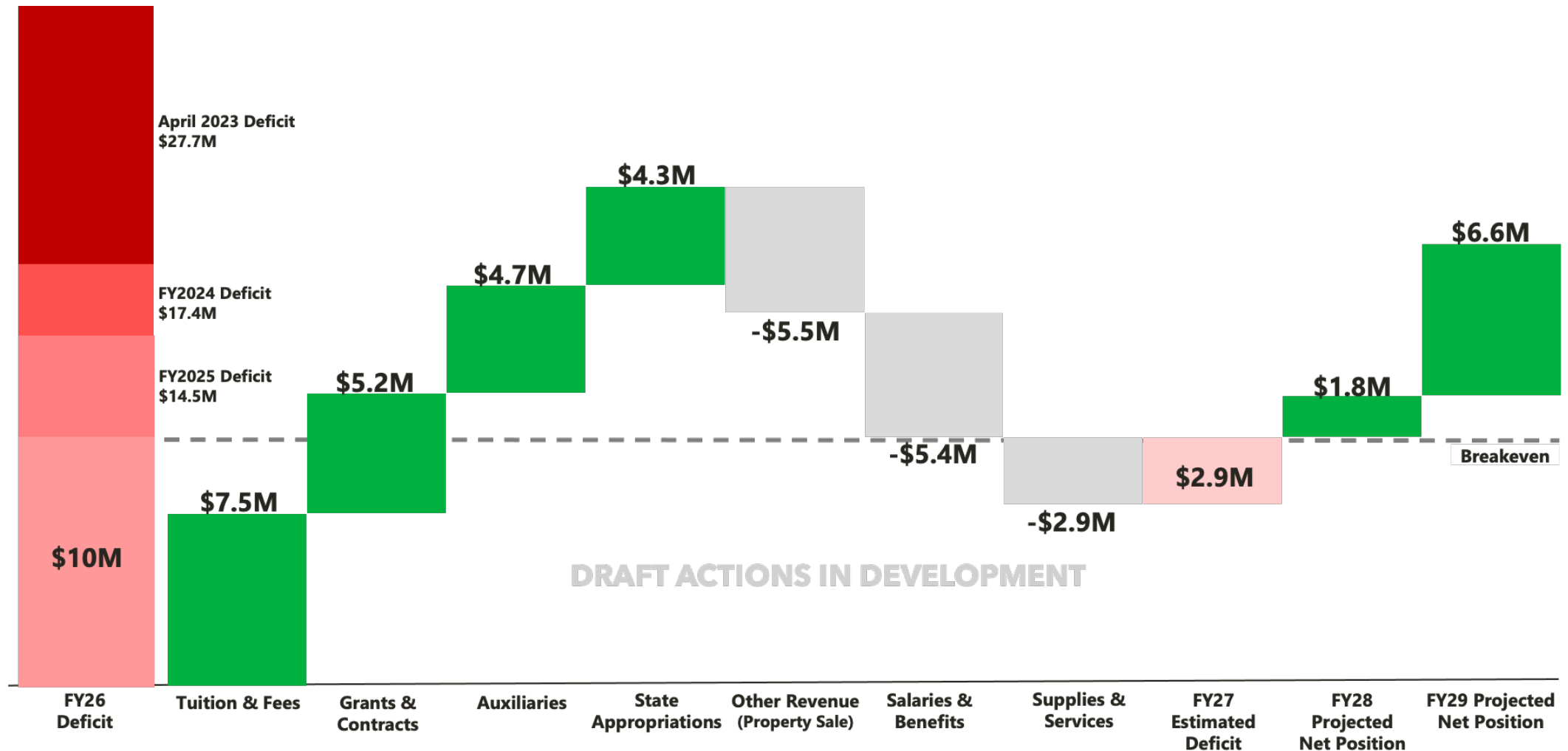


Incentivized Budget Model

- 2nd year of operational application
- Increased transparency and accountability
- Engaged Budget Advisory Committee

Our Progress to Date: FY23-FY27

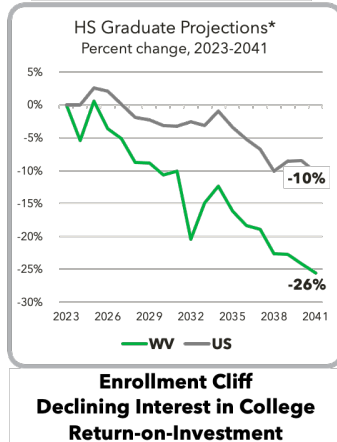
PROMOTE LONG-TERM SUSTAINABILITY



A Shifting Landscape Necessitates Change **NOT A TURNAROUND. A TRANSFORMATION.**

A Shifting Landscape Necessitates Change **THREE Ds RESHAPING HIGHER EDUCATION**

DEMOGRAPHICS

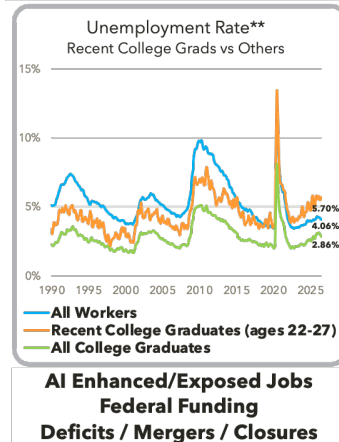


DIGITAL



Digital Transformation
Non-Traditional Alternatives
Generative AI Implications

DOUBT



Sources: *Western Interstate Commission for Higher Education, Knocking at the College Door: Projections of High School Graduates, 2024, www.wiche.edu/knocking
**Federal Reserve Bank of New York, The Labor Market for Recent College Graduates, 2026 Q2 data, <https://www.newyorkfed.com/research/college-labor-market>

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



STRATEGIC WORKSTREAMS

Listening
Tour 2.0

AI Strategy
Workshops

Student
Success
ALT

Budget
Advisory
Committee

Institutional
Resiliency
Review

Transforming: Leapfrog to Become the Reference Case

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CONFIDENCE

- ✓ **Moving forward** rapidly
- ✓ Increasing in **national relevance**
- ✓ Building institutional **confidence**
- ✓ **Strengthening** enrollment and reputation
- ✓ Becoming **more innovative** and collaborative
- ✓ Operating with greater **transparency and accountability**

CONCERN

- ⚠ Growth, ambition and transformation are beginning to **strain**:
 - People
 - Systems and infrastructure
 - Operational capacity needed for long-term success

CAMPUS ASPIRATIONS

- Preserving Marshall's **relationship-driven culture** during growth
- Preparing students for a changing **AI-driven future**
- **Supporting employees** more effectively
- **Modernizing** operations and infrastructure
- Scaling institutional **capacity**

Prevailing Theme: ADAPT TO SUSTAIN MOMENTUM RESPONSIBLY

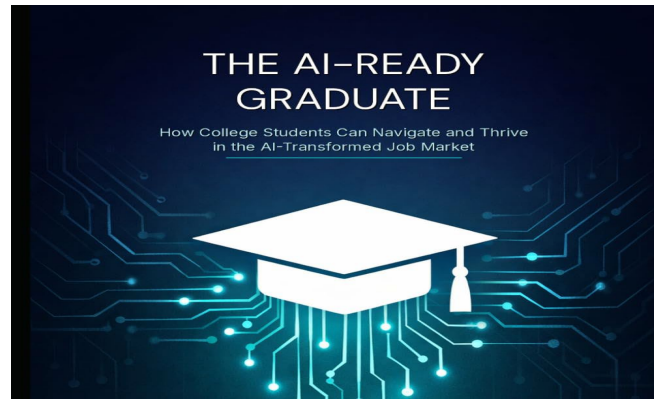
Transforming: Leapfrog to Become the Reference Case



AT MARSHALL UNIVERSITY, WHAT WE BELIEVE ...

- Every student deserves the opportunity to live **a life of meaning, contribution, dignity and economic mobility.**
- The future belongs to those who can combine **technical capability** with **deeply human qualities** and the ability to work alongside intelligent machines.
- We must **prepare students** not just for their first job, but for a lifetime of **adaptation, reinvention and leadership.**
- Our role is to help grow **thoughtful, capable, ethical** human beings.
- We have a **special responsibility** to ensure the benefits of AI and innovation are **not concentrated** in a few places or among a few people.

Transforming: Leapfrog to Become the Reference Case



AT MARSHALL UNIVERSITY, WHAT WE REFUSE ...

- Prepare students for a **world that no longer exists**.
- **Allow technology to dehumanize** learning, advising, healthcare, or community.
- **Lose the humanity, compassion, and sense of community** that define Marshall and Appalachia in pursuit of modernization.
- Create a culture where experimentation is punished, curiosity is stifled, or **innovation is trapped beneath institutional inertia**.

Transforming: Leapfrog to Become the Reference Case



Human Centered • AI Amplified • Lifetime Empowered

AT MARSHALL UNIVERSITY, WE ASPIRE TO BE ...

- A **Default "YES ... AND"** AI Campus
- Where every student graduates **AI-literate, ethically grounded, workforce-ready** and **deeply human**.
- Where **technology amplifies humanity** rather than diminishes it.
- A place that **graduates people who know how to keep becoming**—intellectually, professionally and personally for the rest of their lives.
- Where **assessment** moves beyond memorization toward **demonstrated capability, critical thinking, creativity, collaboration** and **problem solving**.
- Where AI helps faculty **spend less time on administrative burden** and more time on mentoring, inspiring, researching, creating and building human connection.



Transforming: Leapfrog to Become the Reference Case

Listening
Tour 2.0

AI Strategy
Workshops

**Student
Success
ALT**

Budget
Advisory
Committee

Institutional
Resiliency
Review

Organizational and Structural Governance	Physical One-Stop + Case Management	Advising + Coaching + Caseloads	Coordinated First-Year Experience	Data, Analytics and Enabling Technology
- Align functions into three domains - Establish shared accountability through the Student Success Council	- Create a visible front door - Support with tiered service, shared knowledge and closed-loop case ownership	- Pair student w/ a pro advisor - Targeted coaching - Define capacity and standards - Visible relationship network	- Onboarding - Advising, Coaching and Support Proactive intervention Durable skills - Milestones	Student 360 - Case data Engagement signals - Risk analytics AI-assisted workflows

Transforming: Leapfrog to Become the Reference Case



Budget Advisory Committee	Administrative Portfolio Review	Academic Portfolio Review
• Travel Policy review • Modify policy to define comp outside of budget cycle • VP/Strategic Hiring Committee review of all hiring decisions • Review GA positions; growth has outpaced enrollment since 2021 • Employee incentives to identify revenue/cost-saving opportunities	• Use Foundation Restricted Funds, alleviate pressure on operating \$\$ • Strategic Sourcing and category mgt strategies, eliminate duplicative IT spend, reduce discretionary spend, refine travel policies • Organizational Efficiency: Shared services and administrative shared units, test for spans of control • Optimize Tuition and Fees while providing superior access and value	• Kick-Off and Data Clarification (September-October) • Academic Administration and Efficiency Analysis (September-October) • Portfolio Economics Model, Dashboard, Market Assessment (October-November) • Academic Portfolio Planning (November-December) • Recommendations (December-January)

DRAFT

Our PLAN-ON-A-PAGE

DRAFT

VISION	 </				
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Summary

MARSHALL FOR ALL, MARSHALL FOREVER

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

- Our Marshall For All strategic roadmap has driven growth and built needed capability
- External headwinds and new opportunities have challenged us to adapt and transform
- We've seized this opportunity to repair the roof while the sun is shining ...
- Refreshing Marshall For All: "Human-Centered • AI-Amplified • Lifetime Empowered"
- Positioning Marshall University as a reference case for higher education across the nation

State of the Faculty Address



Adjournment

THANK YOU & GO HERD!

