**MINUTES**

**Marshall University Board of Governors**

**Microsoft Teams Meeting at**

**Shawkey Dining Room/Memorial Student Center**

**Livestream and In-Person**

**December 4, 2024**

**Present:** Shawn Ball, Brea Belville, Kathy D’Antoni, Kathy Eddy, Donnie Holcomb, Carol Hurula, Angel Moore, Samuel Moore, Robin Riner, Geoff Shiels, Bill Smith

**PH:** Kipp Bodnar, Ginny Lee, James T. Smith

**Absent:** Patrick Farrell,Chad Pennington

**I. Call to Order**

Subsequently, upon confirming the presence of a quorum, Chairman Sheils called the meeting to order. Chairman Sheils, after confirming the approval of the October 9, 2024, minutes, commended Andrea Gray for her excellent work on the Board of Governors minutes.

**II. Minutes Approval**

Upon a motion by Carol Hurula, seconded by Kathy D’Antoni, the minutes of the meeting held on October 9, 2024 were approved.

**II. Executive Session under the authority of WV Code § 6-9A-4**

Upon a motion by Brea Belville, seconded by Kathy Eddy, the board entered Executive Session under the authority of WV Code §6-9A-4 to discuss Commercial Competition Matters, Real Estate Matters and Personnel Matters.

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

**III. Committee Meeting Reports**

**Academic and Student Affairs**

There were no action items brought forward from the Committee.

Information Items:

**Provost Report**

***Provost Avi Mukherjee*** presented the Provost’s Update. During his report Provost Mukherjee stated they have had a great fall semester thus far. Provost Mukherjee spoke on a variety of achievements and initiatives across Marshall University during his report. He began by acknowledging the success of the fall semester and highlighting notable accomplishments in various colleges and departments.

In the College of Arts and Media, he spoke about the W. Page Pitt School of Journalism’s coordination of Student News Live on November 5-6. This event featured 24-hour multimedia election coverage in partnership with over 80 colleges and universities, NBCU Academy, PBS Newshour, and iHeartRadio. Students Sarah Davis and Evan Green led the digital media efforts for the initiative.

In the College of Engineering and Computer Sciences, Provost Mukherjee noted that Marshall University was ranked #1 by Fortune Magazine for the top Online Cybersecurity Master’s degree program and #3 for the best in-person master’s degree program in Computer Science.

Speaking about the College of Education and Professional Development, he highlighted the $50,000 Sparking Early Literacy Growth in West Virginia grant awarded to the June Harless Center for Rural Educational Research and Development. This funding, provided by the West Virginia Public Education Collaborative (WVPEC) and the Claude Worthington Benedum Foundation, supports collaboration between the June Harless Center and the Communication Disorders program in the College of Health Professions.

Within the College of Health Professions, he mentioned that the Communication Disorders department received a $25,000 Doctors Care Grant from the Foundation for the Tri-State. This grant will support the MU Pediatric Feeding and Swallowing Multidisciplinary Clinic and expand feeding groups. He also noted that Dr. Scott Davis, Chair of the School of Physical Therapy, received the Spirit Award from the West Virginia Occupational Therapy Association on October 5.

In the College of Liberal Arts, Provost Mukherjee spoke about the Thundering Word Speech and Debate Team hosting the Chief Justice Forensics Tournament on October 18-19. Fourteen regional universities and 133 student competitors participated in events including public speaking, debate, and performance. He credited Dean Bookwalter for playing a pivotal role in supporting this mission.

In the College of Science, he announced that Marshall University had received an Artemis Moon Tree, a tree that had traveled to the moon and back. This gift, secured through a NASA grant, symbolizes discovery and inspiration.

Speaking on the Division of Aviation, Provost Mukherjee shared that the Bill Noe Flight School hosted 65 middle and high school STEM counselors from West Virginia GEAR UP for their annual STEM curriculum training. Counselors learned about the aviation industry and Marshall University’s efforts to maximize student career opportunities in aviation.

For the Lewis College of Business, he highlighted the program’s ranking as 7th in College Rank's list of the Best Online Doctorate in Business Administration programs, which emphasized affordability, accessibility, and return on investment.

Regarding the School of Pharmacy, Provost Mukherjee spoke about the 3D Drug Discovery Workshop hosted by Pfizer in October. This interactive workshop allowed P2 and P3 students to simulate real-world drug development challenges.

In the University Libraries, he discussed the launch of the Living Archives Center as part of the Voices of West Virginia project. This initiative will preserve existing content and promote Appalachian writers to collegiate and K-12 audiences through collaboration with several campus units and faculty.

Provost Mukherjee also highlighted the Center for Student Success and its Textbook Support Program, which assisted 33 students this fall. This initiative was made possible by donations from Lake Polan, McGraw Hill, and Cengage.

Finally, he shared that the Online Education Unit launched the Online Student Connection Initiative this fall. The Marshall Online Student Engagement team developed this program within Blackboard to enhance the online student experience, foster connections, and promote a sense of belonging.

**Student Representative Report**

***Brea Belville*,** Student Body President, presented the Student Representative update. During her report, Brea highlighted the busy time of the semester as students prepare for finals next week and look forward to winter break. She expressed excitement about the wonderful events and initiatives that have taken place in student life and among student leaders since the October meetings.

Brea shared that the Student Government Association (SGA) successfully planned and executed the annual Memorial Fountain Ceremony. She emphasized the incredible student participation in both the ceremony and the evening vigil at the crash site, noting that it reflected the strong connection students feel to the university’s purpose. Feedback from families who attended the event was overwhelmingly positive.

In preparation for the ceremony, SGA organized its first annual Herd Service Day, a student-led initiative focused on beautifying the Memorial Student Center and surrounding areas. Forty-four students volunteered their time to clean windows, mop, pressure wash, and more, demonstrating respect for the families of the 75.

Brea also provided an update on her administration’s ongoing suicide prevention efforts. Following previous Question, Persuade, Refer (QPR) training sessions, another session was hosted in November. She reaffirmed her commitment to equipping students with the resources needed to support their peers, classmates, and teammates, with plans for additional trainings in the spring.

Another completed project Brea highlighted was the Month of Service donation drive, in which Marshall’s student government competed against WVU’s student government. Marshall collected 1,248 donations, which went directly back into the Huntington and Marshall communities, benefiting students and residents alike. Although WVU was unable to provide an accurate count of their items, Brea emphasized the positive impact of the donations.

She also shared how student leaders partnered with the alumni relations team to spread Marshall spirit at the Woodlands Retirement Community. They participated in activities like pumpkin painting and bison building, fostering meaningful connections between residents and current students while sharing stories about Marshall’s history and present.

Brea concluded by noting that her administration will wrap up the semester by participating in the HERD Holiday event next week. She wished everyone happy holidays and expressed gratitude for their time and support.

**School of Medicine Report**

***Dr. David Gozal*,** Dean and Vice President for Health Affairs, presented the School of Medicine report. During his report, Dr. Gozal provided a comprehensive update on numerous initiatives, achievements, and developments within the School of Medicine. He began by highlighting a new collaborative rural internal medicine residency program between the School of Medicine and Holzer Health System in Gallipolis, Ohio. This program, the first of its kind in West Virginia and only the third in the United States, recently received initial accreditation from the Accreditation Council for Graduate Medical Education (ACGME). Sponsored by the Marshall Community Health Consortium, the three-year program has been approved for four trainees per year, reaching a full complement of 12 residents once fully implemented. Dr. Gozal emphasized that the program is designed to strengthen the rural healthcare workforce and expand primary care access across the state. He noted the overwhelming interest in the program, far exceeding typical levels seen during match day, and expressed confidence in filling the inaugural class. Assistant Professor Stephen A. Roy, MD, serves as the program director, with Jennifer Calafato, DO, of Holzer Health System as the associate program director.

Dr. Gozal reflected on his inaugural State of the Medical School address, delivered on October 8. The presentation, coordinated by the Office of the Dean, provided an overview of the school’s institutional identity and future vision. It also included discussions on education, infrastructure, faculty engagement, clinical care, and research, with contributions from other school leaders.

He shared several accolades received by members of the School of Medicine. Dr. Jodi M. Cisco-Goff, Associate Professor of Surgery, was awarded the 2024 Outstanding Rural Health Provider Award by the West Virginia Rural Health Association. This national-level recognition celebrates her contributions to the rural residency training program in surgery at Logan Medical Center, showcasing the visionary approach to training surgeons in rural areas and ensuring they remain within these communities to deliver surgical care. Dr. George J. Linsenmeyer III, Associate Professor of Cardiovascular Service, received the 2024 Lifetime Physician Achievement Award from the West Virginia Chapter of the American College of Cardiology for his innovative work in using nutrition as a therapeutic intervention for cardiovascular disease. Additionally, Beth A. White, DNP, APRN, FNP-C, was honored with the 2024 Cardiovascular Team Member Lifetime Achievement Award for her leadership in founding the Internal Medicine Nurse Practitioner Fellowship at Marshall Health.

Dr. Gozal noted the record-breaking research success achieved by the Department of Internal Medicine at the West Virginia American College of Physicians (ACP) conference on November 2. Marshall students and residents won nine out of twelve research awards, representing 75% of all awards given. Additionally, 49 abstracts were accepted—the highest number ever for Marshall. First-place winners in each category advanced to the national ACP conference, with expenses subsidized by the national organization. The Marshall team also won the state Jeopardy competition, bringing home the trophy.

He provided updates on accreditation milestones. The School of Medicine submitted a status report to the Liaison Committee on Medical Education (LCME) in August, which was reviewed in October. The LCME confirmed compliance with accreditation standards but flagged areas requiring attention, including study space and simulation infrastructure. These issues will be addressed before the next full accreditation visit in 2027, coinciding with the school’s 50th anniversary. Dr. Gozal noted that Graduate Medical Education (GME) programs received extended accreditation for five to seven years due to their strong performance. The rural surgery and psychiatric residency programs are on track to transition from initial to continued accreditation by 2025. He also highlighted the importance of the developmental-behavioral pediatrics fellowship, which addresses the growing need for expertise in recognizing and treating behavioral issues in children, particularly in the wake of COVID-19.

Dr. Gozal reported on the physician assistant program’s focus site visit in November. He commended the collaboration across the university in supporting the visit, noting that results are expected soon. This site visit serves as a preamble to the reaccreditation visit scheduled for February 2025, with final decisions expected by June.

He highlighted the success of the 36th Annual Health Science Research Day, which saw participation from over 200 students, residents, fellows, and post-doctoral researchers. A record-breaking 253 posters and presentations were completed, reflecting collaboration across campus and with other universities. The keynote speaker, Dr. Gary Desir from Yale University, presented groundbreaking research on renalase, a molecule with protective roles in gastrointestinal, cardiovascular, and pancreatic diseases.

Dr. Gozal discussed the growth of biomedical research at Marshall, noting that the Department of Biomedical Sciences has grown from 27 to 45 faculty members since its establishment in 2016. The department has secured $45 million in federal funding and continues to recruit additional faculty. In 2025, the Marshall Institute for Interdisciplinary Research (MIIR) will transition into the School of Medicine. This integration, led by Drs. Sandrine Pierre, Gozal, and Gary Rankin, will support new research initiatives, including a Centers of Biomedical Research Excellence (COBRE) application focusing on cell organelle function in disease.

He also mentioned the development of the School of Medicine Plan on a Page, an initiative reflecting the strategic direction of the school. This plan has undergone multiple revisions based on valuable input from faculty and leadership.

Dr. Gozal concluded by highlighting community engagement activities led by students. Over 20 medical and physician assistant students participated in the Marshall Marathon and ChiliFest’s Kids’ Corner, while others visited local schools to conduct science demonstrations, safety lessons, and story time sessions. Students also participated in Trunk or Treat at Pullman Square, further connecting Marshall with the broader community.

**Annual Intercultural and Student Affairs Update**

***Dr. Marcie Simms*** expressed gratitude for the opportunity to provide her first annual report to the full board, describing it as a meaningful opportunity to reflect on the work of Student Affairs. She shared her personal connection to Marshall University, explaining how her experiences in Marshall’s Student Affairs program in the 1990s profoundly influenced her life and career. Upon returning to Marshall two-and-a-half years ago, she viewed the position as a chance to give back to the university, describing her role as “a privilege to oversee such an amazing division.”

Dr. Simms aligned her division’s work with the university's Plan on a Page, emphasizing student success, support, inclusion, and involvement. She noted recent progress, including a major reorganization and the addition of key positions, which will be fully implemented by January. She categorized Student Affairs into four main areas: student life, wellness programs, intercultural student affairs, and the Office of Accessibility and Accommodations. The latter, formerly known as Student Conduct, combines conduct and advocacy functions to offer broader support for students. She highlighted that while Student Affairs is often associated with fun activities like snow cones and cotton candy, the division also plays a crucial role in providing services such as counseling, medical withdrawals, and advocacy.

Dr. Simms described a variety of new initiatives, starting with the implementation of co-curricular transcripts. These transcripts, similar to academic ones, document students’ leadership roles and extracurricular involvement, offering a comprehensive view of their activities. She noted their value to employers and graduate schools, using Brea Belville’s transcript as an example to illustrate how it highlights her roles as student body president and participation in various organizations.

Another significant initiative is the launch of Marshall’s eSports program. A director has been hired, and tryouts are underway for competitive video games. While Dr. Simms admitted she is not an eSports expert, she emphasized the program's popularity, noting significant interest from students and parents. The program already has a few hundred participants, and Marshall’s team achieved early success by winning first place in a Call of Duty tournament in Pennsylvania.

Dr. Simms also highlighted efforts to expand Week of Welcome (WOW) to include online, graduate, and international students, which led to increased engagement. For example, an online student drove three hours to attend the carnival. Additional initiatives included revamping the university’s webpages, expanding intercultural programming to include Washington, D.C., students through the DC CAP program, and adding a new community service office. She emphasized the importance of data tracking to assess the success of programs and guide budgeting decisions.

Dr. Simms shared how the Office of Student Conduct was rebranded as the Office of Advocacy and Accountability to reflect a more supportive image. To foster communication with students, she launched "Snacks with Sims," a monthly event where students can provide feedback over free snacks. At a recent session, cookies ran out within 30 minutes, with students expressing positive feedback about Marshall.

Dr. Simms shared impressive metrics showcasing the division’s impact. Week of Welcome saw record attendance of 1,650 participants. Greek life continues to thrive, with 337 students in 10 fraternities and six sororities. The Marshall University app, designed to enhance student engagement, was accessed 28,000 times in October. Additionally, 536 family members attended Family Weekend.

She highlighted new partnerships in the Office of Military and Veterans Affairs, including collaborations with Wounded Warrior and the local VA regional office. These initiatives aim to provide additional support and resources to Marshall’s military-affiliated students and veterans, strengthening the university’s commitment to this community.

Dr. Simms discussed the division’s wellness programs, which provide critical support to students. Bystander training was offered to 1,259 students and 449 faculty and staff. The Counseling Center has seen significant growth, with 3,145 appointments attended by 794 students this fall. She noted the impact of COVID-19 on students’ mental health and the increased willingness of students to seek help. To address these needs, the Counseling Center will hire a new director, who will conduct a comprehensive review of the center’s operations and future needs.

Looking ahead, Dr. Simms outlined several priorities, including conducting a housing insecurity survey to identify and assist students in need, particularly those who may not recognize their situation as homelessness. She also discussed efforts to raise emergency funds for students, working with the foundation to secure resources for first-generation students and other vulnerable groups. Another priority is launching a biweekly family and parent newsletter to foster communication with families, who are now more involved than ever. Additionally, programming for online students will be expanded to help them feel more connected to the Marshall community, responding to feedback from an online student requesting a virtual version of “Snacks with Simms.”

She shared details about Intercultural Affairs, which oversees signature events such as the Unity Walk, Hispanic Heritage Month, the International Festival, Juneteenth celebrations, Intercultural Weekend, and Marco’s Trick-or-Treat.

Dr. Simms also described the division’s centralized reporting system, Advocate, which tracks student complaints and ensures accountability. From January to now, 2,342 excused absences and 129 conduct cases were processed, and 25 students were loaned laptops. The division also oversees the Countdown to Commencement program, helping students prepare for graduation.

Dr. Simms concluded by reiterating plans to enhance commuter spaces, expand counseling services, and gather more robust data on student housing insecurity. She emphasized her commitment to improving student resources and encouraged attendees to reach out with questions or feedback.

**Finance, Audit and Facilities Planning Committee**

The following are action items from the Finance, Audit and Facilities Planning Committee:

1. **Approval of Property Acquisition**

The following resolution was read:

*Resolved: Resolved, that the Marshall University Board of Governors approve the acquisition, of property located at 1518, 1520, and 1524 4th Avenue in Huntington, West Virginia. It is further resolved that the President of Marshall University is hereby*

*authorized to execute any documents to effectuate this purchase.*

*\** *The acquisition of 1518, 1520 and 1524 4th Avenue represents a pivotal step in Marshall*

*University’s ongoing efforts to transform Huntington into a leading hub for innovation and*

*technology. By acquiring this critical land, the university will enhance its ability to develop*

*cutting-edge research centers, attract top-tier talent and drive economic growth in the region.*

*This acquisition is a strategic investment in the future of Marshall University, the city of*

*Huntington and the state of West Virginia, creating opportunities for research, education and*

*collaboration that will have lasting positive effects on the community and beyond.*

**Upon a motion by Kathy Eddy, seconded by Bill Smith, without further discussion, a vote of aye, no objections and the motion carried unanimously.**

**B) Authorization of Reallocation of Funds from the State Institutions of Higher Education Deferred Maintenance Grant Program**

The following resolution was read:

*Resolved**, that the Marshall University Board of Governors approve reallocation of funds from the State Institutions of Higher Education Deferred Maintenance Grant program for project WVHEPC-M-025, as described below.*

*Furthermore, the Board of Governors reaffirm its commitment to prioritize deferred maintenance projects at Marshall University and to ensure the necessary funding for this project to be completed safely and effectively; and*

*The Board of Governors authorize the President to execute any documentation necessary to effectuate the reallocation of funds for the above-listed project as part of the deferred maintenance program.*

*\* In June 2023, the Board of Governors approved the submission of thirty-one (31) deferred*

*maintenance projects under the State Institutions of Higher Education Deferred Maintenance*

*Grant program. Some of Marshall’s projects came in under budget; therefore, staff now seeks authorization to reallocate funding for a project, as follows:*

*• $939,600 for Gullickson Hall Partial Roof Replacement project. This roof has well*

*exceeded its life expectancy and there are multiple leaks causing damage to classrooms*

*and offices. Authorizing this request will allow Marshall to use and transfer funding from those deferred*

*maintenance projects that came in under budget and reduce other project budgets to fund the*

*Gullickson Hall Partial Roof Replacement in addition to the previously approved Drinko Library*

*Roof repair (WVHEPC-M-025).*

**Upon a motion by Kathy D’Antoni, seconded by Carol Hurula, without further discussion, a vote of aye, no objections and the motion carried unanimously.**

**C) Receipt of Final Audited Financial Statements for Fiscal Year 2024**

The following resolution was read:

*Resolved, that the Marshall University Board of Governors receives*

*the Final Fiscal Year 2024 Audited Financial Report.*

*\* During the October board meeting, the financial statements presented were still considered drafts. We are now presenting the Final Fiscal Year 2024 Financial Statements for Marshall University for receipt by the Board of Governors.*

**Upon a motion by Carol Hurula, seconded by Kathy Eddy, without further discussion, a vote of aye, no objections and the motion carried unanimously.**

Information Items

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

*Finance Update*

*Facilities and Operations Update*

*Internal Audit Update*

**Athletic Committee**

The following was the action item from the Athletics Committee:

**A) Approval of Recommendation from Athletics Committee Granting Express Consent to President for Terms and Conditions of Personnel Contract**

The following resolution was read:

*Resolved, that the Marshall University Board of Governors approve the recommendation from the Athletics Committee granting express consent to the President for the terms and conditions outlined in a personnel contract. The Board further authorizes the President of the University to execute the necessary documents to enter into a personnel contract in accordance with these terms and conditions.*

*\** *Marshall University has reached a tentative agreement for a personnel contract within the Department of Athletics and the President seeks express consent for the terms and conditions of the agreement.*

**Upon a motion by Donnie Holcomb, seconded by Brea Belville, without further discussion, a vote of aye, no objections and the motion carried unanimously.**

**B) Information Items**

Information Items

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

*Athletic Teams Updates*

*NCAA Legislation Updates*

*National Issues Updates*

*Budget Update*

*Capital Projects Update*

**IV. President’s Report**

**\****The President’s Report is attached as an addendum to the Board of Governors minutes.*

**V. Chairman Sheils Report**

Chairman Sheils began his report by expressing his enthusiasm for the President’s report, noting that it is his favorite part of the meetings. He reflected on the day’s discussions, sharing his appreciation for everyone present and the impressive work being accomplished at Marshall University. He commended the efforts of all involved in executing the transformation happening at the university and emphasized how inspiring it is to be part of Marshall University at this time.

He acknowledged the impactful and meaningful experience of the Memorial Fountain Ceremony, which drew a packed and engaged audience despite the cold and rainy weather. Chairman Sheils specifically thanked Brea Belville, Connor Waller, and the entire planning committee for their efforts in organizing the event, recognizing the teamwork required to make it such a success.

Chairman Sheils then invited Dr. Kathy D’Antoni to share details about her recent accomplishment in securing a $7.3 million grant through the Appalachian Regional Commission (ARC) and the Appalachian Regional Initiative for Stronger Economies (ARISE). Dr. D’Antoni explained that the funding was awarded due to the successful outcomes demonstrated by four model schools in Fayette County. These results helped secure support for an expansion of the program, which now includes six schools in Kentucky, three in Pennsylvania, and four in West Virginia. She noted that one school in Fayette County is already in its third year of the program and is achieving significant success, while the others are just getting started. Dr. D’Antoni expressed her excitement for the potential to transform education, preparing Marshall University students to excel in their academic and professional pursuits. She also shared that a kickoff event was scheduled for the following day.

Chairman Sheils resumed his remarks, congratulating Dr. D’Antoni on her achievement and emphasizing its importance. He then reminded the board of the upcoming commencement ceremony on Saturday, December 14, at the Marshall Health Network Arena. He encouraged everyone to attend, describing the event as a rewarding experience that validates the board’s work. He also commended everyone involved in organizing the event, acknowledging the hard work that goes into making commencement a significant and memorable celebration for students and their families.

Chairman Sheils concluded his report by taking a moment to congratulate fellow board member Patrick Farrell, who was recently elected as the Mayor of Huntington. Although Mr. Farrell could not attend the meeting due to travel, Chairman Sheils recognized his seven-and-a-half years of dedicated service to the board. He described Mr. Farrell as one of the most impactful board members in Marshall’s history, highlighting his countless contributions through policies, spreadsheets, and thoughtful guidance. Chairman Sheils expressed his admiration for Mr. Farrell’s selflessness and dedication, stating his confidence that he will bring the same level of commitment and impact to his new role as mayor.

**VI. Announcements**

The next meeting will be held on February 5, 2025. The notice will be forthcoming.

**IX. Adjournment**

Without objection, the Board Meeting was adjourned.

Respectfully submitted,

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Kathy D’Antoni, Secretary

**President’s Report – December 4th, 2024**

* Thank you, Mr. Chairman.
* As we enter the holiday season and prepare for Winter Commencement, I’m weeks away from celebrating my 3rd anniversary in this role.  
  + This intersection of events leads me to two reflections:
  + The first is how quickly time passes when you count by semesters!
  + And the second is how grateful I am to work alongside you in support of our students and all who serve this wonderful institution.
  + They say gratitude is when an experience is recorded in your heart, and not in your mind …
  + As we enter this holiday season, I am grateful for the privilege of serving this institution and community with you.
  + Thank you!
* With that sentiment expressed, I want to focus my update on 3 topics:  
  + Our continued investment in strengthening our campus culture.
  + The post-election landscape & our efforts underway to ensure our engagement and support for our newly elected leaders.
  + And a brief update on our financial health, highlighting a few of Marshall Moments that are indicative of the innovation occurring across campus.
* Let me begin with our campus culture.  
  + Marshall is a special place.
  + At every moment of truth, I continue to be inspired by the collaboration and commitment that is evident across our campus and community.  
    - From high school recruiting visits, auto-acceptance programs and Community & Technical College agreements … to record-setting Green & White Days … prospective students, parents and administrators are experiencing Marshall’s commitment, innovation and unlimited potential …
    - In our classrooms, auditoriums and labs, our faculty continue to inspire minds & advance scholarship, creativity and research … producing strong participation in research symposiums, faculty publications and readings of their scholarly work, with student presentations that showcase their own scientific and artistic creations.
    - Across the campus, everyone’s collective engagement and service on committees is strengthening our shared governance, advancing our capabilities in AI, and empowering our shared financial stewardship as we implement the Incentivized Budget Model …
    - Together, we are leading this institution into the next chapter of great, unified behind our shared strategic roadmap – Marshall For All, Marshall Forever.
  + Every voice matters and every contribution counts … fueling our commitment to learn and adjust as we lean forward together.  
    - In that context, we recently closed out our second annual employee engagement survey … also known as our virtual listening tour …
    - This survey helps us identify areas where we feel things are working well … as well as areas where we must take our game to the next level.
    - Nearly two-thirds of our campus participated in completing the survey, and hot-off-the-press results are encouraging:  
      * Across 52 dimensions surveyed, 20 items notably improved year-over-year, with no item notably declining.
      * 18 items are now above the scores of our higher education peers …
      * With 83% saying they feel proud to work for Marshall University.
      * Our opportunity areas remain increased accountability, cross-team collaboration and acting constructively in the feedback received.
      * In addition, our commitment to align compensation with market rates remains a work-in-process, and while it is notably improved in the survey year-over-year, it remains a focus area as we move forward.
    - As we did last year, we will summarize these results in the coming weeks and will share the campus-wide insights and actions to be taken … while local teams will focus on what needs to be done in their respective areas to create the best environment for our talent to do the best work of their lives.
    - Overall, I am encouraged by the strong survey participation and positive year-over-year trends, reinforcing our shared commitment to constructively seek ways to build an even stronger campus culture at Marshall University.
* Which takes me to my second topic, the post-election landscape and our engagement model to ensure Marshall continues to be a valuable resource to our local, state and federal leaders in service to advancing our civic and economic aspirations as a city, as a state, and as a nation.  
  + While many talented leaders were elected to new offices, our relationships with these elected leaders are not new.
  + Marshall continues to be engaged and at the table with each of these leaders in partnership with our peer institutions.
  + In our capacity as a prosperity platform, our elected leaders appreciate that Marshall University is an economic driver for the State of West Virginia.
  + Our Marshall For All, Marshall Forever blueprint is grounded in the WV Forward work that the state remains committed to achieving …
  + And this work is anchored by our six strategic pillars which align with the performance-based funding formula for higher education.
  + As newly-elected leaders assume their roles, we will continue to partner with them to increase prosperity for our students and their families.
  + Marshall’s ongoing commitment was rewarded in the most recent Special Session, where the Legislature and the Governor paved the way for our Aviation program to receive additional funding to build a second hangar at the Charleston Yeager airport … as well as funding to support our efforts to assist other colleges and universities across the state scale their aviation efforts.
  + We sincerely thank our state leaders for their ongoing support for these strategic pillars, as well as their recognition that these programs strengthen our state as well.
  + As we look ahead to 2025, support for our Advanced Manufacturing Center and our Healthcare pillars are our next collective priorities.   
    - Serving 300+ companies each year and training more than 900 individuals, Marshall’s Advanced Manufacturing Center is a nationally recognized leader in manufacturing, apprenticeships and supply chains.
    - At all levels of government, ensuring skilled workers are prepared to assume 21st century manufacturing jobs is a top priority.
    - In addition to Advanced Manufacturing, we will also be seeking federal, state and foundation support to advance our healthcare efforts in distinctive areas such as substance abuse, obesity, gerontology and rural health.
    - Our Government Relations team will also continue to monitor key areas such asPEIA and BRIM, among others.
  + Much closer to home, Huntington is grateful for all that Mayor Steve Williams inspired and delivered during his unprecedented three terms in office. We thank Mayor Williams for his service, his leadership and his friendship.
  + We are also blessed and grateful for all that Patrick Farrell has contributed during his years of service on this Board of Governors …
  + While we will miss Patrick’s wisdom in the board room, we are incredibly excited to partner with and support him as he assumes his new role as Huntington’s next Mayor in January! Congratulations, Patrick!
  + There is much to navigate, but Marshall is at the table, engaged in the conversations and focused on the things that matter most to the University and the future of our state.
* Which takes me to my third and final topic … a brief update on our financial health and a sampling of Marshall Moments that have occurred since our last board meeting.  
  + As reported earlier by the various members of the Administration, our growth in enrollment, research/grants/contracts, as well as housing and athletics revenue…
  + Coupled with increased spending discipline through our Save-to-Serve efforts, have further reduced our structural deficit.
  + While we’re on pace to rectify our structural deficit by 2027 as planned, it will not be without continued hard work and sacrifice.
  + As we prepare to transition to the Incentivized Budget Model in the Fall of 2025, everyone will have increased transparency into the revenue and expenses by academic and functional unit, and with this transparency, will assume increased accountability for delivering their share of the task.
  + This will include our continued commitment to Save-to-Serve, which will once again require us to reduce our spending in supplies and other services by 5% in the upcoming budget cycle.  
    - New tools and technologies such as the Marshall Marketplace for procurement, and the application of AI makes this savings goal imminently achievable.
  + We will also continue to hold firm on current staffing levels, as we have taken actions to hire in support of our student growth, while simultaneously increasing pay levels to achieve market equity.  
    - We have adequate capacity at current staffing levels to accommodate additional growth, so new hires will only be approved when it backfills an existing position … or has been funded by eliminating a position in some other area.
  + Again, we remain on track, but we’ll need to remain vigilant about growing our way out, while continuing to practice fiscal discipline.
  + In the context of growing our way out, I thought I’d share a few Marshall Moments that continue to showcase our university in innovative ways that increase awareness, strengthen our brand and punch above our weight.  
    - The first is the new virtual campus tour that our Marketing team launched in late November.  
      * This interactive, panoramic view of Marshall’s campus and the surrounding community is the latest state-of-the-art innovation that Dave Traube and his team have delivered …
      * The virtual tour provides alumni, parents and prospective students with a realistic tour of our campus in ways that create interest and excitement.
      * It was produced in partnership with the city of Huntington, serving to provide an inspiring tour of the Jewel City while strengthening the bond between the campus and the community.
      * The virtual tour is evergreen, allowing for the addition of more elements in the coming months.
    - The second Marshall Moment occurred on Friday, November 22nd when West Virginia’s very own Emily Calandrelli became the 100th woman to travel into space.  
      * For those who may be unfamiliar with Emily, her story is our story …
      * Coming from the heart of the mountains, she followed her dreams and has reached the stars.
      * Emily is a world-wide brand inspiring children to be curious and fall in love with STEM (science, technology, engineering and math) through her highly popular Emily’s Wonderland series, her children’s books, and her newly minted fame as “Space Gal”.
      * Alys and I were honored to sponsor her dream to board a Blue Origin spacecraft, and in return, Emily carried a Marshall flag into space and become a spokesperson for our efforts!
      * Her social media posts and local speaking engagements have shined a spotlight on the Marshall For All, Marshall Forever Program …
      * And her achievements have once again shown the next generation what’s possible when they dream big, while reminding the world what West Virginians are capable of achieving.
* Shifting to another important catalyst behind our brand and website traffic growth – Marshall Athletics – is on full display as our student athletes continue to compete at the highest levels.  
  + This weekend, the Thundering Herd will compete for the Sunbelt Championship in football, while our Men’s Soccer team will compete as one of the final eight teams in pursuit of another College Cup Championship.
  + These are but a few special Marshall Moments that are creating buzz, building engagement and inspiring growth!
* To put a bow around my update as we head into the holidays … our campus is aligned and engaged … we are working closely with our newly-elected leaders … and we are continuing to grow our way out of our structural deficit, complemented with the appropriate level of spending discipline.
* We have charted a course to become the most admired and studied university in the nation …
* And magical Marshall Moments are demonstrating that by working together, we are setting a new standard for others to see and study.
* **Marshall For All, Marshall Forever!**
* And with that, Mr. Chairman, I’ll conclude my comments and will be happy to take questions.