



Board of Governors Regular Meeting

February 5, 2025 | 1 p.m.

Shawkey Dining Room, Memorial Student Center

COMMITTEE MEETINGS:

Athletics Committee - 10 a.m., Shawkey Dining Room

Finance, Audit and Facilities Planning Committee - 11 a.m., Shawkey Dining Room

Academic and Student Affairs Committee - 11 a.m., Student Resource Center



February 5, 2025 Board of Governors Regular Meeting

AGENDA

Lunch

Lunch will be provided from Noon to 1 p.m.

1 p.m.

Call to Order

Geoff Sheils, Chair

Approval of Prior Minutes

Geoff Sheils, Chair

Regular Meeting of December 4, 2024

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Committee of the Whole

Geoff Sheils, Chair

Approval of Advisory Board Members for the West Virginia Autism Training Center

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H. Toney Stroud, Chief Legal Officer / Vice President for Strategic Initiatives and Corporate Relations

Committee Reports

Academic and Student Affairs Committee

Kathy D'Antoni, Chair

Action Item

Approval of the Adoption of the Marshall University Shared Governance Charter

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H. Toney Stroud, Chief Legal Officer / Vice President for Strategic Initiatives and Corporate Relations

Information Items

Provost Report

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Avi Mukherjee, Provost and Senior Vice President for Academic Affairs

Student Representative Update

Brea Belville, Student Representative

School of Medicine Update

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David Gozal, Dean and Vice President for Health Affairs, Joan C. Edwards School of Medicine

Finance, Audit and Facilities Planning Committee

Donnie Holcomb, Chair

Action Items

Approval of Proposed Changes to 2024-25

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Academic Year Housing Rates
Brandi Jacobs-Jones, Senior Vice President for Operations

Approval of Construction of Shewey Deck 107
Christian Spears, Director of Athletics

Information Items

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Matt Tidd, Chief Financial Officer

Facilities and Operations Update 126
Brandi Jacobs-Jones, Senior Vice President for Operations

Internal Audit Update 131
Perry Chaffin, Director of Audits

Annual Gramm-Leach-Bliley Act (GLBA) 132
Assessment & Information Security Update
Jon Cutler, Chief Information Security Officer (CISO)

Athletics Committee
Jim Smith, Chair

Action Items
None

Information Items 147
Christian Spears, Director of Athletics; Debra Boughton, Executive Associate Athletic Director for Championship Planning and Resources

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Athletic Teams Updates

NCAA Legislation Updates

National Issues Updates

Budget Update

President's Report
Brad D. Smith, President

Executive Session under the Authority of WV Code §6-9A-4
H. Toney Stroud, Chief Legal Officer / Vice President for Strategic Initiatives and Corporate Relations

Commercial Competition Matters
Avi Mukherjee, Provost and Senior Vice President for Academic Affairs; H. Toney Stroud, Chief Legal Officer and General Counsel

Personnel Matters
Brad D. Smith, President

Chairman's Report
Geoff Sheils, Chair

Announcements
Geoff Sheils, Chair

Adjournment
Geoff Sheils, Chair

Upcoming Meeting Dates

April 7, 2025 (Budget Training Session)

April 9, 2025

June 11, 2025

August 4-5, 2025 (Retreat and Regular Board Meeting)

October 8, 2025

December 3, 2025

February 4, 2026

April 8, 2026

June 10, 2026

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:

A) 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,

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 as PEIA 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.

**Marshall University Board of Governors
Meeting of February 5, 2025**

ITEM: Approval of Advisory Board Members for the West Virginia Autism Training Center

COMMITTEE: Committee of the Whole

RECOMMENDED RESOLUTION: *Resolved*, that the Marshall University Board of Governors approve Christina Lee Fair, Tiffany Hartman, Lalicia Johnson and Marcie E. Simms for the Advisory Board of the West Virginia Autism Training Center.

STAFF MEMBER: H. Toney Stroud
Chief Legal Officer / Vice President for Strategic Initiatives and Corporate Relations

BACKGROUND:

The West Virginia Autism Training Center (ATC) was established in 1984 by the West Virginia Legislature and housed at Marshall University, within the College of Education and Professional Development. The ATC was founded by Dr. Ruth Sullivan and other parents across the state who recognized the need of children with autism for well-informed parents and well-trained educators.

The legislation describes an Advisory Board made up of individuals with Autism Spectrum Disorder and/or parents, professionals in the field and community representatives. The Marshall University Board of Governors approves members of the Advisory Board.

The resolution today is to approve four new Advisory Board members, whose applications are attached.



marshall.edu

WV Autism Training Center
College of Education and Professional Development
One John Marshall Drive
Huntington, WV 25755-2430
www.marshall.edu/coe/atc/

MEMO

To: Marshall University Board of Governors

From: Marc Ellison, Ed.D

RE: WV ATC Advisory Board Information

Date: 1/4/2025

The West Virginia Autism Training Center Advisory Board consists of twenty West Virginia citizens who have demonstrated a sincere interest in promoting the mission of the Autism Training Center.

Members are broken down into the following categories:

45% shall be parents, family members or guardians of those eligible for WV ATC Services. We currently have four members and five vacancies.

5% shall represent a person diagnosed with autism and who would be eligible for services. This position is vacant.

40% shall be professionals in fields related to autism. We have all 8 positions filled and no vacancies.

10% shall be knowledgeable laypersons as specified in legislation. Both positions are vacant.

Some vacancies occurred suddenly, and we are attempting to fill them. Attached is a copy of the Bylaws and appointment list with all members names and appointment and expiration dates. If you have any additional questions, please contact Libby Rayment at stephen3@marshall.edu or 304-696-3110.

Regards,

Marc Ellison

Attachments: Advisory Membership List

Advisory Board Bylaws

**BY-LAWS
OF THE
ADVISORY BOARD
OF THE
AUTISM TRAINING CENTER
OF
WEST VIRGINIA**

**(Revised October 17, 1997)
(Revised July 22, 2008)
(Revised April 30, 2010)
(Revised January 31, 2011)
(Revised October 25, 2013)**

BY-LAWS
of the
Advisory Board
of the
Autism Training Center
of
West Virginia
(Revised October 17, 1997)
(Revised July 22, 2005)
(Revised April 30, 2010)
(Revised January 31, 2011)
(Revised October 25, 2013)

Appointed by the West Virginia Board of Regents (now the Marshall University Board of Governors), the Advisory Board receives its statutory authority from Chapter 18, Article 26A of the West Virginia Code, enacted via Senate Bill 172 during the 1983 legislative session, and revised and reenacted in 1988 as House Bill 4042.

ARTICLE I

Purpose

The Advisory Board is to "advise the Center Director on matters of policy" (section 18-26A, of the West Virginia Code).

ARTICLE II

Role of the Advisory Board

In order to promote the best possible state-of-the-art identification, evaluation, education, individual training, and treatment for individuals who are on the Autism Spectrum, their families, and the professionals who serve them -- and in order to promote the success of the Autism Training Center -- the Advisory Board's role shall be:

1. To serve as guide and counsel to the Director in the establishment and maintenance of an autism training center in the state of West Virginia with a highly skilled, interdisciplinary, appropriately experienced staff who will

**By-Laws of the Advisory Board
Autism Training Center**

December, 1988 (Revised October 17, 1997) (Revised July 22, 2005) (Revised April 30, 2010) (Revised October 25, 2013)

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- assess and train persons with on the Autism Spectrum, and their teachers, or other professional personnel, parents, guardians, and others important to the autistic person's education and training;
2. To ensure compliance with both the spirit and the letter of Chapter 18-26A;
 3. To review and advise upon the development and ongoing performance of the Center in meeting its mission of service to the citizens of West Virginia, including, but not limited to, review of organizational structure, management policies and procedures, staffing, client assessment and habilitation/education strategies, and evaluation data;
 4. To maintain communication with the Marshall Board of Governors through Marshall University's President, reporting to them annually or more frequently as necessary on the progress of the Center, with the administration of Marshall University, with legislators, with the Governor, with agencies which might refer clients, with other public or private agencies and organizations serving developmentally disabled persons, and with the general public;
 5. To identify and encourage adoption of better laws, policies, and practices throughout West Virginia in education, behavioral health, vocational rehabilitation, and other areas that affect the habilitation and quality of living for persons with autistic like behavior.

ARTICLE III

Membership

Members of this Board shall be no more than 20 West Virginia citizens who have demonstrated a sincere interest in promoting the welfare of persons on who are on the Autism Spectrum and in the education of those who work with them. Of these, 50% (10) shall be parents, family members or guardians of persons who could be eligible for the Center's services; 5% (1) shall represent persons on the Autism Spectrum and be an individual diagnosed with an Autism Spectrum disorder and who would be eligible for the Center's services; 40% (8) shall be professionals in fields related to autism (e.g., special education, psychology, pediatrics, physical therapy, speech pathology,

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occupational therapy, vocational rehabilitation, neurology); and 10% (2) shall be knowledgeable laypersons (e.g., legislators, community leaders), as specified in 18-26A-6.

The term of membership shall begin July 1 and shall be for three (3) years, renewable by the MU Board of Governors at the request of the Advisory Board, but shall be staggered so that approximately one-third (1/3) of the members' terms expire each year. Members may be reappointed to three consecutive terms (nine years). After a break of one term (three years) a person may be considered for a new three-year term with two subsequent terms beginning on the next expiration date. Members shall be recommended at a regular meeting of the Board by a majority of board members present. The Marshall University Board of Governors confers actual membership. Members who have served for three consecutive terms may be appointed to Emeritus status. This recognizes their contribution to the Autism Training Center Board and provides a way to keep interested members involved. The Nominating Committee shall seek geographic representation in so far as possible. Suggestions for membership may be made to the Nominating Committee by any member of the Board or other interested party. Attendance at less than fifty percent (50%) of the Board meetings within a year shall end a person's membership on the Board unless the Executive Committee determines that circumstances make application of this rule unfair or unwise in a particular instance.

Officers

The officers of the Board shall consist of a Chairperson, a Vice-chairperson, a

Secretary, and other officers as the Board may choose. Officers shall serve for a one-year term and may be re-elected. Officers shall serve until their successors are elected.

The Chairperson shall preside at all Board meetings. He/she shall have general responsibilities for the activities of the Board as well as the powers and duties usually associated with the office of Chairperson, and shall have such other powers and perform other such duties as may be prescribed by the By-Laws. He/she shall, with the advice and consent of the Board members, appoint a Nominating Committee and all other standing or ad hoc committees.

The Vice-chairperson shall assist the Chairperson in the performance of his/her duties as assigned by the Chairperson, and in the absence of the Chairperson, shall assume his/her duties, including presiding at the meeting of the Board.

The Secretary shall keep an accurate record of the proceedings of and attendance at all meetings of the Board, shall draw to the attention of the Executive Committee all instances of lower attendance than fifty percent (50%) by an individual, shall maintain a current membership list, and, at the direction of the Chairperson, shall conduct correspondence on behalf of the Board.

ARTICLE IV

Rules of Procedure

Roberts Rules of Order shall be used for conducting meetings of the Board unless suspended by a majority vote of the members present.

ARTICLE V

Meetings

Meetings of the Board may be called by the Chairperson on his/her own initiative and must be called at the request of four (4) members of the Board who shall submit in writing, to the Chairperson, their request for a meeting. At least thirty (30) days notice of every meeting shall be given to each member. Any member may waive such notice.

The Chairperson shall prepare an agenda for each meeting and shall include items submitted by other members of the Board, providing items are submitted ten (10) days in advance of the meeting. Items may be added to the agenda at each meeting by a majority of those present. Each agenda shall provide for remarks by the Director of the Autism Training Center.

Locations of meetings shall be decided by the Chairperson, with advice from the other officers and Director. Notice of the time, place, and tentative agenda for each regular or special meeting shall be mailed to all members by the Chairperson or his/her designee at least fourteen (14) days prior to the date of that meeting.

The Board shall meet quarterly, unless special meetings are called, and each meeting shall be announced to the members and to the general public through appropriate news outlets. A fall meeting of the Board shall be designated as the Annual Meeting, and the agenda for that meeting shall include election of officers, and any other progress-review or end-of-membership-term activities as deemed advisable by the Executive Committee.

Quorum

Quorum for conducting the business of the Board shall consist of twenty-five percent (25%) of membership plus one executive committee member, except at the Fall

**By-Laws of the Advisory Board
Autism Training Center
December, 1988 (Revised October 17, 1997) (Revised July 22, 2005) (Revised April
30, 2010) (Revised October 25, 2013)**
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Meeting. Fifty percent (50%) plus one, of the membership shall constitute a quorum for conducting the business of the Board at the Fall Meeting. (Revised October 17, 1997)

Acts of the Board

No person shall act in the name of the Board except as authorized in these By-Laws or by vote of the Board. Nor shall any member or other person speak for the Board, to the press or otherwise, except as authorized here or by act of the Board.

It is important that members attend regularly. If a member cannot attend, however, he or she may send a delegate in his or her place to any but the Annual Meeting. If the member wishes the delegate to vote in the member's place, the delegate must be given a signed, official Center proxy form and must submit that to the Chairperson at the meeting. Such delegates will be counted in determining a quorum whether or not they carry proxy forms. The proxy need not specify particular issues or the member's position thereon, but the member may instruct the delegate about how to vote on any particular issue. Neither employees of the autism training center nor members of the advisory board can serve as proxies for other advisory board members at autism training center advisory board meetings.

ARTICLE VI

Standing Committees

The standing committees shall be the Executive Committee, the Nominating and Membership Committee, and the Program Committee.

The Executive Committee shall consist of the Chairperson, the most recent Past

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December, 1988 (Revised October 17, 1997) (Revised July 22, 2005) (Revised April
30, 2010) (Revised October 25, 2013)
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Chairperson, the Vice-chairperson, the Secretary, and a Member-at-Large elected by the Board. This committee shall determine the agenda for each meeting, shall review the Center's budget at appropriate intervals, and shall generally keep well informed about the work of the Center and serve as a guide and source of information to others on the Board. Should action by the Board be absolutely necessary between meetings, the Executive Committee may act on behalf of the Board, provided that each member of the Executive Committee has personally voted on the urgency of such action as well as on the proposed action itself, and provided that these two votes are reported by the Chairperson to the full Board by mail or at a scheduled meeting within forty (40) days.

The Nominating and Membership Committee shall consist of a Committee Chairperson plus two (2) other members and shall be responsible for keeping a record of all suggested nominations for membership to the Board, encouraging appropriate persons to take an interest in serving on the Board and collecting relevant information on those who appear most promising for such membership. The record of suggested nominees must preserve the balance of types of members, as required by the enabling legislation and as specified in Article III of these By-Laws. This committee shall also be prepared to nominate replacements for members who resign prior to the end of their term. In selecting nominees for continued membership, the Committee shall take into account the regularity and quality of a member's past participation in the work of the Board.

The Nominating Committee shall also prepare a slate of nominees for offices on the Board and present that slate at the fall Annual Meeting.

The Program Committee shall consist of a Committee Chairperson plus two to four other members and shall be responsible for enhancing and maintaining the quality of services provided by the Center to its clients and to those who work or live with such clients. To the best of their ability, Program Committee members shall keep informed about the nature and quality of the services provided by the Center, including the staff, the management, the various types of services offered, the strategies and methods used, and how these compare with what other centers or programs provide. The Committee members shall each observe some of the activities of the Center in process, but they will also have to rely extensively upon such indirect information as data collected by staff, procedural manuals, oral descriptions, surveys, staff resumes, and such.

The Program Committee shall provide, or cause to be provided, to the Board at its meetings, oral and other reports that succinctly inform the Board about developments in the Center's services, staff, effectiveness, and such.

The Rules, Regulations, and By-Laws Committee shall consist of a Committee Chairperson plus one to three other members and shall be responsible for reviewing rules and regulations of the Center and the By-Laws of the Board, making such recommendations to the Board as seem fitting at least annually.

ARTICLE VII

Compensation and Reimbursement of Members

No member shall receive any salary or compensation for services in their

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December, 1988 (Revised October 17, 1997) (Revised July 22, 2005) (Revised April
30, 2010) (Revised October 25, 2013)
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capacity as members of the Board. Members will, however, be reimbursed for normal expenses related to their services on the Board, including reasonable, usual costs of transportation, lodging, meals, telephone, and the cost of caring for an individual or dependent who is on the Autism Spectrum.

A member may receive compensation for services in a capacity other than that of Board member, provided such compensation complies with West Virginia law, does not constitute a conflict of interest, and is approved by a majority vote of the quorum present at a meeting of the Board, or, if absolutely necessary, by the Executive Committee.

ARTICLE VIII

Fiscal Year

In order to coincide with the West Virginia state fiscal year, the fiscal year of the Board shall be July 1 through June 30.

ARTICLE IX

Amendment of By-Laws

These By-Laws may be amended at any regular meeting of the Board by a two-thirds (2/3) vote of the quorum present, provided the amendment was submitted in writing at the previous regular meeting or by mail at least 30 days before the meeting at which final approval is moved.

Current Advisory Board Members

1/3/2025



WEST VIRGINIA
AUTISM TRAINING CENTER
AT MARSHALL UNIVERSITY

PROFESSIONALS (8)

PARENTS (9)

1. CAROL GILES
PHONE: 304-377-4917
E-MAIL: caroldaughenbaugh@msn.com
2. HOYT GLAZER
PHONE: (304) 730-1858
EMAIL: hoyt@gsalaw-wv.com
3. DR. TIFFANY HARTMAN*
PHONE: 740-464-1987
E-MAIL: tiffany.hartman@marshall.edu
4. CHRIS FAIR*
PHONE:
EMAIL: jfair3@comcast.net
5. VACANT
6. VACANT
7. VACANT
8. VACANT
9. VACANT

MEMBER ON THE AUTISM SPECTRUM (1)

1. VACANT

CITIZENS (2)

1. VACANT
2. VACANT

1. JENNIFER ANDERSON
C (304) 389-4950
W (304) 558-2696
EMAIL: jcibrik@gmail.com
2. SUSAN BECK
C (304) 550-3364
W (304) 558-2696
E-MAIL: sbeck@k12.wv.us
3. LYNN BROWDER
PHONE: (304) 610-8961
EMAIL: sweetbabyoemail@yahoo.com
4. JODONNA BURDOFF
PHONE: (304) 365-2450
EMAIL: jburdoff@k12.wv.us
5. DR. MARCIE SIMMS*
PHONE: 740-464-7084
EMAIL: marcie.simms@marshall.edu
6. CATHY JO HIGGINS
PHONE: (681) 265-0999
EMAIL: thedevadvantage@aol.com
7. DR. JOEY TRADER
PHONE: (304) 840-1647
W (304) 526-1416
E-MAIL: jtrader@st-marys.org
8. LALICIA JOHNSON*
PHONE: 304-617-2858
EMAIL: lalicia.johnson@marshall.edu



X-OFFICIO MEMBERS

1. DR. MARC ELLISON, E.D, LPC, ALPS
EXECUTIVE DIRECTOR
AUTISM TRAINING CENTER
COLLEGE OF EDUCATION PROFESSIONAL
DEVELOPMENT
MARSHALL UNIVERSITY
OLD MAIN BUILDING, ROOM 316-C
ONE JOHN MARSHALL DRIVE
HUNTINGTON WV 25755-2430
W (304) 696-2332
E-MAIL: ellison13@marshall.edu

2. DR. TERESA R. EAGLE, ED.D, DEAN
COLLEGE OF EDUCATION PROFESSIONAL
DEVELOPMENT
MARSHALL UNIVERSITY
JH BUILDING, ROOM 224
ONE JOHN MARSHALL DRIVE
HUNTINGTON WV 25755-2430
W: (304) 696-6703
E-MAIL: t.eagle@marshall.edu

*Pending approval by Marshall University Board of Governors

As a member of the Advisory Board, how can you contribute to the continuing development of effective services for individuals with autism spectrum disorders? (Separate sheets may be attached)

SEE ATTACHMENT

PLEASE COMPLETE THE APPLICATION, AND RETURN PAGES 1 AND 2 TO:

**Marc Ellison, Ed.D., Executive Director
WV Autism Training Center
Old Main, Room 316
Marshall University
One John Marshall Drive
Huntington, WV 25755-2430**

As the parent of a 44-year-old son, a 42-year-old daughter and a 22-year-old grandson, all on the Autism Spectrum and all completely different and unique, I have come to understand autism spectrum disorders.

Exploring treatments across the country since the 1980's and following changes in diagnosis, therapies, awareness and acceptance since that time have kept me current.

Graduating from the West Virginia Developmental Disability Council course in "Partners in Policy Making" gave me the confidence and knowledge to approach the political side of autism.

Spending 10 years on the Hancock County Board of Education taught me how the West Virginia education system works and has been beneficial in understanding the education of a child on the spectrum.

As a long time, member of the Autism Society and President of the West Virginia State Affiliate since 2011, The needs of the autism community are different than they were when I began my information search in the late 1980's. Information is available through the internet but knowledgeable people to translate that information to families is not always accessible. We need to promote Autism understanding to all our teachers. Agencies may be able to provide services, but cost and distance sometimes make it prohibitive. Being able to take insurance coverage across state lines for needed services needs to be advocated. Lastly, those on the Spectrum need to be a part of the workforce, at all levels. This all requires more community education and education of those governing West Virginia.

If I could wave a magic wand, I would have at least 23 Autism Society-West Virginia Chapters in West Virginia. These would be community, county, groups bringing the families in that area together, addressing their needs and working with the school systems and agencies in those counties. I am sure we would quickly find that we do not have agencies throughout the state to handle the needs of our West Virginians on the Spectrum. This would force our county, grass roots, groups to go to Charleston and talk to the legislature about the needs of the people regarding the lack of services and qualified educational personnel in our schools. It is a problem. West Virginia has been listed as one of the least supported states when it comes to raising a child with autism. The publication that prints this – Autism Parenting Magazine, may not be the most scientific, but it is out there, and we need to change that impression and that can only be done through a grass roots effort, that shows what we have and can have in West Virginia.

Lalicia Johnson
Huntington, WV 25701
304-617-2858
11/14/24

Dr. Marc Ellison
Executive Director, ATC

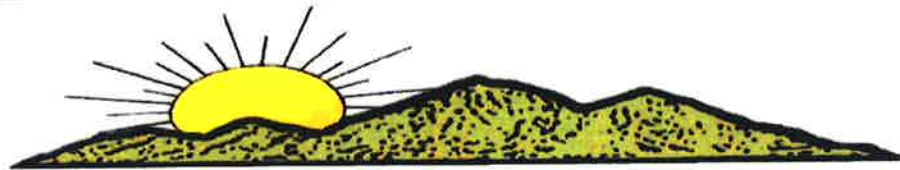
I am writing to express my interest in becoming a member of the Autism Training Center Advisory Board. As a mother of a son on the autism spectrum and a passionate advocate, I am deeply committed to promoting the welfare of individuals with autism spectrum disorder (ASD) and advancing the development of effective services for the autism community.

In addition to my role as a parent, I serve on the board of the Autism Society, where I work to ensure that the voices of individuals with ASD and their families are heard. I also founded a local support group here in Huntington, WV, for caregivers of individuals on the spectrum. Through this group, we bring in experts, including autism specialists from the ATC, to discuss resources, tools, and therapies, while also fostering a sense of community and mutual support. I am committed to learning as much as I can about available resources and therapies to improve my son's life both now and across his lifespan.

I believe my experience as both an advocate and a caregiver gives me a unique perspective that I can contribute to the Advisory Board. I am excited about the opportunity to continue advocating for my son and others on the autism spectrum, while also learning more about the programs and services that are shaping our community. Serving on the Advisory Board would be an excellent opportunity for me to positively impact the autism community and help shape the future of services for individuals with ASD.

Thank you for considering my application. I look forward to the possibility of contributing to the work of the Autism Training Center and being a part of this important mission.

Respectfully,
Lalicia Johnson



The West Virginia
Autism Training Center
at Marshall University

Dr. Marc Ellison, Executive Director

MEMBERSHIP APPLICATION FOR ADVISORY BOARD

(Please type or print)

Name: Lalicia Johnson
Address: 1010 Euclid Place
City: Huntington, WV State: _____ Zip Code: 25701
Primary Phone: 304-617-2858 Work Phone: 304-696-3179
Cell Phone: 304-617-2858 Email: lalicia.johnson@marshall.edu
Occupation: Marshall online Engagement Coordinator

Membership Categories

Four categories of membership exist for the Advisory Board. (1) **Parent** is a parent of a child diagnosed with an autism spectrum disorder. (2) **Person on the Spectrum** is an individual diagnosed with an autism spectrum disorder. (3) **Professional** is someone who works in a field associated with the support of individuals diagnosed with an autism spectrum disorder (e.g. a medical doctor, a teacher, a clinical psychologist). (4) **Citizen** is a knowledgeable lay person who has made a contribution to the community and who has an interest in making a contribution to the autism community.

Please check the category that describes your application status:

Parent **Person on the Spectrum** **Professional** **Citizen**

Meetings are typically held on a Friday from 12 noon to 3:30 p.m. at the Marshall University Graduate College in South Charleston. Are you available for quarterly meetings: Yes No

If you are a parent applicant, please indicate the age of your child: 9

As a member of the Advisory Board, how can you contribute to the continuing development of effective services for individuals with autism spectrum disorders? (Separate sheets may be attached)

PLEASE COMPLETE THE APPLICATION, AND RETURN PAGES 1 AND 2 TO:

**Marc Ellison, Ed.D., Executive Director
WV Autism Training Center
Old Main, Room 316
Marshall University
One John Marshall Drive
Huntington, WV 25755-2430**



Dr. Marc Ellison, Executive Director

MEMBERSHIP APPLICATION FOR ADVISORY BOARD
(Please type or print)

Name: Dr. Marcie E Simms

Address: 1405 Washington Blvd

City: Huntington _____ State: WV _____ Zip Code: 25701 _____

Primary Phone: 704-464-7084 _____ Work Phone: 304-696-4634 _____

Cell Phone: 740-464-7084

Email: marcie.simms@marshall.edu

Occupation: Vice President of Intercultural and Student Affairs

Membership Categories

Four categories of membership exist for the Advisory Board. (1) **Parent** is a parent of a child diagnosed with an autism spectrum disorder. (2) **Person on the Spectrum** is an individual diagnosed with an autism spectrum disorder. (3) **Professional** is someone who works in a field associated with the support of individuals diagnosed with an autism spectrum disorder (e.g. a medical doctor, a teacher, a clinical psychologist). (4) **Citizen** is a knowledgeable lay person who has made a contribution to the community and who has an interest in making a contribution to the autism community.

Please check the category that describes your application status:

Parent **Person on the Spectrum** **Professional** **Citizen**

Meetings are typically held on a Friday from 12 noon to 3:30 p.m. at the Marshall University Graduate College in South Charleston. Are you available for quarterly meetings: Yes No

If you are a parent applicant, please indicate the age of your child: _____

**One John Marshall Drive
Huntington, WV 25755-2430**

The Advisory Board of the West Virginia Autism Training Center (“Advisory Board”) is made up of individuals interested in promoting the best possible, evidence-based identification, evaluation, individual training, and treatment of children and adults with ASD, their families, and the professionals who support them. The Advisory Board is appointed by the Marshall University Board of Governors, and receives its statutory authority from West Virginia Code §18B-11A-1, *et.seq.* The purpose of the Advisory Board is to promote the success of the WV Autism Training Center (“the Center”) and to advise the center’s Executive Director.

The Center, located at Marshall University in Huntington, West Virginia was established and began delivering services statewide in October 1984, and is a state funded program. The Center serves individuals of all ages who have received a medical or clinical diagnosis within the autism spectrum.

Consultation and training are offered on an individual basis focusing on the family and professional needs. The Center provides training programs for both parents and professionals consisting of three major components – assessment, training, and follow-up.

In addition, the Center, through the Marshall University College of Education and Professional Development, offers specialized training opportunities consisting of academic courses, independent studies, and practicum experiences related to the autism spectrum. The Center sponsors seminars, lectures, and a semi-annual newsletter.

MEMBERSHIP

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- Serve as guide and counsel to the Executive Director in the maintenance of an Autism Training Center in the State of West Virginia.
- Ensure compliance with West Virginia Code §18B-11A-1, *et.seq.*
- Review and advise upon the development and ongoing performance of the Center in meeting its mission of service to the citizens of West Virginia.
- Maintain communications with agencies which might refer clients, with other public or private agencies and organizations serving developmentally disabled person, and with the general public.
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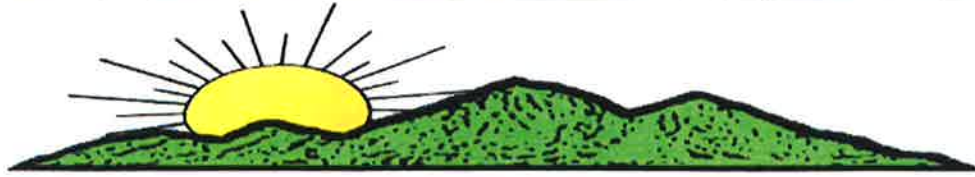
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The West Virginia
Autism Training Center
at Marshall University

Dr. Marc Ellison, Executive Director

MEMBERSHIP APPLICATION FOR ADVISORY BOARD

(Please type or print)

Name: Tiffany Hartman

Address: 2300 Timlin Rd

City: Portsmouth

State: OH

Zip Code: 45662

Primary Phone: _____ Work Phone: 304-696-3423

Cell Phone: 740-464-1987

Email: tiffany.hartman@marshall.edu

Occupation: Assistant Dean of Student Life, Marshall University

Membership Categories

Four categories of membership exist for the Advisory Board. (1) **Parent** is a parent of a child diagnosed with an autism spectrum disorder. (2) **Person on the Spectrum** is an individual diagnosed with an autism spectrum disorder. (3) **Professional** is someone who works in a field associated with the support of individuals diagnosed with an autism spectrum disorder (e.g. a medical doctor, a teacher, a clinical psychologist). (4) **Citizen** is a knowledgeable lay person who has made a contribution to the community and who has an interest in making a contribution to the autism community.

Please check the category that describes your application status:

Parent Person on the Spectrum Professional Citizen

Meetings are typically held on a Friday from 12 noon to 3:30 p.m. at the Marshall University Graduate College in South Charleston. Are you available for quarterly meetings: Yes No

If you are a parent applicant, please indicate the age of your child: _____

As a member of the Advisory Board, how can you contribute to the continuing development of effective services for individuals with autism spectrum disorders? (Separate sheets may be attached)

I have 24 years of experience working in higher education, specifically working directly with students. My role in supporting students in their transition to higher education has provided me with an understanding of the unique challenges and opportunities faced by students, including those with autism.

As the parent of a son diagnosed with autism and a sibling to an adult on the spectrum, I have a personal understanding of the unique needs, challenges, and strengths associated with autism. These experiences have shaped my perspective and commitment to advocating for individuals with autism and their families.

I bring both lived experience and a passion for promoting inclusion, accessibility, and understanding. Serving on the advisory board would allow me to contribute to the center's mission of supporting individuals with autism.

(Virtual meetings will always be the best option for me, as I live approximately 95 minutes from Charleston, but I will do my best to attend in-person meetings.)

PLEASE COMPLETE THE APPLICATION, AND RETURN PAGES 1 AND 2 TO:

**Marc Ellison, Ed.D., Executive Director
WV Autism Training Center
Old Main, Room 316
Marshall University
One John Marshall Drive
Huntington, WV 25755-2430**

The Advisory Board of the West Virginia Autism Training Center (“Advisory Board”) is made up of individuals interested in promoting the best possible, evidence-based identification, evaluation, individual training, and treatment of children and adults with ASD, their families, and the professionals who support them. The Advisory Board is appointed by the Marshall University Board of Governors, and receives its statutory authority from West Virginia Code §18B-11A-1, *et.seq.* The purpose of the Advisory Board is to promote the success of the WV Autism Training Center (“the Center”) and to advise the center’s Executive Director.

The Center, located at Marshall University in Huntington, West Virginia was established and began delivering services statewide in October 1984, and is a state funded program. The Center serves individuals of all ages who have received a medical or clinical diagnosis within the autism spectrum.

Consultation and training are offered on an individual basis focusing on the family and professional needs. The Center provides training programs for both parents and professionals consisting of three major components – assessment, training, and follow-up.

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**Marshall University Board of Governors
Meeting of February 5, 2025**

ITEM: Approval of the Adoption of the Marshall University Shared Governance Charter

COMMITTEE: Academic and Student Affairs Committee

RECOMMENDED RESOLUTION: *Resolved*, that the Marshall University Board of Governors approve the Marshall University Shared Governance Charter.

STAFF MEMBER: H. Toney Stroud
Chief Legal Officer / Vice President for Strategic Initiatives and Corporate Relations

BACKGROUND:

The purpose of this Charter is to codify the definition, guiding principles, and structure of shared governance at Marshall University. The Charter delineates the roles and responsibilities of each governing body at the University, as well as codifying the process by which these bodies will be reviewed according to the shared governance guiding principles. Neither this Charter nor the actions taken by the bodies established under the Charter may contravene public law or the authority of the Board of Governors or the West Virginia Higher Education Policy Commission.

A copy of the proposed Marshall University Shared Governance Charter is attached.

Marshall University Shared Governance Charter

1. Introduction

1.1. Purpose of the Charter: The purpose of this Charter is to codify the definition, guiding principles, and structure of shared governance at Marshall University. The Charter delineates the roles and responsibilities of each governing body at the University, as well as codifying the process by which these bodies will be reviewed according to the shared governance guiding principles. Neither this Charter nor the actions taken by the bodies established under the Charter may contravene public law or the authority of the Board of Governors or the West Virginia Higher Education Policy Commission.

1.2. Definition of Shared Governance: Shared governance is a systematized structure of transparent decision-making that reflects shared interests and shared responsibility of all constituency groups. Constituency groups—which include, but are not limited to, faculty, students, classified and non-classified staff, the Board of Governors, and administration—have assured, protected opportunities to influence decisions regarding the operation and direction of Marshall University and established organizational means by which they can carry these out. The role of constituency groups is not merely advisory; instead, decision-making is actively shared among relevant groups. Constituency groups thus contribute more than mere consultation before the implementation of a decision. Shared governance relies on an atmosphere of mutual understanding, respect and trust that can foster honest communication and consideration in decision-making. Shared governance promotes transparency, accountability, inclusivity, collaboration, collegiality, and interdependence among constituency groups.

1.3. Importance of Shared Governance in Academic Institutions and at Marshall: The [AAUP Statement on Government of Colleges and Universities](https://www.aaup.org/report/statement-government-colleges-and-universities) (URL: <https://www.aaup.org/report/statement-government-colleges-and-universities>) states that “The variety and complexity of the tasks performed by institutions of higher education produce an inescapable interdependence among governing board, administration, faculty, students, and others. The relationship calls for adequate communication among these components, and full opportunity for appropriate joint planning and effort.” A shared governance approach is thus recommended as the best model for university governance. Shared governance places the [mission](https://www.marshall.edu/mission/) (URL: <https://www.marshall.edu/mission/>) and well-being of the institution above individual interests and fosters a unified direction for university development. For Marshall University, this approach is required by WV State Code 18B-2A-4(j), which states that the governing boards of all state universities should “[i]nvolve faculty, students, and classified employees in institution-level planning and decision making when those groups are affected.”

1.4. Definitions:

1.4.a. *Constituency groups*: A constituency group is an individual or group that has a vested interest in the mission and well-being of Marshall University. Constituency groups include but are not limited to:

Students: Any persons taking courses at or from Marshall University, both full-time and part-time, pursuing undergraduate, graduate or professional studies and who reside in University residence halls or utilize University facilities or services for the purpose of pursuing studies.

Faculty: All full-time or part-time employees who have current faculty appointments, including library track faculty, clinical faculty, associate deans, assistant deans, directors, associate directors, assistant directors, chairs, temporary faculty, and term faculty.

Classified Staff - Any regular full-time or part-time employee of Marshall University who holds a position that is assigned a particular job title and pay grade in accordance with the personnel classification system established by state code or by the Higher Education Policy Commission.

Non-Classified Staff - Any regular full-time or part-time employee of Marshall University who holds a position that is not assigned a particular job title and pay grade in accordance with the personnel classification system established by state code or by the Higher Education Policy Commission.

Administration – University employees whose role and responsibility are to manage and oversee institutional operations, led by the President and including cabinet members, divisional leaders (vice presidents and chief officers), associate and assistant vice presidents, deans, directors, etc.

Additional constituency groups who could possibly be called to give input on certain decisions include community members and alumni.

1.4.b. *Governing body:* a governing body refers to a standing unit on campus that has decision-making powers regarding rules, policies, and/or procedures. These include Faculty Senate, Classified Staff Council, Non-Classified Staff Council, the Student Government Association, the Graduate Council, and the Administration (including the President’s Office and cabinet).

2. *Principles of Shared Governance*

2.1. Transparency and Communication: We strive for a system of governance that encourages and relies on open communication among stakeholders and governing bodies. Information must sometimes remain confidential during decision-making processes, but this principle assumes that each governing body makes a genuine attempt to communicate as much as possible about ongoing decision-making processes to stakeholders. Meaningful and productive lines of communication should be established for stakeholders to provide input on relevant decisions. The shared governance website will, as much as is possible, maintain an up-to-date record of decision-making processes and outcomes and/or links to the pages of the governing bodies where this information is kept.

2.2. Accountability: It should be clearly communicated to constituency groups which persons/bodies hold ultimate authority for which decisions. An appeal process for decisions made by each governing body should be established.

2.3. Shared Decision-Making: Each decision should be made with meaningful and adequate input from relevant constituency groups. This input should be provided during the process of decision-making, not simply after a decision has been made.

2.4. Inclusion and Respect for Diverse Perspectives: All governing bodies should strive for participation from a diverse, equitable, representative, and balanced sector of each group they represent. No single classification of constituents (e.g., women, non-tenured faculty, minorities) should shoulder the brunt of shared governance work.

2.5. Clarity of Roles and Responsibilities: The roles and responsibilities for each governing body should be clearly defined and communicated. Each governing body shall onboard new members by communicating these roles and responsibilities.

2.6. Freedom of speech: All constituents of Marshall University, including students, tenure-track and non-tenure track faculty, classified and non-classified staff, and members of the administration and governance of the university, have a right to provide open and honest input on decisions that affect them and the university mission without retribution. This Charter asserts that all constituents have the right and responsibility to contribute to Marshall University's mission and well-being.

3. *Plan of Organization for Shared Governance*

3.1 Board of Governors: The Board of Governors (BOG) is Marshall University's state-appointed governing board (the positions of faculty, staff, and student representatives are elected), which holds ultimate fiduciary responsibility for the university and oversees the university's operations and establishes rules. The responsibilities of the BOG are outlined in WV Code 18A-2B. The BOG engages the campus community in its decision-making processes, as outlined in the Shared Governance Matrix (Appendix 1), but it is not considered a governing body for the purposes of this Charter, as it has delegated portions of its control over the management of the business and affairs of the university to the President, as authorized in WV Code 18B-2A-4(q).

3.2 Governing Bodies: There shall be six representative bodies that contribute to the majority of decisions and policies governing Marshall University. These consist of the Student Government Association, the Faculty Senate, the Graduate Council, the Classified Staff Council, the Non-Classified Staff Council, and the Administration (including the President and their cabinet). Each of these bodies has the following responsibilities:

3.2.a. To advise and make recommendations to the other governing bodies on issues on behalf of their constituent groups.

3.2.b. To establish and maintain its own constitution/bylaws, provided they are not in conflict with provisions of this Charter of Shared Governance nor state law or Board of Governors Rules. Each body shall operate in accordance with an agreed-upon set of Rules of Order and elect officers in accordance with, and for terms established by, its own constitution and bylaws.

3.2.c. To respond to initiatives brought forward by its constituents and by the University Advisory Council (defined in Section 4).

3.2.d. Each governing body will organize and maintain its own committees and will provide yearly reports of the committees' goals and work product.

3.3. Governing Bodies' Roles and Responsibilities. The following is a general outline of the roles and responsibilities of each of the governing bodies. More specific descriptions of the roles and responsibilities of each can be found in their respective constitutions and governing rules.

3.3.a. *Student Government Association:* The Student Government Association shall be composed of representatives elected from the various student bodies at Marshall by a plan and process established by its own constitution/bylaws. The Student Government Association shall have authority to recommend policies specifically regarding the following matters:

1. Student-related policies, procedures and issues that affect the overall wellbeing of students and their ability to complete their education.
2. The establishment of budget for funds allocated to it, the selection of appropriate representatives for university committees and workgroups, and the establishment and governance of clubs and other organizations of students entitled to the use of Marshall University facilities.

3.3.b. *Faculty Senate:* The Faculty Senate shall be composed of representatives elected from its constituent group by a plan and process established by its own constitution/bylaws. The Faculty Senate shall have authority to formulate and recommend policies, specifically regarding the following matters:

1. All academic policy matters and affairs which primarily affect the faculty, including curriculum, admission standards, student retention, scholarships and honors, degree programs, instructional standards and faculty welfare.
2. Major issues that affect the institution, including change to the mission, addition or deletion of programs, contracts with government agencies, and public questions that affect the role of the institution or endanger the principle of academic freedom.

3.3.c. *Graduate Council:* The Graduate Council shall be composed of representatives elected from its constituent group by a plan and process established by its own constitution/bylaws. The Graduate Council shall have the authority to formulate and recommend policies specifically regarding the following matters:

1. Issues related to the graduate education mission of the university, including long-range planning for graduate education, the recommendation of new programs and courses, the evaluation of existing programs and courses, the facilitation of graduate accreditation, the recommendation of promotion and tenure policies related to graduate education, and the recommendation of approval of graduate faculty.
2. Major issues that affect the institution, including change to the mission, addition or deletion of programs, contracts with government agencies, and public questions that affect the role of the institution or endanger the principle of academic freedom.

3.3.d. *Classified Staff Council*: The Classified Staff Council shall be composed of representatives elected from its constituent group by a plan and process established by its own constitution/bylaws. The Classified Staff Council shall have authority to formulate and recommend policies, subject to the advice of the other governance bodies, specifically with regard to the following matters:

1. Human resource policies and procedures that may directly affect the classified employees.
2. Non-academic policies and procedures that support student learning, experience and responsibility both within and outside of the classroom environment.
3. Selection and appointment of administrators, budget and planning matters for the University, the organizational structure of the University, and other issues that affect the overall welfare of the University.
4. Methods and means by which employment conditions may be improved and operating efficiency of the University increased.

3.3.e. *Non-Classified Staff Council*: The Non-Classified Employees Staff Council shall be composed of representatives elected from its constituent group by a plan and process established by its own constitution/bylaws. The Non-Classified Staff Council shall have authority to formulate and recommend policies, subject to the advice of the other governance bodies, specifically with regard to the following matters:

1. Human resource policies and procedures that may directly affect the non-classified staff members.
2. Non-academic policies and procedures that support student learning, experience and responsibility both within and outside of the classroom environment.
3. Selection and appointment of administrators, budget and planning matters for the University, the organizational structure of the University, and other issues that affect the overall welfare of the University.

4. Methods and means by which employment conditions may be improved and operating efficiency of the University increased.

3.3.f. *Administration:* The Cabinet members and other administrative leaders shall have authority to formulate and recommend university policies and administrative procedures according to the process set forth in University Procedure ADMIN-20.

4. *The University Advisory Council*

4.1. The purpose of the University Advisory Council is to coordinate the activities and serve as a conduit of information among the governing bodies. It does not serve as a governing body in and of itself. It provides counsel to the University President on establishment of strategic priorities for the University.

4.1.a. The University Advisory Council shall consist of the president of the Student Government Association; the chairs of the Faculty Senate, Graduate Council, Classified Staff Council and Non-Classified Staff Council; and the University President or their designee.

4.1.b. Regular meetings of the University Advisory Council shall be held twice annually, in July and January. Special meetings may be called by any member on an as-needed basis.

4.1.c. Members of the University Advisory Council shall meet with the Cabinet twice annually, in August to kick off the new academic year and in April to review the Administration's proposed budget for the next fiscal year.

4.2. The University Advisory Council shall have the following functions:

4.2.a. In conjunction with the Administration, identify and develop strategic initiatives for the University and the shared governance bodies. These initiatives will be reviewed and ratified by each of the governing bodies and do not preclude any group from modifying and/or developing additional initiatives throughout the course of the year.

4.2.b. Refer matters to appropriate University committees or governing bodies, receive reports of ad hoc committees responsible to it, and inform each governing body promptly of the actions of the other governing bodies.

4.2.c. Appoint ad hoc governance committees on matters of interest to more than one governing body or to resolve differences among the governing bodies.

4.2.d. Call special meetings of the Council to address timely matters or those that need special attention outside of the regular meeting schedule of the Council.

4.2.e. Represent the interests of the governing bodies, when appropriate, to the Board of Governors.

4.2.f. Make proposals to the governing bodies to improve the functioning of this Charter or other matters as required.

5. *Decision-Making Processes*: See Appendix 1 for a matrix outlining the purview of each constituent group in different types of decision-making processes.

5.1. Creation and amendment of rules, policies, and procedures. The process for posting, creating, reviewing, and approving BOG Rules, University Policies, and Administrative Procedures is codified in University Administrative Procedure ADMIN-20. ADMIN-20 establishes the shared governance process through which rules, policies, and procedures are created. These include BOG Rules on academic affairs, financial affairs, general administration, and student affairs; University policies for academic affairs, financial affairs, general administration, and human resources; and University Administrative Procedures for academic affairs, financial affairs, financial aid, general administration, human resources, information technology, and student affairs. All rules, policies, and procedures are vetted by the governing bodies and then undergo a period of public comment before approval.

5.2. Budget decision-making structure: Budget and resource allocation decisions are made under a shared governance management structure (diagrammed in Appendix 2). Committee structure is designed to promote broad constituent involvement and information sharing. Continuous feedback and data sharing is encouraged from subject matter experts and committee members.

5.2.a. The Budget Advisory Committee (BAC) receives all budget proposals directly from unit-level leadership, considers requests, and makes recommendations to the units. Membership on this committee includes the CFO; Provost; Budget Director; Finance Director; Assistant Provost appointed by the Provost; Business Operations Manager; two Cabinet members (other than CFO); three academic deans; Faculty Senate President or their representative; Classified Staff Council Chair or their representative; Non-classified Staff Council Chair or their representative; SGA President or their representative; and an Athletics representative.

5.2.b. The BAC then provides a consolidated, recommended budget to the Executive Budget Committee (EBC) for approval. Membership on the EBC includes the President, Provost, CFO, Chief of Staff, Budget Director, and Institutional Research representative. This budget is then presented to the Board of Governors for approval. The annual university and athletics budgets are ultimately approved by the Board of Governors once a year.

5.2.c. The Budget and Academic Policy Committee, University Curriculum Committee, and Graduate Council provide feedback to the BAC. The Model Operations and Review Committee, Tuition Planning and Financial Aid Working Group, Space Committee, and Academic Planning Committee provide feedback both the BAC and EBC.

5.2.d. *Financial Transparency*: The annual university budget and core operating budget can be found here: <https://www.marshall.edu/finance/>. The proposed budget is posted publicly before it is voted on by the Board of Governors.

5.3. Information Technology Decision-Making: Decisions regarding information technology will be made by the Chief Information Officer in conjunction with the Technology Executive Committee, the Faculty Technology Committee, and the Administrative Technology Committee.

The detailed decision-making structure for information technology can be found in Administrative Procedure ITP-1, the Technology Governance and Procurement Review.

5.4. Strategic Planning: The current master plan for Marshall University was developed through a listening tour initiated by the president with additional input from all constituency groups as the plan was developed. The plan can be found here (2023): <https://www.marshall.edu/strategicplan/>. Future master plans shall be created through the same process of engagement with constituent groups. In addition, A 10-year campus development plan is required by WV State Code and is approved by the Board of Governors. The current campus development plan can be found here: <https://www.marshall.edu/masterplan/2023-master-plan/>. The development plan should also be created with input from each constituent group.

5.5. Final responsibility and dispute management

5.5.a. While participation in shared governance by the Administration, Students, Faculty, and Staff is necessary and important for the well-being and advancement of Marshall University, the final responsibility for decision making rests with the university President, Board of Governors, or West Virginia Higher Education Policy Commission, who are ultimately held accountable by the public and its elected leaders.

5.5.b. Shared governance disputes arising between/among the governing bodies shall ultimately be resolved by the President, after conference with representatives of the appropriate governing bodies.

6. *Reporting, Review, and Accountability*

6.1. Annual Reports on Shared Governance: The Shared Governance Review Committee shall submit a yearly report to each governing body and to the president that outlines shared governance developments and updates, including an assessment of the status of shared governance at Marshall.

6.2. Shared Governance Review: A Shared Governance Review Committee shall be established to oversee review of each governing body and the governance processes of units across campus to ensure they are abiding by the shared governance principles outlined in this Charter.

6.2.a. The Shared Governance Review Committee shall have the following functions (full list of functions and duties can be found in the Review Committee's bylaws):

1. Conduct a review of each of the governing bodies at Marshall according to criteria established by the committee to assess their adherence to shared governance principles. Each governing body will be reviewed at least once every four years on a rotating basis and will receive a report of the Review Committee's findings. These reports will be made public and will be submitted to the President.
2. Conduct a survey every four years to assess campus community satisfaction with the shared governance process.

6.2.b. The membership of the Shared Governance Review Committee shall consist of:

1. A designee elected by the Student Government Association
2. A designee elected by the Faculty Senate
3. A designee elected by the Graduate Council
4. A designee elected by the Classified Staff Council
5. A designee elected by the Non-Classified Staff Council
6. A designee from Academic Affairs appointed by the Provost
7. A member of the Cabinet appointed by the President

Additional details about membership, terms, and duties of this committee can be found in the committee bylaws.

7. Amendment procedure for this Charter

7.1. Amendments to this Charter may be presented by a governing body or the University Advisory Council by the following procedure:

7.1.a. The initiator of the amendment shall promptly transmit the text of proposed amendments to the chairs/directors of each governing body. Each governing body has three working months to act or forfeit its right to decide on the issue.

7.1.b. Each governing body shall distribute the text of the proposed amendment in writing to its members at least ten (10) working days before the meeting at which it is to be voted on.

7.1.c. Amendments to portions of this Charter affecting three or more governing bodies require a two-thirds vote in each of the governing bodies that exercise their right to decide within the timeframe set forth.

7.1.d. Each governing body may amend the portions of this Charter relevant only to its own structure by a two-thirds vote of that body.

7.1.e. Upon ratification, the amendment(s) shall be forwarded to all parties for final approval and signature.

8. *Approvals*

This Charter has been approved by the University's Governing Bodies:

Student Government Association President

Date

Faculty Senate Chair

Date

Graduate Council Chair

Date

Classified Staff Council Chair

Date

Non-Classified Staff Council Chair

Date

Approved by the President:

President

Date

Board of Governors Chair

Date

Appendix 1: Shared Governance Matrix

DECISION TYPE	CONSTITUENCY GROUP							
	Faculty	Classified Staff	Non-classified staff	Students	Administration	Cabinet	President	Board of Governors
Strategic plan	I	I	I	I	I	DD	DD	AD
Hiring president	I	I	I	I	I	I		DD/AD
Hiring administrators*	I	I	I	I	AD	AD	AD	
Campus master plan	I	I	I	I	DD	DD	AD	AD
Capital projects					DD	DD	AD	AD
University budget	I	I	I	I	I	DD	DD	AD
Salaries/benefits	I	I	I		DD	DD	AD	AD
Curriculum changes	DD/AD				DD/AD		AD	AD
Program creation/discontinuance	DD/AD							AD
Information technology	I	I	I	I	I	AD	AD	
College/department budget allocations	DD				AD	AD	AD	
Promotion/tenure	DD				DD	AD	AD	
Creation/amendment of BOG rules	I	I	I	I	I	I	DD	AD
Creation/amendment of university policies	I	I	I	I	I	I	DD/AD	
Creation/amendment of administrative procedures	I	I	I	I	DD/AD	DD/AD		

Key: I (provides input), DD (drafts decision), AD (approves decision)

*Who approves the decision depends on the type of position being filled.

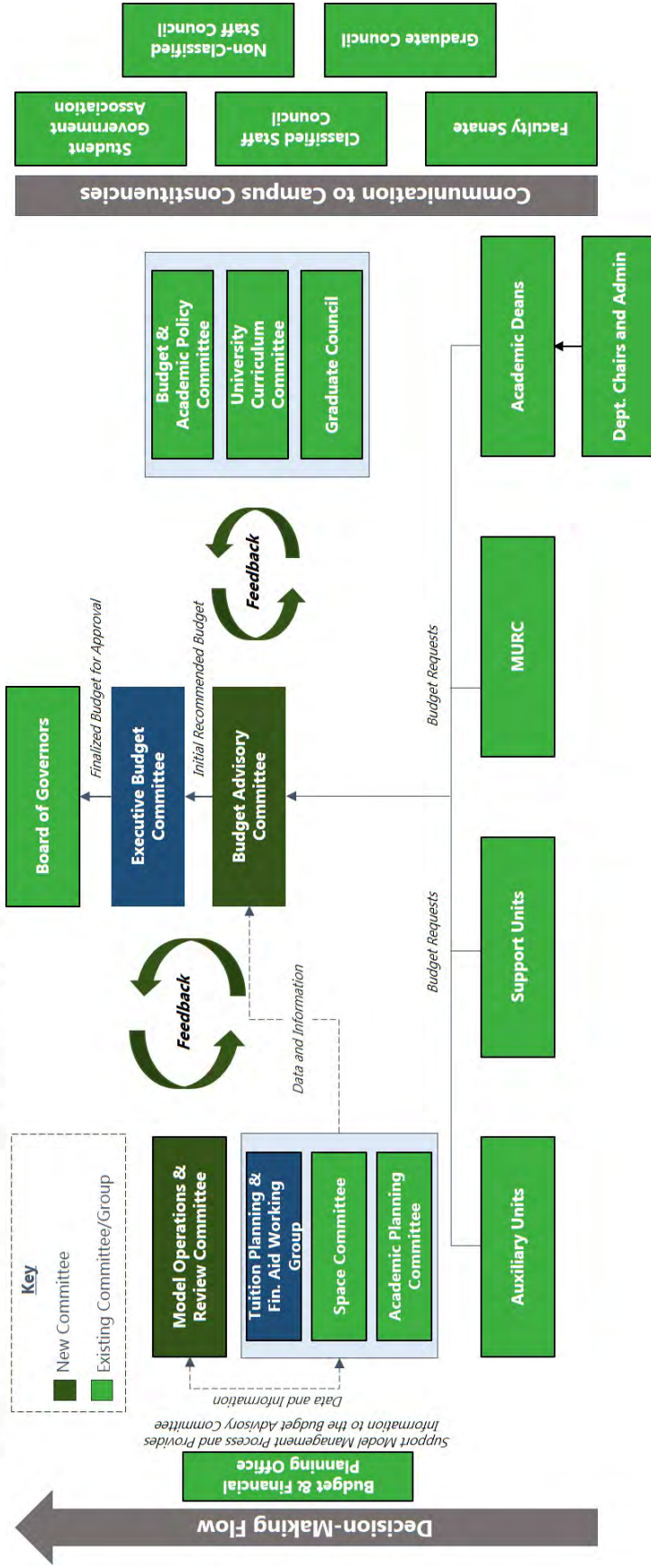
Appendix 2

Budget Decision-Making Model



Marshall Budget Model Management Structure

The structure below reflects Marshall's budget model governance structure and feedback loops to support University-wide input and feedback.



PROVOST REPORT

FEBRUARY 2025



ACADEMIC AFFAIRS



A Message from Academic Affairs

Greetings,

As a new year unfolds, we've been energized by a continuous stream of new ideas, inventive approaches, and engaging initiatives. Reflecting on the fall 2024 semester, we take pride in the numerous accomplishments and milestones achieved by our students, faculty, and staff.

College of Arts and Media

- The recognition of *A Doll's House* for the Kennedy Center American College Theatre Festival in Washington, D.C. showcased Marshall's strength in performing arts at a national level.

College of Engineering and Computer Science

- The Marshall University Institute for Cyber Security (ICS) Cyber Safety Summit had a profound impact by engaging middle school students in cybersecurity awareness, which is a critical issue for future generations.

College of Education and Professional Development

- Dr. Tarabeth Heineman being named the "Education Champion of Children" is a significant accolade, highlighting her exceptional impact on children's education and advocacy in West Virginia.

College of Health Professions

- The Rite Care Clinic received a \$50,000 grant from the Benedum Foundation to reduce its waiting list and hire a part-time feeding specialist. This will improve care for pediatric patients with feeding and swallowing disorders.

College of Liberal Arts

- The Andrew Mellon Foundation awarded \$2.8 million to fund 75 paid internships annually in the non-profit sector for students. This program will also offer mentoring to boost career success and community involvement.

College of Science

- Marshall planted an Artemis Moon Tree outside Old Main, grown from seeds that orbited the moon on NASA's Artemis I mission. This tree symbolizes Marshall's dedication to space science and environmental stewardship.

Division of Aviation

- The Bill Noe Flight School's first graduating class finished ahead of schedule, earning flight instructor roles.

Lewis College of Business

- The Fifth Annual Business Research Conference featured 51 researchers presenting 33 innovative papers from 17 universities.

School of Pharmacy

- The new Dean's Academic Excellence Scholarship offers full tuition coverage, excluding \$10,000, for top incoming students.

University Libraries

- University Archives completed inventories for 136 collections, and the A-Z Databases List was enhanced for better accessibility.

In addition to the successes of our academic units, our student support services and programs have played a vital role in enhancing the educational experience and fostering growth.

Center for Student Success

- The FAM Peer Mentoring program empowered 990 students, achieving a 90%+ retention rate for first-time students, while the Supplemental Instruction program boosted success in high-risk courses and the Alternative Suspension program saw a 77% success rate.

Intercultural & Student Affairs

- The Office of Accessibility supported 824 students with essential accommodations, and the Office of Student Advocacy processed over 3,100 reports, while many students were honored at winter commencement activities.

Online Education

- Marshall Online introduced cutting-edge microcredentials in Generative AI and Ethics, supported faculty with over 1,100 inquiries, and strengthened student engagement through workshops and the launch of the Online Student Advisory Council.

On behalf of the administration and staff of Academic Affairs, we invite you to celebrate the remarkable scholarly and creative contributions of our faculty and staff, along with the outstanding achievements of our students and alumni.

As we prepare for spring 2025, we remain inspired by the progress we've made and look forward to building on this momentum in the months ahead.

Sincerely,



Avinandan Mukherjee

Avinandan (Avi) Mukherjee, Ph.D.
Provost & Senior Vice President for
Academic Affairs



Karen McComas

Karen McComas, Ed.D.
Interim Associate Vice President for
Academic Affairs & Associate Provost

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PROGRAM HIGHLIGHTS

- The Kennedy Center American College Theatre Festival selected the school's production of *A Doll's House* as one of six to be showcased at the Region 2 (Delaware, Maryland, New Jersey, New York, Pennsylvania, Ohio, Northern Virginia, Washington DC, and West Virginia) Festival in Pittsburgh, PA, in January 2025.
- WMUL-FM has a new Gates Air transmitter, which is an exciting upgrade that will allow for a greater transmission range.

FACULTY & STAFF ACHIEVEMENTS

School of Art & Design

- Kyle Dyer joined the Board of Directors of the Huntington Children's Museum.
- Dr. Tacie Jones had a week-long Arts Letters & Numbers artist residency in December 2024 in the historic Faith Mills Complex in Upstate New York. Her work was also on display in the Transformation Project Exhibition.
- SOAD Director Dr. Mark Zanter received an ASCAP Plus Award for musical compositions, recordings, and performances from January through December 2024.

School of Music

- Dr. Henning Vauth was on the faculty of the Las Vegas Chamber Music Institute, December 15-22, 2024, coaching piano/string chamber music and performing with a violin professor from Ball State University.

STUDENT & ALUMNI ACHIEVEMENTS

- Video Production alumna Tatyana Reynolds is employed at 84 Agency production company based in Charleston, WV.
- BA Visual Art and Design alumna Barb Levalley Benton received a Legacy Scholarship to attend the Arrowmont School of Craft workshop *Shadow and Shape: An Introduction to Monotype* with Jessie Van der Laan, in November 2024.

COMMUNITY ENGAGEMENT

- The exhibition of New Media works by SOAD students, *Minutes Made*, was on display at the West Virginia Building, November 21, 2024.
- The School of Music Holiday Celebration, featuring MU Music Ensembles, was held at the Joan C. Edwards Playhouse, December 2, 2024.
- An Opera Gala: Fairy Tale Characters Await Santa, was held in Smith Recital Hall on December 6, 2024.
- Choral ensemble 3rd Avenue held a concert in Smith Recital Hall, December 7, 2024.
- The Marshall Artist Series event, A Ricky Scaggs and Kentucky Thunder Christmas, was held at the Joan C. Edwards Playhouse on December 12, 2024.
- An Arts Symposium was held January 28-29, 2025. The symposium was sponsored by the School of Music in conjunction with the College of Arts and Media and the Center for Wellness in the Arts.

- The exhibition *Misremembered Histories: Reconstructing Memory* by Mark Mcleod & Taro Takizawa, is on display January 16-February 20, 2024, at the Birke Art Gallery.
- Amelia Winger-Bearskin's exhibition DARK/WATER is on display at the Carroll Gallery, January 27-February 27, 2024.

PROGRAM HIGHLIGHTS

- The Marshall University Institute for Cyber Security (ICS) held its fifth annual Cyber Safety Summit on November 20, 2024. The event brought together middle school students from across the region to empower and educate them on the importance of cyber safety in today's digital world.

FACULTY & STAFF ACHIEVEMENTS

- Chen, Y., **P. Zhu**, A. Aler, T. Egner, M. Sommer, and S. Ferrari, "Heuristic Satisficing Inferential Decision Making in Human and Robot Active Perception," *Frontiers in Robotics and AI, section Computational Intelligence in Robotics*. Dr. Pingping Zhu is an assistant professor of Electrical Engineering at Marshall. Yucheng Chen was a Ph.D. student with Prof. Silvia Ferrari at Cornell University. Tobias Egner and Marc A. Sommer are professors at Duke University. Anthony Aler was a Ph.D. student at Duke University
- **Fazea, Y.**, M. M. Alobaedy, M. Alsamman, and F. Mohammed, "Coherence Big Data Space Division Multiplexing," published in the 11th IEEE International Symposium on Networks, Computers, and Communications (ISNCC), October 22-25, 2024, Washington, DC. Dr. Yousef Fazea is an assistant professor of Computer Science and Electrical Engineering at Marshall. Mustaf Muwafax Alobaedy is an associate professor at City University in Malaysia. Mohamed Alsamman is a senior lecturer at University Utara Malaysia. Fathey Mohammed is a senior lecturer at Sunway University in Malaysia.
- Alahakoon, S.E., M. M. Alobaedy, and **Y. Fazea**, "Conceptual Framework for the Optimization of Edge Device Workload Allocation in Wireless Body Area Networks," published in the 11th IEEE International Symposium on Networks, Computers, and Communications (ISNCC), October 22- 25, 2024, in Washington, DC. Sachinthani Alahakoon is a Ph.D. student at City University Malaysia. Mustafa Muwafax Alobaedy is an associate professor at City University in Malaysia. Dr. Yousef Fazea is an assistant professor of Computer Science and Electrical Engineering at Marshall.
- Bose, R., T. Varun, S. Ponnada, L. Anisetty, **K. Venkatesan**, D. Gorle, R. Sharma, "Two Dimensional Materials for Supercapacitor Applications," A chapter in *Advanced Two-Dimensional Material-Based Heterostructures in Sustainable Energy Storage Devices*, Taylor and Francis Group. Dr. Kirankumar Venkatesan is a postdoctoral associate in the Green Battery Institute at Marshall University. Dr. Rapaka S. Chandra Bose is a chemist at the Centre for Materials for Electronic Technology in India. Dr. Srikanth Ponnada is affiliated with the Colorado School of Mines. Dr. Demudu Babu Gorle is a postdoctoral fellow at the Indian Institute of Science in Bangalore, India.
- Dr. Wael Zatar was awarded a West Virginia Department of Highways grant of \$1,499,840.00 for his project, "Deployment of Smart NDT/NDE Protocols for Effective Management of West Virginia Deteriorated Bridge Assets," which will run October 18, 2024-May 30, 2028. Dr. Zatar is a professor in the department of Civil Engineering.
- Jewel, M.. A. Al-Sinayyid, and **M. Rahman**, "Advancing AI: Exploring the Potentials of Multimodal Large Language Models," Presentation in the 2024 International Conference on Computational Science and Computational Intelligence (CSCI), December 11-13, 2024, in Las Vegas, Nevada. Dr. Ali Al-Sinayyid is an assistant professor in the Department of Math and Computer Science at West Virginia State University.

Md Julfiker Ali Jewel is a graduate student at West Virginia State University. Dr. Masudur Rahman is an assistant professor of Biomedical Engineering at Marshall University.

- Sivasubramanian, P., M. Kumar, C. Chen, **V. S. Kirankumar**, M. Samuel, and J. Chang. "A review of metal nanomaterials-based electrochemical biosensors for environmental wastewater monitoring and their remediation." *Environmental Nanotechnology, Monitoring & Management* (2024). Dr. Kirankumar Venkatesan is a postdoctoral associate working for Dr. Asad Salem in the Green Battery Research Institute at Marshall University. His colleagues are from institutions in the U.S., Taiwan, and India.

STUDENT & ALUMNI ACHIEVEMENTS

- Biomedical Engineering students Gary Coffman, Adam Cunningham, Gabrielle Ivey, Jade Kauffman, Sebastien Risch, and William Taylor were selected as onsite volunteers at the Biomedical Engineering Society Annual Meeting in Baltimore, MD on October 23-26, 2024.
- Marshall University's cyber team placed eighth at Emagine The Future 2024, a cybersecurity Capture the Flag competition hosted by Emagine IT Inc. November 1-2, 2024, at Loyola University in Baltimore. Marshall students Abrianna Angus, Adam Whitehair, Zander Lambert, Noah Quesenberry and Jacob Lauffer competed, under the leadership of faculty advisor John McFee.
- Computer Science and Electrical Engineering students Kaleb Frye, Josh Ronhovde, and Connor Stonestreet co-published with Dr. Yousef Fazea their paper "Comparative Analysis of Huffman Coding Implementations for Efficient Data Communication Using Greedy and Divide-and-Conquer Techniques" in the *Electronic Integrated Computer Algorithm Journal*, 2(1), 1-8, October 2024.
- Computer Science and Electrical Engineering students Andrew D'Arms, Lexi Dunsmore, Samuel Ferguson, and Samuel Richards along with Dr. Yousef Fazea had their paper "Comparative Analysis of Data Compression and Communication Algorithms" presented in an online session of *The Seventh International Conference on Internet Applications, Protocols and Services (NETAPPS2024)*, held in Kuala Lumpur, Malaysia, November 6-7, 2024.

PROGRAM HIGHLIGHTS

- Drs. Kari Mika-Lude and Jerica Wesley received awards at the West Virginia Counseling Association Conference in November 2024. Dr. Mika-Lude received the WVCA Outstanding Counselor Educator Award and the WVCA Distinguished Advocacy Award. Dr. Wesley received the WVCA Innovative Research Award.
- Dr. Tarabeth Heineman was named the 2024 "Education Champion of Children" by the Every Child Now organization. She was recognized at the fifth annual Every Child Now luncheon for her dedication to the education of West Virginia children. The event focuses on those who put the needs of children and families first through the five pillars of well being: connections, education, economy, health, and neighborhood. Dr. Heineman is the Executive Director of the June Harless Center where she is committed to the mission of providing high quality leadership in education to provide equal opportunities for all West Virginia children.

FACULTY & STAFF ACHIEVEMENTS

- Dr. Yvonne Skoretz, Curriculum and Instruction, co-published the paper, "Near-peer mentoring: Empowering underrepresented students for graduate education" with Dr. Melissa Davis, University of Colorado at Boulder, in the *National Social Science Journal*.
- Dr. Tammy Johnson, Leadership Studies, co-authored the NACAC, for credit E-Learning course, "College Admission Counseling for Specific Populations".
- Dr. Brian Kinghorn, Undergraduate Teacher Education, gave the Keynote Address at the 2024 Camp USPAA Scholar Summit on November 16, 2024. The conference brought 60 top undergraduate scholars from across the country to Marshall's campus for three days.
- Counseling faculty presented multiple sessions at the West Virginia Counseling Association Conference in November 2024.
 - Drs. Kari Mika-Lude, Jerica Wesley, and Jonathan Lent, presented the session, "Champions for Change: Leveraging Research for Advocacy in Professional Counseling."
 - Drs. Mika-Lude and Wesley along with Marshall alum Amy Kennedy-Rickman co-presented the sessions, "Best Practice: Updates to and Application of the ASAM Criteria," and "Navigating Imposter Syndrome: A Polyvagal Perspective for Clinical Supervisors" with.
 - Dr. Mika-Lude and Ms. Kennedy-Rickman also co-presented "From Practice to Policy Work: How to Advocate for Change."
- Dr. Jill Minor, Counseling, was invited to co-present "Seat at the Table: Navigating Legal and Ethical Challenges for School Counselors" at the OSCA State of the School Counseling Profession Advocacy & Leadership Event in Columbus, Ohio.
- Dr. Minor's regional professional co-presentations include:
 - Duchac, N., & Minor, J. (2024, November). "Inclusive Post-Secondary Education Programs: Combining Academics, Social Interaction and Career Development." Presentation at Georgia School Counseling Association Conference in Savannah, GA.

- Minor, J., Farley-Smith, K., & Duchac, N. (2024, October). "Book Clubs: A Novel Approach to Engaging Community Partners in Professional Development." Presentation at the Western Association for Counselor Education and Supervision (WACES) in Tucson, AZ.
- Dr. Minor's peer reviewed publications include:
 - Minor, J. & Farley-Smith, K. (2024, November). "Career counseling and wellness: Recommendations for school counseling practice." *The Clearing House: A Journal of Educational Strategies, Issues and Ideas*.
 - Minor, J. & Duchac, N. (2024, October). "No crises in the curriculum: A hybrid course design in counselor education." *Journal of Technology in Counselor Education and Supervision*.
- Dr. Minor was also named a John Marshall Scholar for the summer of 2025.
- Dr. Kimberly McFall, Graduate Curriculum and Instruction, was invited as a visiting professor for a six-week appointment at the University of Wroclaw in Poland through the prestigious Visiting Professors Program within the Excellence Initiative - Research University, a competitive program funded by the European Union. The visit included collaboration with various academic departments at the University of Wroclaw, promoting interdisciplinary discussions on digital innovation and laying the groundwork for future collaborative projects in educational research and practice.

STUDENT & ALUMNI ACHIEVEMENTS

- Curriculum and Instruction doctoral students Michelle Ferrell, Gretchen Bagley, and Lisa Hoskins co-published a paper with Dr. Yvonne Skoretz, "The role of pilot studies in a doctoral qualitative research methodology course" in the National Social Science Association (NSSA) Virtual 2024 Conference Proceedings.
- Jessica Bailey, a Curriculum and Instruction doctoral student, received the Graduate Student Creative Discovery and Research Award for Spring 2025.

COMMUNITY ENGAGEMENT

- Dr. Brian Kinghorn has been serving as the Adena District Chair of the Boy Scouts of America. His chair responsibilities include membership on the executive board of the Buckskin Council.
- Dr. Eugenia Lambert, Director of Leadership Studies, participated in the graduation of Mountain Health Network Leadership Training in which students received a Micro Credential from Marshall University through the Leadership Studies Program.

PROGRAM HIGHLIGHTS

- The Huntington Scottish Rite Foundation and the Rite Care Clinic received a \$50,000 Benedum Foundation Grant to support the Pediatric Feeding and Swallowing Clinic at the Marshall University Speech and Hearing Center. This will allow children on the therapy waitlist to participate in feeding groups. It also provides funding for an additional part-time feeding specialist.
- The third cohort of the Communication Disorders Early Assurance Program finished their first semester with a cohort GPA average of 3.9. These students will soon matriculate into the MUCD graduate program as a part of the Grow Your Own graduate student recruitment initiative.

FACULTY & STAFF ACHIEVEMENTS

- Communication Disorders faculty Jennifer Baker, Sarah Clemins, and Jamie Maxwell presented at the American Speech Language Hearing Association (ASHA) Convention in Seattle, WA, December 5-7, 2024.
- Patricia Hunt, Communication Disorders, was selected as a John Marshall Scholar for Summer 2025.
- Dr. Jim Dauber (Physical Therapy) has been nominated for the James A. Gould Excellence in Teaching Orthopedic Physical Therapy Award.
- Dr. Gretchen Prather (Physical Therapy) has been nominated for the Reynolds Outstanding Teaching Award.
- Jim Harris was hired as an assistant professor in the MSW program and as the new Director of the MU Integrated Behavioral Health Center beginning January 2, 2025.
- Dr. Kaylee Archey (Social Work) was selected as a member of the 2025 John Marshall Leadership Fellows Program.
- Dr. Liang Wang (Public Health) was selected as a John Marshall Scholar for Summer 2025.
- Dr. Kumika Toma (Health Sciences) presented at the American Physiology Society's inaugural Integrative Exercise Physiology Conference, November 20-22, 2024, at Penn State University.
- Dr. Georgiana Logan (Health Sciences) was elected to serve as the Program Planner for the American Public Health Association (APHA) Men's Health Caucus for a two-year term. She will plan section events for 2025 and 2026. Dr. Logan was also invited to serve as a member of the WV HEAT (Health Equity Action Team), which is a subgroup of public health and state health officials that work to promote health equity across West Virginia. Dr. Logan was a panelist for the Office of Student Success' First-Gen Day of Celebration on November 7. She offered advice based on personal experience as a first-generation college student and graduate.
- Dr. Liz Pacioles (Health Sciences) and PsyD student Nick Russo presented in the virtual session of the Association for Applied Sport Psychology Conference, October 23-26, Las Vegas, NV. Their presentation, "Posterizing the Final: Using Conference-Style Assessment in Sport Psychology Classes," was based on findings from four semesters of data gathered from students in sport psychology classes who participated in an innovative conference-style final exam. Both also virtually presented their study titled "Implementing Psychological Skills Training: A Piece of Cake or Too Difficult to Swallow?" at the conference. The results of the project included data on ease of implementation ratings and barriers to use for psychology strategies in performance activities.

STUDENT & ALUMNI ACHIEVEMENTS

- Five undergraduate and four graduate students were selected to be student volunteers at the American Speech-Language Hearing Association Convention in Seattle, Washington in December. While there, the graduate students entered a National Quiz Bowl and won First Place among 20 other participating universities.
- Undergraduate students Grace Dickerson, Mollie Watts, and Sydney Blouir are serving as student ambassadors for the Communication Disorders program. They are working hard to advocate for the field and support the department. They're dedicated to promoting and growing the program by creating TikTok's, helping at Green and White Day, supporting STEM camps, and connecting with high schools.
- Leigh Pennington, Health Science alum, was hired by Bridge Valley Community and Technical College as the Director of the Health Science program.
- Jeffrey Doak, Health Science alum, was hired by Bridge Valley Community and Technical College as an instructor of Health Science.

COMMUNITY ENGAGEMENT

- The Communication Disorders program continues to collaborate with Ebenezer Community Outreach Center in Huntington to offer literacy programs and speech-language therapy services.
- Drs. Theresa Hayden (MSW) and Dr. Debra Young (BSW) collaborated to host a virtual Tri-State Family Summit in January 2025 during Human Trafficking month. The Summit is a continuing education series for social workers and foster care families from Kentucky, Ohio, and WV.
- In collaboration with the WV Assistive Technology System (WVATS), Marshall University's Oshel Lending Library is offering a range of new language and literacy assessments for loan, including tools like the CTOPP-2 and TILLS. Individuals across the state can borrow assistive technology devices for free, empowering them to explore tools that foster independence and improve quality of life. The Lending Library is one of many services provided by the MU Speech and Hearing Center.

PROGRAM HIGHLIGHTS

- The College of Liberal Arts has been awarded a grant through the Andrew Mellon Foundation to support the expansion of paid internship opportunities for students majoring in the Humanities disciplines. The 5-year \$2.8 million grant supports the development of 75 paid internships each year in non-profit agencies. The program supports faculty and agency mentors for their work with our students and includes skilled mentoring workshops. Students learn the value of humanities-based competencies in professional settings. This program will significantly expand community-based learning opportunities for students in the liberal arts, raise awareness of the career competencies associated with humanities disciplines, and provide approximately 20,000 hours of skilled work for agencies in the region each year. At the end of the grant period, the Mellon Foundation will match up to \$1 million in dedicated endowment funds to help sustain the program.

FACULTY & STAFF ACHIEVEMENTS

- Cat Pleska (English) published her second memoir, *My Life in Water: A Memoir in Essays*, via Uncollected Press.
- Dr. Joel Peckham (English) published *Any Moonwalker Can Tell You: New and Selected poems* as well as the long essay, "Gone the Sun."
- Dr. John Young (English) published *The Roots of Cane: Jean Toomer and American Magazine Modernism* this past August.
- Megan Hutchinson (English) won second place in the 2024 WV Writers Short Poetry Contest and the 2024 George Scarbrough Prize for Poetry. Megan was also accepted to the Appalachian Writers Conference at Hindman Settlement School.
- Dr. Jill Treftz (English) recently published a short piece about Maria Bell in *Notes and Queries*. The note, "Scottish Poet Maria Bell: The Sister of 'Sherlock Holmes,'" identifies Bell as the youngest sister of Edinburgh surgeon Dr. Joseph Bell, who inspired Sir Arthur Conan Doyle's creation of the character Sherlock Holmes.

STUDENT & ALUMNI ACHIEVEMENTS

- Kyleigh Hoey, Anthropology junior, is working with Dr. Marion Coe in the Archaeology Lab rehousing materials from the Clover site. The lab houses hundreds of artifacts subject to Native American Graves Protection and Repatriation Act (NAGPRA) duty of care directives and tribal consultation.
- Jack Cross, MA student in Communication Studies, presented his research at the National Communication Association annual convention in New Orleans in November 2024. His paper received the Top Student Paper Award from the NCA Disability Issues Caucus.
- Madelyn Hamaker, English Literary Studies major, has been accepted into the Master's of Library and Information Science program at the University of Pittsburgh.
- COLA students Skylar Elliott, Grace Ghiz, Maggie Gibbs, Sophia Childers, and Brandi Taylor were awarded John Marshall Scholar Research Awards for Spring 2025. These competitive awards provide

stipends and funding for undergraduate research projects mentored by faculty members in the students' majors.

- Jad Adkins, who earned an MA in English in 2010, won Best Narrative Feature at the Montana International Film Festival. Adkins' film *Battersea* is a 5-year project focusing on siblings who reunite after the passing of their mother. The score for the movie was composed by fellow Marshall alum Chris Miller.
- Haley Maynard, 2014 MA in History, is the Supervisory Archivist at the US National Archives and Records Administration (NARA). At Marshall, she worked on the Ken Hechler collection, Marshall's football program records, Joan Browning's Freedom Rider collection, and the American Association of University Women's WV Division. Haley's work at NARA has made Civil Rights Cold Case records available digitally for the first time in response to the Civil Rights Cold Case Records Collection Act of 2019.

COMMUNITY ENGAGEMENT

- Students in Robin Riner's ANT 460 class conducted ethnographic research in the Cabell County Drug Court. They observed meetings, court sessions, and graduation ceremonies and conducted dozens of interviews with staff, lawyers, and the judge. At the conclusion of the research project, the students submitted their findings to the Drug Court staff.
- Psi Chi, the undergraduate Psychology student service group, worked with Facing Hunger Food Bank to pack non-perishable items every Friday during the fall semester. Students in PSY 323 also collected hundreds of items and raised funds for the Food Bank as part of a class assignment, using different persuasion methods to solicit donations and to study which method is most effective.
- Students in Marshall University's Department of Anthropology and Sociology finished a semester-long community garden project in War, West Virginia, and presented their work to members of the Appalachian Regional Commission (ARC) in Washington, DC. The project was funded through a grant as part of the ARC Appalachian Collegiate Research Initiative program, which encourages groups to address a community-defined need in an at-risk or distressed county in Appalachia. Undergraduate and graduate students in Dr. Kristi McLeod's Self and Society class helped build a potting shed and conducted research asking community members about barriers to their participation. The students presented their findings, marketing materials, and recommendations to the garden caretakers to assist them next year.

PROGRAM HIGHLIGHTS

- A public dedication ceremony was held on November 18 for the Artemis Moon Tree, a sapling grown from seeds that traveled around the moon. The sapling, planted outside Old Main, was awarded to the University through a competitive grant process led by NRES faculty member Dr. Rick Gage. The sapling is one of several being planted at educational institutions across the country.
- The Cyber Forensics and Security Program, along with the Institute for Cyber Security, sponsored the 5th Annual Cyber Safety Summit on November 20, 2024. Over 2,000 middle school students from across the region were in attendance to learn about the importance of cyber safety.

FACULTY & STAFF ACHIEVEMENTS

Biological Sciences

- Holly Cyphert received an award from the NASA West Virginia Space Grant Consortium to host a one-day STEM biology camp for grades 4-8 this summer.

Chemistry

- Drs. Rosalynn Quinones and Leslie Frost co-published their research article, "Quantification of Iron(II) in Supplements Using Redox Titration and UV-Visible Spectroscopy" in *The Journal of Chemical Education*.
- Dr. Michael Norton co-published the research article "Self-purging pyrolysis of silk sericin composite for producing high-performance adsorbents" in the journal *Separation and Purification Technology* (2024).
- Dr. Yongick Kim received a mini-grant from the NASA West Virginia Space Grant Consortium for his project "Reconstitution of the Circadian Clock In Vitro: A Strategy to Discover the Mechanism for Circadian Clock Synchronization."
- Dr. Derrick Kolling was awarded a John Marshall Scholar Award for Summer 2025.

Criminal Justice, Criminology & Forensic Science

- Dr. Stephen Young co-authored the article "Mountain Myths: Tracing the Appalachian Deviant Through Film" in the journal *Critical Criminology*.
- Dr. Leslie-Dawn Quick co-authored the article "Digital Accessibility and Missing Information: An Examination of Intimate Partner Violence Shelter Websites" in *The Mid-Southern Journal of Criminal Justice*, 23(1), 2024.
- Kelly Beatty was appointed to the American Association of Blood Banks Accreditation Committee for Relationship Testing.

Natural Resources and Earth Sciences

- Dr. Autumn Starcher-Patton was featured in the Marshall Moments article "Seeds of Innovation." The article discusses the collaboration of Dr. Starcher-Patton and NRES undergraduate students Owen Newsome and Destinee Williams with The Wild Ramp and the WVU Extension Office on a \$400,000 USDA NIFA Community Foods Project grant.
- Dr. Mindy Yeager-Armstead and collaborators have been awarded \$1.5 million over 3 years by the US Army Engineer Research and Development Center for the cooperative agreement entitled "Prediction and Early Identification of Harmful Algal Blooms in Riverine Systems."
- Dr. Aley El-Shazly and graduate student Alyssa Long received a \$500 mini-grant from the NASA West Virginia Space Grant Consortium for their project "Investigation of REEY concentrations in shales and fireclays associated with coal seams from WV."

Mathematics and Physics

- Dr. Tom Cutcha was appointed Associate Editor for the Mathematical Association of America's *The College Mathematics Journal*.
- Dr. Sudipta Mallik co-authored the paper "Codes from incidence matrices of hypergraphs" which appeared in *The Art of Discrete and Applied Mathematics* (2024).
- Dr. Maria C. Babiuc Hamilton co-authored the paper "Insights into Binary Neutron Star Merger Simulations: A Multi-Code Comparison" published in *Classical and Quantum Gravity*.
- Dr. Sean McBride received \$3,000 from the NASA West Virginia Space Grant Consortium for a High School Science Day.
- Dr. Laura Stapleton received the Stephen & Sue Zemba Excellence in Online Teaching Award.

STUDENT & ALUMNI ACHIEVEMENTS

- Biological Sciences graduate student Madeline Boyd received an American Ornithological Society travel award to present research.
- Biological Sciences undergraduates Asha Bora and Amelia Bowen and graduate student Sara Slack received Marshall Creative Discovery and Research Awards for Spring 2025.
- Chemistry students Aaron Grimmett and Eugene Kim were awarded a Creative Discovery and Research Award for Spring 2025.
- Betzaida Maldonado, MS, Forensic Science alum, received funding from the National Institute of Justice (NIJ) Graduate Fellowship Program for her DNA research project "Bridging Forensic Science and Genetics for Safer Communities."
- Ryan Vincent, Physics alum, gave a talk titled, "3D Nanofabrication using Multiphoton Lithography in Nanoporous Silica Scaffolds" to students and faculty in the College of Science.

COMMUNITY ENGAGEMENT

- Dr. Pam Puppo participated in the "Food Past: Food Future" outreach event on November 13 organized by the History Department at Marshall. This event highlighted different cultural backgrounds from MU faculty and staff and was open to the public.
- Dr. Derrick Kolling and Chemistry students Aaron Grimmett, Jaxon Smith, and Sierra Lutz conducted a tardigrade-themed outreach at Cross Lanes Christian School on December 12.
- Dr. Tom Cuchta and the Thundering Herd Amateur Radio Club held a "Parks on the Air" event in November at the Mill Creek Wildlife Management area near Milton, WV.

PROGRAM HIGHLIGHTS

- The Bill Noe Flight School graduated its first three students in December 2024. These students completed their program a full semester ahead of schedule. They each achieved Commercial Single and Multi-Engine licensing as well as Certified Visual and Instrument Flight Instructor ratings. All three were industry ready in their last year of the degree and currently hold flight instructor positions. Marshall University also honored the eleven graduates from the AMT program who completed their Airframe and Powerplant licensing this past summer.
- Marshall University Aviation recruitment completed the fall season with strong attendance at 47 high school and college career fairs. A total of 3,456 students visited Aviation's tables at these events. Strong social media efforts for flight training at KCRW, KHLG, KMRB, and KLWB continue. A new "ask a student" email and social media plan combines forces with existing marketing efforts to ensure all citizens of West Virginia have line of sight to the aviation career paths Marshall Aviation offers.
- Two hundred forty-seven students and team members participated in Marshall University's quarterly Safety Standdown on December 7. This session focused on freezing weather operations, stage check trends, pilot proficiency, and increased vigilance on high volume ramps. Students from current flight instructor courses joined instructional staff in presenting topics. The day concluded with a student safety submission round table.
- Marshall Aviation submitted its interim program plan to the Federal Aviation Administration regional office on the intent to offer FAA dispatcher training. The National Business Aviation Association (NBAA) noted the upcoming unprecedented need for dispatchers in the airline and business segments of aviation in its October 2024 industry summary. Marshall's dispatcher courses will evolve as microcredentials and as part of a degree program. The curriculum is in the final FAA approval phase needed to begin training, with a plan to roll out online mid spring 2025.
- The Bill Noe Flight School completed its annual FAA Part 141 regulatory inspection on November 17. For the third straight year in a row, the school was recommended to continue with no findings or recommendations for improvement. The school also completed its last HLC inspection at the West Liberty University satellite, again completing with no findings or recommendations for improvement.

COMMUNITY ENGAGEMENT

- The AMT school welcomed four hundred middle and high school robotics students to the hangars for the annual Robotics STEM competition. The two-day Eastern region event featured the build, execution, and competition of several different robotics designs. The MAMC also joined the AMT program in this hugely successful event. Students and their parents also toured the AMT school, met instructional staff, and learned about entrance to the Aviation Maintenance Technician industry and how Marshall University is providing educational opportunities that maximize student career possibilities in aviation.
- Marshall University has begun discussions with Potomac State College in Cumberland, WV to create a satellite training facility for Airplane Maintenance Technicians. The program which is currently under development would allow both FAA certification and degree options for those in the northern West Virginia panhandle. The program is an example of Marshall University's cooperation with universities across WV to bring industry needed training to all parts of the state.

- Marshall University and the WV Department of Tourism are in discussions with Breeze Airways to bring flight attendant training to WV. As part of an expanded partnership with WV, Breeze would commit to training a percentage of their flight attendants with Marshall University while also providing career placement for local citizens interested in entering this exciting and rewarding career.

PROGRAM HIGHLIGHTS

- The Fifth Annual Marshall Business Research Conference was held on November 4, 2024. There were 51 researchers from 17 universities across 9 states, 5 countries, and 4 continents in attendance. With 33 innovative papers presented, the 5th Annual Conference showcased the power of collaboration and diverse perspectives in business research. It was a fantastic day filled with curiosity and creativity as we explored new ideas and solutions to today's challenges.

FACULTY & STAFF ACHIEVEMENTS

- Dr. Alberto Coustasse-Hencke (Healthcare Management and Administration) co-authored the article "Payment Disrupters and Opportunities: Key Trends That Impacted Pharmacy in 2024" in the journal *Pharmacy Times*. The journal circulates to more than 173,000 retail pharmacists. The article delves into the evolving U.S. pharmacy landscape, revealing how rising drug costs and the influence of pharmacy benefit managers (PBMs) affect consumer access to medications. It also explores the potential of pharmacists as key healthcare providers, advocating for reforms that promise a fairer, more efficient healthcare system for all.

STUDENT & ALUMNI ACHIEVEMENTS

- In November, Beta Alpha Psi (BAP) held its annual Visit the Firms (VTF) event in Huntington at the Brad D. Smith School of Business. The event was organized by BAP officers and faculty advisors Dr. Amanda Thompson-Abbott and Dr. Tom Norton. This one-of-a-kind experience provided students with an insider's view of what it is like to work in the fields of accounting and finance. By visiting the actual businesses, students were able to see what a typical day was like and to get a sense of the business culture.
- Anna Castanon Garcia and Maddy Branham recently represented Marshall University's Beta Gamma Sigma chapter at the 2024 Regional Leadership Conference, held at Loyola Marymount University in Los Angeles, California. Centered on "Navigating Leadership: Adapting Styles for the Evolving Workplace," the conference offered a mix of engaging panels and hands-on experiences. Anna and Maddy gained insights into leadership strategies from experts in entertainment and economic development, tackled a real-world case competition, and contributed to the "BGS Gives Back" initiative, collaborating on a digital children's book. Working alongside peers from around the world, they developed new skills and perspectives they're excited to bring back to Marshall and the broader community.
- Dr. Marie Archambault (Accounting) took students Alex Carr, William Carpenter, and Jackson Crawford to the IMA Student Leadership Conference in Anaheim, CA, from November 6-9. The event offered networking, industry tours, and professional development. The students toured the Anaheim Angels Stadium and Convention Center, learning about business operations and event management. They also attended keynote talks on career progression, work-life balance, and personal lessons, along with breakout sessions on career paths and essential skills like financial literacy, mentorship, and resume writing.
- Graduate students Nathan Crouch, Dekota Metzler, and Gavin Ruth from Marshall University's M.S. Sport Administration program represented the Brad D. Smith Schools of Business at the 2024 Society of Marketing Advances (SMA) Conference in Tampa, Florida. Under the guidance of Dr. Jennifer Mak, they

presented their research, "Unveiling the Power of Brand Equity in Sports Business: A Comprehensive Review and Pathways for Future Research," to an audience of global academics. As the only students in their session, they stood out with their professionalism and insightful analysis, earning high praise for their academic rigor and contributions to the field. Dr. Mak expressed immense pride in their success, noting their dedication and the quality of their work. She also thanked Interim Dean Ben Eng for his support, which helped secure funding for the students to attend the conference. Their achievement highlights the opportunities and high standard of education at Marshall University.

- Students in the Doctor of Business program participated in their second residency of this academic year. Students attended classes and presented research ideas and concepts. In addition, the residencies offered students opportunities to get advice from leaders and faculty. President Brad D. Smith spoke to students about the importance of practical research that solves problems. Dr. Alan Letton discussed the importance of funding research through grants and corporate donations. Building on these concepts, Provost Avi Mukherjee spoke to the group about the iterations of applied research as well as the current state of the University.

COMMUNITY ENGAGEMENT

- Beta Alpha Psi conducted a "Build a Snowman" community service project. This project, led by Community Service Coordinator Carson Hussell-Davis and Beta Alpha Psi officers, focused on collecting and distributing winter garments (socks, scarves, gloves, etc.) to help those in need stay warm through the winter. Beta Alpha Psi collected roughly 330 items. Seventeen volunteers from BAP and other student organizations helped distribute them. It was a very successful event and Beta Alpha Psi would like to sincerely thank everyone who was involved.

PROGRAM HIGHLIGHTS

- Incoming first-year pharmacy school students have a new scholarship opportunity. The Dean's Academic Excellence Scholarship covers all tuition and fees except for the last \$10,000 a year. To be eligible, incoming first-year students must complete a Bachelor of Science degree with a minimum GPA of 3.85. Students must actively participate in school events and maintain a GPA of 3.75 or higher to renew the scholarship each semester.

FACULTY & STAFF ACHIEVEMENTS

- Catherine "Kit" Henshaw was hired as the new Director of Development/Recruitment Specialist for the School of Pharmacy.
- Dr. Ruhul Amin was an invited speaker at International Conference on Innovations in Science, Engineering and Technology (ICISSET) in Bangladesh. Dr. Amin was also the Keynote speaker for Pharmaceutical Science students from 5 universities in Bangladesh.
- Dr. Tim Long co-authored the research abstract "Understanding the Mechanisms of High-level Ciprofloxacin resistance in *Bacillus cereus sensu lato* Group of Bacteria," presented at the Chemical and Biological Defense Science & Technology (CBD S&T) Conference, Fort Lauderdale, FL.
- Dr. Tim Long also served as grant reviewer on NIH study section NIAD ZA(1 NKD-D (J1)) Support for Research Excellence (SuRE) Award (R16-Clinical Trial Not Allowed).
- Drs. Craig Kimble and Thomas Pile along with LCOB faculty Dr. Alberto Coustasse published the article "Payment Disrupters and Opportunities: Key Trends that Impacted Pharmacy in 2024" in the *Pharmacy Times Health-Systems Edition*. November 2024; 13(6):22-23.

STUDENT & ALUMNI ACHIEVEMENTS

- First-year pharmacy students showcased their posters at the 36th Annual Health Sciences Research Day in November.
- Megan Mellert, SOP alum and Ebenezer Medical Outreach, Inc. Pharmacist-in-Charge, was recognized with an award for inclusiveness in teaching and practice from the WV Rural Health Association. The award was presented to Megan at the 32nd Annual WV Rural Health Conference at The Resort at Glade Springs on November 14.

COMMUNITY ENGAGEMENT

- The MU Student Society of Health-System Pharmacists (MU SSHP) partnered with the Huntington Qdoba to donate a 25-person hot meal to the Branches Domestic Violence Shelter. Society members were able to provide two full meals for shelter residents. Some members also spent an evening making chili and cornbread and delivering food, beverages, and dessert to the shelter.
- SOP students ran the Reindeer Food Station for attendees at the Herd Holiday community event held in December.

PROGRAM HIGHLIGHTS

- In 2024, the Marshall University Special Collections department completed inventories for 136 collections within the University Archives, spanning 352 cubic feet of processed materials. Since the project began in September 2021, the department has completed inventories for 387 University Archives collections, spanning 971 cubic feet of processed materials. You can view folder-level descriptions from the physical documents within the University Archives website.
- MU Libraries' A-Z Databases List now has a new and improved user interface (UI). The new UI features improved visibility of featured and new database designations and sections, larger print size for better visibility, and additional combined search features. These improvements will enhance the student search experience when using the library's webpage to access over 100 databases, close to a million eBooks, and over 50,000 eJournals.
- Starting in January 2025, faculty, students, and staff will be able to use the PsychiatryOnline DSM-5 Library, which includes unlimited access to several critical titles supporting this discipline such as the DSM-5-TR®, DSM-5®, DSM-5-TR® Handbook of Differential Diagnosis, DSM-5-TR® Clinical Cases, Spanish Edition of the Desk Reference to the Diagnostic Criteria from DSM-5®, and DSM-5® Handbook on the Cultural Formulation Interview.

PROGRAM HIGHLIGHTS

- The Student Support Services (SSS) program demonstrated outstanding success in retention and graduation outcomes for the 2023-2024 academic year. Key achievements include a Persistence Rate of 92.89%, with 97.16% of participants maintaining Good Academic Standing and a notable Bachelor's Degree Attainment Rate of 70.37%. These results highlight the program's and staff's effectiveness in supporting student success and degree completion.

PROGRAM HIGHLIGHTS

- This fall, the Friend-at-Marshall (FAM) Peer Mentoring program connected with 786 first-time full-time freshmen, 68 returning sophomores, and 136 new transfer students. Students who interact with their FAMs have historically been retained at 90% or higher. FAMs reach out weekly by email and text messaging to the students entrusted to their care and follow up with in-person meetings. This Fall, FAMs held 28 events to encourage their students to meet them.
- This fall, the Supplemental Instruction (SI) Program served 385 students in seven courses (15 sections). SI supports courses with historically high D/F/W rates and is a proven high impact practice in increasing the retention and success rates of at-risk students.
- The Alternative Suspension program served 30 students in the fall of 2024; 23 of those at-risk students completed the program for a success rate of 77%.
- The Total Withdrawal Counseling program served 246 students in the fall of 2024.
- CSS held its winter CSS Recognition Ceremony on December 9, 2024, to honor FAM Peer Mentors Tabby Casey, Loryn Hall, Jovone Johnson, Anna Kiser, Alana Ortega, Lillian Ramsier and Trinity Rollins who graduated on December 14, 2024. Each student received a CSS graduation cord to signify not only their own successful achievement of a university degree but also their contribution to the success of the students entrusted to their care through the FAM Peer Mentoring program.

STAFF ACHIEVEMENTS

- CSS Associate Director Jay Rader presented his paper “Shame to strength: Empowering student success through resilience” at the WVASPA/WVTRIO Annual Conference, October 29, 2024. Jay was selected for the 2025 John Marshall Leadership Fellows program.
- CSS Assistant Director Morgan Conley and CSS graduate assistant Gabby Casey presented their paper “Utilizing Creative Interventions to Support Mental Health in Higher Education” at the WVASPA/WVTRIO Annual Conference, October 29, 2024.

PROGRAM HIGHLIGHTS

Office of Accessibility and Accommodations

- Student Data as of December 2024: 165 Freshman, 183 Sophomores, 174 Juniors, 232 Seniors, 70 Graduate Students (824 Total) registered for academic, housing, and emotional support animal accommodations.
- Specific Housing Accommodations: 53 students approved for a Medical Single Room, 14 students approved for a Medical Housing Release, 54 students approved to have an Emotional Support Animal.
- Tests Proctored: 551 Total for Fall 2024; 96 Finals Proctored, 115 scheduled

Office of Student Advocacy and Accountability (OSAA)

- The OSAA collaborated with the Title IX Office to redesign and improve the Title IX Manager module within the Marshall University Reporting System.
- Over 150 students during the Fall semester were provided resources such as the meal share program, academic dishonesty charges, PROXY reviews, financial and/or family hardships.
- There were 2,858 excused absences processed in the Fall semester.
- There were 125 Student Accountability, 94 Behavioral Intervention Team (BIT), 977 Housing and Residential life, and 150 Title IX reports filed during the fall semester.

Community Service & Family Programs

- The office collaborated with Business Operations for the first annual Herd Service Day to prepare the inside and outside of the MSC for the annual Fountain Ceremony.
- Forty-four students volunteered for a combined total of 140+ service hours for Herd Service Day.
- The office served 14 agencies and provided 247+ service hours since August 2024.

Intercultural Affairs Office

- The Intercultural Affairs office partnered with Fifth Avenue Baptist Church in Huntington to provide meal bags for 100 students who remained on campus for Thanksgiving break. The office also partnered with Mercy Village Church to provide 15 meal boxes to students who remained on campus for the winter break.

Counseling Center

- Data for Nov. 14-Dec. 10, 2024: 844 counseling appointments attended, 40 crisis/crisis follow-up services, 134 psychiatric appointments, 415 student appointments.

Violence Prevention & Response Programs

- Violence Prevention and Response Programs partnered with the Title IX Office and BRANCHES Domestic Violence Shelter for a panel discussion regarding toxic relationship behaviors and an event to inform campus and the Huntington community on how domestic violence impacts businesses.
- The office also provided sexual harassment training to approximately 70 community members attending the Cabell County Public Library's Annual Training.

Office of Military and Veteran Affairs

- The office collaborated with Student Affairs to place flags around campus for Veterans Day.

Student Life

- The Office of Student Life co-sponsored the Herd Holiday event December 10.

Fraternity & Sorority Life

- Sixty-seven FSL members received Narcan training from former Huntington Fire Chief Jan Rader.
- The IFC and PHC held elections to determine the new Council Executive boards for 2025.

Campus Activities Board (CAB)

- The CAB partnered with University Communications to help guests make ornaments during the Herd Holiday party in December.
- During Pre-Finals Week, the CAB successfully held stress relief events for 200 students.
- A Friendsgiving event fed a home-cooked meal to 96 students in the Marcos Dining Room.

Esports

- *Gaming@Marshall* students, with support from AI technology, developed a Minecraft server.
- Esports collaborated with the School of Journalism to present certificates to the *Gaming@Marshall* Executive Board.
- Esports partnered with Women and Gender Studies to host 27 participants for an event on November 19.

STAFF ACHIEVEMENTS

- Alissa Rookard, Program Coordinator, served as campus representative during the November meeting of Contact Sexual Assault Resource Center, Sexual Assault Response Team.
- Tiffany Hartman, Assistant Dean of Student Life, presented the divisional assessment plan to Intercultural and Student Affairs. In this training, attendees learned how to outline the components of an effective student learning outcome (SLO) and develop learning outcomes for student programs and experiences.
- Interim Director of Student Advocacy Jessica Bailey was awarded the Graduate Student Creative Discovery and Research Award. Ms. Bailey was also awarded the Graduate Student of the Year Award by the Association of Student Conduct Administrators (ASCA).

ONLINE EDUCATION (DIRECTOR: DR. JULIA SPEARS)

PROGRAM HIGHLIGHTS

- New Generative AI and Ethics microcredential courses launched via the Marshall Skills Exchange, focusing on ethical implications of AI in jobs, bias, privacy, and environmental impacts.
- Fourteen more faculty members were certified in H.O.M.E. Framework training. An asynchronous version is currently being piloted for the certification course.
- Marshall's Online Student Engagement team is pleased to offer academic life coaching to students enrolled in online programs. Our professionally trained coaches are dedicated to student success. Focused on holistic support, our coaches guide students through challenges, help them set clear goals, and develop important life skills.
- Ten new interactive courses were added to the Durable Skills microcredential in January 2025 to enhance students' professional and interpersonal skills, including critical thinking and communication.
- The October Learner-Learner issue of the Marshall Online Newsletter spotlighted Marshall Online intern, Kris Baldrige, and featured interviews with two Marshall students about their experiences in online learning. The November Leveling Up issue featured an interview with President Smith about Marshall's role in supporting students' AI skills.
- Workshops and webinars were hosted during National Distance Learning Week, held November 4-8, 2024, to support online teaching and student engagement.
- Drs. Laura Stapleton and Wendi Benson were the first winners of the Stephen and Sue Excellence in Online Teaching Award. They were honored at a special awards ceremony during National Distance Learning Week for their innovative and engaging online teaching practices.
- The Design Center responded to 1,118 faculty inquiries in November 2024.
- Marshall Online has been added to LinkedIn to promote faculty events and resources.

STAFF ACHIEVEMENTS

- In partnership with Brandon Dennison, Dr. Julia Spears received funding for an AEP grant to support workforce development in Logan and Mingo counties. She joined Tyton Partners to discuss barriers and accelerants to equity in digital learning. Dr. Spears also presented on the "AI and Student Success: A Tool for Equity and Access" panel at the UERU National Conference in January. Other co-panelists represent Arizona State University, the University of Michigan, the University of Notre Dame, WGU Labs, and Lumen Learning.
- Senior Instructional Designer Diana Adams was honored at Anthology's Ultra Completion Ceremony and appointed as WV Liaison for the OH/WV Blackboard User Group.
- Michelle Morrison, Director of Online Student Engagement, presented "Transforming the Online Student Experience: Building Foundations and Pathways for Student Success" at the UPCEA MEMS (Marketing, Enrollment Management, and Student Success) Conference in Philadelphia, PA, December 2024.
- Instructional Designer Hilary Gibson presented on AI strategy implementation at the WV Digital Government Summit.
- Instructional Designer Mary Welch was a panelist on data quality and student success strategies at the Educause Annual Conference.
- Instructional Designer Chase Lucas presented on Marshall's HOME Framework resources and participated in an advising and student success panel discussion.

- Marshall Online student workers Baylee Senator, Ayonna Helm, Reagan Hale, Tennia Dennis, and Haley Prather were recognized as Adobe Student Ambassadors, showcasing their professional development and creative initiative.

COLLABORATIONS & PARTNERSHIPS

- Marshall Online team members Hilary Gibson, Kish Price, and Micaiah Roberts participated in the 2024 Credential WV Summit, organized by the WV Higher Education Policy Commission and funded by the Lumina Foundation. The Summit focused on the future of microcredentialing. Dr. Julia Spears was the Microcredential Advisory Council Co-Chair for the Summit.
- In collaboration with the Presidential Task Force on AI, Marshall Online launched the pilot of Khanmigo, an AI-powered tutor from Khan Academy, to personalize learning for select online courses and first-year Marshall For All students.
- The first online student completed the Back to Marshall campaign. The Online team are currently collaborating on a commercial to further promote the initiative.
- Marshall Online worked with liaisons to create six more online teaching resources, including a video with representatives from the Office of Career Education about how to support students' LinkedIn networking.

COMMUNITY ENGAGEMENT

- The Online Student Advisory Council consists of 12 online student members so far and continues to recruit more members. They collaborate closely with Marshall Online staff and faculty to provide valuable feedback on learning in a virtual environment. Members also evaluate both new and existing student engagement initiatives and identify opportunities for improvement. Through this role, members will gain experience in advocacy, leadership, and communication, while engaging with peers and building relationships with university leadership.
- Marshall Online expanded student interaction through the Marshall U App's Online Student Channel, fostering a connected virtual learning community.
- An open house and scavenger hunt were held during National Distance Learning Week to showcase Marshall Online spaces and resources, enhancing visibility and outreach.



February 5, 2025

EDUCATION

Physician Assistant Program welcomes incoming class

The School of Medicine welcomed last month 28 incoming physician assistant students in the Class of 2027. The class includes students from a variety of backgrounds representing 13 undergraduate colleges and universities.

Other statistics about the class include:

- 79% are West Virginia residents
- 50% are Marshall University graduates
- 17.86% are first-generation college graduates
- 64.29% were raised in a geographic area with a population of less than 10,000

There are a total of 88 students enrolled in the 28-month program. The physician assistant program now has 48 graduates employed in health care facilities across the country and a 100% passage rate among those graduates on the Physician Assistant National Certifying Examination.



Physician Assistants: Advocates for Access



Marshall University's Physician Assistant program has nurtured a cadre of skilled healers, where the mission to provide care in rural underserved areas resonates most. Graduates earn a Master of Medical Science and are prepared to work in various medical settings.

Alumni like Mary Grace Smiley, PA-C ('23) and Nick Dailey, PA-C ('23), both members of the inaugural class, highlight the program's impact. Smiley, a physician assistant in hospitalist medicine at Holzer Health System in Gallipolis, Ohio, across the Ohio River from her hometown of Point Pleasant, West Virginia, said she values the opportunity to serve her community. Meanwhile, Dailey, who was previously an athletic trainer before his career change, is now practicing in internal medicine and family medicine at CAMC Greenbrier Valley Medical Center in Lewisburg, West Virginia. Dailey said he appreciates the program's comprehensive education and its role in addressing the shortage of primary care providers in West Virginia. Both emphasize the rewards of helping patients and making a difference in underserved areas.

Read more about Mary Grace and Nick in the 2025 issue of *Marshall Medicine* magazine.

RESEARCH

2024 Summary of School of Medicine Research Publications

From January-December 2024, the School of Medicine and its affiliated faculty achieved the following:

- 385 articles were published in peer-reviewed journals.
- Of those publications, 306 were cited by other publications.
- Approximately 31% of those publications were cited more than once.
- Approximately 33% of those publications were found to have online Altmetric attention (e.g., mainstream news, social media, blogs, public policy documents, among others).

Citations of School of Medicine publications from 2023 showed significant growth in 2024, rising from 174 citations to 1,062 across 374 articles. The percentage of publications cited more than once increased from 28% to 56%, and online Altmetric attention rose from 36% to 40%.

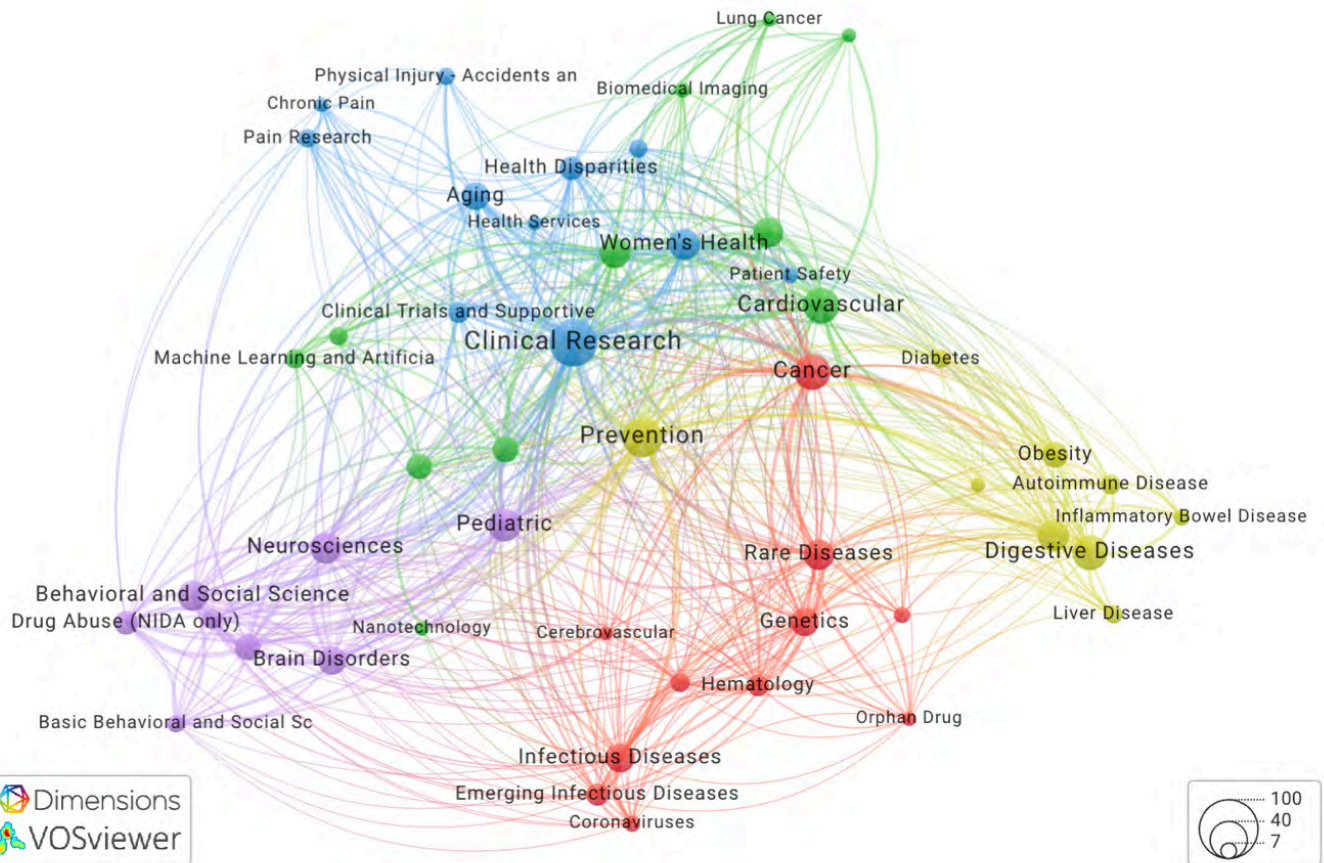
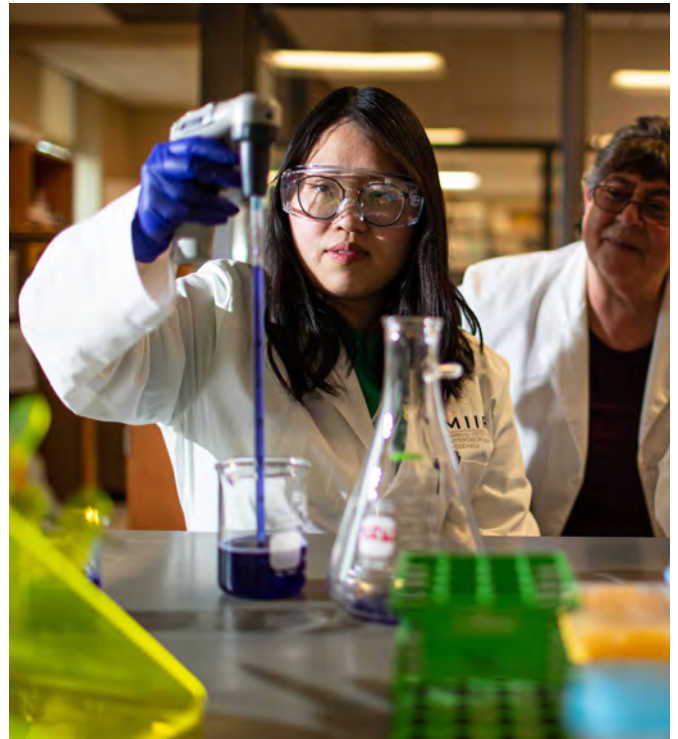


Figure 1

Above is a visual of the top 50 Research, Condition, and Disease categories and their categorical connections for the 2024 publications.

Digital Science. 2023-2024 Marshall University School of Medicine and Affiliated Faculty Publication Data. Dimensions Database. 2018-2025. Accessed Jan. 2025. Compiled by Anna Hughes, MA, MLIS, School of Medicine Health Sciences Librarian. <https://app.dimensions.ai>. Under licensing agreement.

CENTERS OF WELLNESS

An Update on the Centers of Wellness

In late 2023, the Joan C. Edwards School of Medicine joined Marshall University and Marshall Health Network in embracing four Centers of Wellness to address key priorities in the communities we serve. Our goal is to foster greater wellness through impactful initiatives. Below is an update on the progress of those initiatives.



ADDICTION MEDICINE & BEHAVIORAL HEALTH

In 2024, we launched key initiatives, including hosting the Hope Blooms and Race Toward Recovery fundraisers with MHN. We applied for a \$15 million ARPA-H grant that would also yield an additional \$30 million to implement an addiction care system in a 10-county region. Inpatient psychiatry services grew at St. Mary's Medical Center, and thanks to HRSA funding, we launched a rural psychiatry residency and renovated new clinical space at the Mid-Ohio Valley Center. Additional efforts for 2025 include relocating Marshall Toxicology to Teays Valley and expanding the PROACT model into Mason County. Lastly, a vice dean search for addiction sciences is nearing completion.

GERONTOLOGY & HEALTHY AGING

We are advancing geriatric care and research through initiatives such as hosting fellowships in geriatric medicine and psychiatry, expanding services at Hanshaw Geriatric Center and facilitating new pilot healthy aging studies. Key projects for 2025 include bringing services to a new senior living complex in downtown Huntington and co-organizing a healthy aging conference in Huntington on June 17.

OBESITY & DIABETES

We continue to expand our weight management and bariatric services, including a non-surgical weight management clinic in high demand and award-winning CHH Center for Surgical Weight Control. Monthly support groups address bariatrics, diabetes and weight management, while the Chertow Diabetes Center and our first pediatric dietitian in Teays Valley support patient care. Leadership in this area will further strengthen with Dr. Shahrad Taheri starting as vice dean for adiposity-based chronic disease in spring 2025.

RURAL HEALTH & PRIMARY CARE

Federally-funded initiatives, including a mobile health unit for southern WV and clinical renovations in Chapmanville, will launch in 2025. We will also work to further a \$15 million grant to establish a Community Health Institute in Huntington. Additional efforts focus on collaborations with FQHCs that will expand primary care, while rural residencies in surgery, psychiatry and internal medicine (starting July 2025) enhance workforce development. In 2024, we added primary care as part of the wraparound services at PROACT. Dr. Adam Franks leads this Center of Wellness as the inaugural vice dean for rural health.

NOTABLE ACHIEVEMENTS

School of Medicine earns CME re-accreditation

The Joan C. Edwards School of Medicine has been awarded full reaccreditation for the next four years by the Accreditation Council on Continuous Medical Education (ACCME). Accreditation in the ACCME System seeks to assure the medical community and the public that the Joan C. Edwards School of Medicine delivers education that is relevant to clinicians' needs, evidence-based, evaluated for its effectiveness and independent of commercial influence.

Dr. Mohammed Ranavaya and the Office of Continuing Medical Education have worked diligently toward this goal for the past two years. Accreditation is valid through November 30, 2028, with the next reaccreditation process slated to begin in late 2027.

Skin Smart Campus designation

The Joan C. Edwards School of Medicine has been named a platinum-level 'Skin Smart Campus' by the National Council on Skin Cancer Prevention, a recognition of the university's commitment to promoting skin health and reducing the risks of skin cancer among its community. This achievement comes as a result of efforts led by Rebecca Hicks, a third-year medical student at the School of Medicine whose dedication and advocacy played a pivotal role in securing the designation.

This designation requires the institution to meet specific criteria, such as prohibiting the use of indoor tanning devices on campus and promoting education about sun safety and skin cancer prevention.

GME accolades in orthopaedic surgery and pediatric hospital medicine

The orthopaedic surgery residency program once again ranks top in the country based on in-training exam performance – five years in a row. 60% of residents scored above the 99th percentile and 94% scored above or equal to the 90th percentile.

The pediatric hospital medicine (PHM) fellowship graduates of the classes of 2023 and 2024 achieved a 100% board pass rate on their first opportunity for the PHM exam, which is offered every other year.



UPCOMING EVENTS:

- **March 21:** Match Day - Class of 2025
- **April 29:** 26th Annual School of Medicine Golf Classic
- **May 9:** 45th Annual Doctoral Investiture & Medical School Commencement

February 5, 2025
Marshall University Board of Governors

ITEM: Approval of Proposed Changes to 2024-25 Academic Year Housing Rates

COMMITTEE: Finance, Audit and Facilities Planning Committee

RECOMMENDED RESOLUTION: *Resolved*, that the Marshall University Board of Governors approve the proposed changes to the Schedule of Fiscal Year 2024-2025 Tuition and Fee Rates, 2024-25 Academic Year Housing Rates.

STAFF MEMBER: Brandi Jacobs-Jones
Senior Vice President for Operations

BACKGROUND:

To ensure students are aware of costs in advance and to allow for informed decision-making regarding meal plans and leases at The Landing, the following changes to the fee schedule are proposed:

For the Summer 2025 Meal Plan Rate, the previously approved rate was \$700. The proposed rate is \$714. This increase reflects adjustments for summer meal plans that were not fully captured in the prior year's rate-setting process. The meal plan includes 19 meals per week for 5 weeks.

Landing Rates for May 2025 Occupancy (New Leases}, there is a proposed rate adjustment of approximately 2.5% to reflect inflation and operational cost changes. The proposed monthly rates are as follows: Studio apartments will increase from \$970 to \$995, two-bedroom apartments will increase from \$1,450 to \$1,485, and one bed in a two-bedroom apartment will increase from \$755 to \$775. These monthly rates apply to 10-12-month leases.

Attached is the current Housing Rates schedule with the proposed changes marked.



**2024-25 Academic Year
Housing Rates**

Office of the Bursar

Revised 4/10/2024

Residence Halls Regular Semester - 16 weeks

Room Rates:		Proposed
Buskirk Hall - Double	3,079.00	
Buskirk Hall - Deluxe Single	-	
First Year Residents' Hall - Double	3,892.00	
First Year Residents' Hall - Single	5,990.00	
Marshall Commons - Double Room Suite	3,606.00	
Marshall Commons - Single Room Suite	4,345.00	
Twin Towers - Double	3,079.00	
Twin Towers - Deluxe Single	3,987.00	
The Landing - Studio Unit (monthly fee)	970.00	\$995
The Landing - Two bedroom unit (monthly fee)	1,450.00	\$1485
The Landing - One bedroom in two bedroom unit (monthly fee)	755.00	\$775

Board Rates:

10 Meals per week	(with \$500 Flex and 10 bonus meals)	2,172.00
10 Meals per week	(with \$700 Flex and 20 bonus meals)	2,388.00
10 Meals per week	(with \$935 Flex)	2,542.00
14 Meals per week	(with \$500 Flex and 10 bonus meals)	2,411.00
14 Meals per week	(with \$700 Flex and 20 bonus meals)	2,719.00
14 Meals per week	(with \$935 Flex)	2,875.00
175 Meals per semester	(with \$500 Flex)	2,313.00
175 Meals per semester	(with \$700 Flex)	2,531.00
175 Meals per semester	(with \$935 Flex)	2,768.00

Off Campus Overflow (used only when needed)

Double occupancy per day	30.00
Single occupancy per day	40.00

Early Arrival/Break Housing

Double occupancy per day	30.00
Single occupancy per day	40.00

Residence Halls Summer Term - 5 weeks (Room & Board)

Twin Towers Double Occupancy	937.00	
Twin Towers Single Occupancy	1,246.00	
Summer Meal Plan - 19 Meals per week	700.00	\$714

Commuter Meal Plans

30 Meals	(with \$200 Flex Dollars)	472.00
50 Meals	(with \$100 Flex Dollars)	535.00
50 Meals	(with \$350 Flex Dollars)	799.00
50 Meals	(with \$600 Flex Dollars)	1,067.00

**Marshall University Board of Governors
Meeting of February 5, 2025**

ITEM: Approval of Construction of Shewey Deck

COMMITTEE: Finance, Audit and Facilities Planning Committee

RECOMMENDED RESOLUTION: *Resolved*, that the Marshall University Board of Governors approves the construction of the new Shewey Deck. The Board further authorizes the President of the University to execute the necessary documents to finalize this project.

STAFF MEMBER: Christian Spears
Director of Athletics

BACKGROUND:

The Capital Project Program Statement is attached.



Capital Project Program Statement

THE SHEWEY DECK (FUNDED BY ATHLETE ADVANTAGE – THE THUNDER TRUST)

This project will provide a new premium space to watch and attend Marshall University football games from a new dedicated club space, a new outside deck, a new field level seating configuration and a new stadium seating configuration in the stands directly adjacent from the new field level seating on both the east and west side.

The proposed funding sources include a \$1M naming rights gift from a respected and valued business entity who will then have the naming rights for the dedicated club space (\$100K annually for 10 years). The proposed financing plan has no investment from Marshall University. Instead, the project will be funded entirely by Athlete Advantage, LLC. This group manages The Thunder Trust, which serves as the NIL collective for Marshall Athletics. Athlete Advantage will offer memberships to this premium clublevel experience. They will use the proceeds from those memberships to pay the construction cost on the deck project. The deck will also serve as revenue generation for NIL opportunities, which they will use exclusively to support Marshall student-athletes.

The project site is located on 3rd Avenue (The Shewey Building), which serves as the athletic administration and football staff office building and will be the home of the deck and club.

This project will not move forward unless a naming rights gift is secured and the Memorandum of Understanding acknowledges that all construction costs will be managed by Athlete Advantage, LLC.

Overview of Need

Marshall University has determined to join the other Sun Belt Conference member institutions as we all prepare for a permissible revenue sharing model, assuming the formal adoption of the NCAA vs. House settlement agreement. The entire Sun Belt Conference has also voted to opt in to roster limitations as well as the ability to share revenue with current student-athletes.

Space Utilization and Scheduling

See Attachment

Building Design Concepts and Elements

See Attachment

Technology Interface

Information Technology has already done an extensive network infrastructure in the Shewey Building to serve football operations, coaches' offices and the athletic administration staff, with pervasive Wi-Fi throughout the building, including Wi-Fi for fans to access the internet from mobile devices via the Shewey Building. Voice telephony would be available from any network connection through a dedicated hard phone desk set or a soft phone via a desktop computer.

Project Schedule

February 2024	Signed MOU from Athlete Advantage – assuming all financial obligations
April 2025	Demolish existing video board (beyond life span – parts no longer available)
April - August 2025	Construction of Deck (4 months)
September 2025	Grand Opening

Project Site

The Shewey Building
2001 3rd Avenue
Huntington, WV 25701

Project Financing

Capital Budget

Property acquisition:	\$0
Construction costs:	\$1,500,000
Design fees:	\$82,500
Contingency (20%):	<u>\$316,500</u>
Total	\$1,899,000

Facility Operating Budget Estimates

Staffing # employed and personnel-related expenses:	\$0
Utilities:	nominal cost – managed within current building program
Other – daily cleaning, event cleaning, supplies: (\$500 per event/12 events annually)	<u>\$6,000</u>
Total	\$6,000/year

Funding source: Private donations and management company (Athlete Advantage affiliated with The Thunder Trust)

Architectural Design

See Attachment



DM architecture



DM architecture



DM architecture



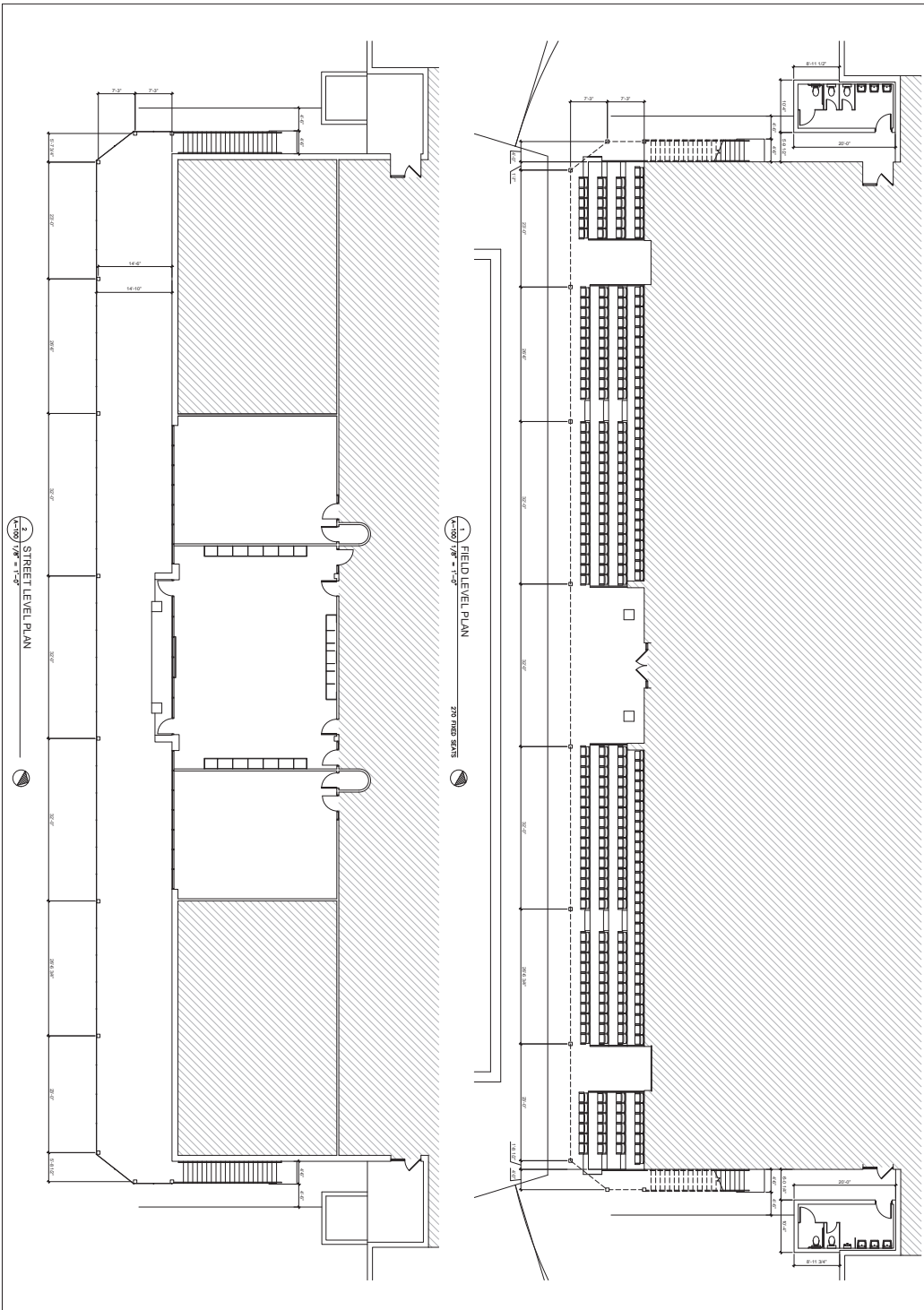
DM architecture



DJM architecture



DM architecture



DM architecture
1400 W. WISCONSIN
MILWAUKEE, WI 53233
TEL: 414.224.2200
WWW.DMARCHITECTURE.COM

NEW BALCONY ADDITION
JOAN C. EDWARDS STADIUM
2001 20th Street
Munster, WI 53188

SCHEMATIC DESIGN
DESIGN DEVELOPMENT
FIELD LEVEL & STREET
LEVEL PLAN
A-100

DATE: 2/10/2012
DRAWN BY: [unintelligible]

NO.	DATE	DESCRIPTION



November 13, 2024

Mr. John Sutherland
Senior Associate Athletic Director of Development
Executive Director of Big Green
Marshall University Department of Athletics
P.O. Box 1360
Huntington, WV 25715-1360

Marshall Athletics New Golf Clubhouse – DJM Architecture Fee Proposal

Dear John:

DJM Architecture (DJM) appreciates the opportunity to provide this proposal for Professional Design Services for the proposed Balcony Addition to the Shewey Building.

Our understanding of the scope of work associated with the Balcony Addition to the Shewey Building (Project) is based on our recent discussions and renderings provided by DJM Architecture to Marshall Athletics. We understand that your (Owner) goal is to construct an elevated steel balcony and roof around the three sides of the Shewey Building that face the football field. Three existing rooms, within the Shewey Building, will be renovated to act as luxury box spaces at the balcony level. The renovation scope shall include selective demolition, new finishes, lighting and revised storefronts to provide access to the balcony area. Two new bathrooms will be constructed at the field level, one on each side of the Shewey Building adjacent to the corner. New chairback seating will be constructed below the balcony, on tiered rows at the field level.

- | | |
|---------------------------------|---|
| 1. Area: | Shewey Building at Joan C. Edwards Stadium |
| 2. Location: | Joan C. Edwards Stadium, Huntington, WV |
| 3. Timeline: | Design work to begin upon proposal approval |
| 4. Project Construction Budget: | \$1,500,000 |

The Project will be delivered through a Negotiated contract between Paramount Builders (Contractor) and Marshall Athletics (Owner). So, the bidding and procurement phase is not provided by DJM Architecture in this design fee proposal. DJM Architecture is providing Structural, Mechanical, Electrical and Plumbing Engineer Consultants as part of our design team and within our fee proposal. At this time, Civil Engineering is not provided in our proposal, as we don't anticipate their services being required for this project.

Based on our understanding of the Project scope, we propose to provide professional services for this Project in the 4 following sequential phases:

1. Schematic Design (SD):
 - a. In the Schematic Design phase, we will prepare and present, for the Owner's approval, a preliminary design illustrating the scale and relationship of the Project components.
 - b. Upon Owner approval of the preliminary design, we will prepare Schematic Design Documents, which shall consist of a site plan, floor plans, elevations, and/or 3-dimensional rendering drawings describing the exterior appearance of the building.
 - c. Preliminary selections of major building systems and materials will be identified in these documents.

DM architecture
4333 Waverly Road
Huntington, WV 25704
304.429.2365



2. Design Development (DD):
 - a. Upon Owner approval of the Schematic Design, we will begin the Design Development Documents coordination with the Construction Team, which will incorporate Owner directed adjustments of the approved Schematic Design and diagrammatic layout of building systems to fix and describe the size and character of the Project's architectural, plumbing, mechanical, and electrical systems.
3. Construction Documents:
 - a. Upon Owner approval of the Design Development package, DJM will prepare the Construction Documents, including construction drawings and specification notes as needed, which will further develop the documents to the level of detail that the Contractor can fully understand and quantify the building, systems, materials, and finishes necessary to provide a bid for the Work & to fully construct the Project.
4. Construction Administration:
 - a. Through the construction phase of the Project, we will advise and consult with the Owner and Contractor through site visits and construction progress meetings, but shall not have control over, charge of, or responsibility for the construction means, methods, techniques, or procedures of the construction Work.
 - b. We will review Contractor's shop drawings and submittals for systems and materials to be incorporated into the Work for conformance with the requirements of the Construction Documents.
 - c. We will coordinate changes needed during the Construction Phase through field discussions and/or Change Orders as needed and agreed upon by all parties.

DJM Architecture proposes to provide these professional services for a lump sum fee of \$82,500, which will be invoiced on a monthly basis and distributed across the project phases as follows:

1. Schematic Design:	\$ 8,000
2. Design Development:	\$16,500
3. Construction Documents:	\$41,500
4. <u>Construction Administration (6\8 months +/-):</u>	<u>\$16,500</u>
TOTAL:	\$82,500

At this time, we anticipate a design period of approximately 10-14 weeks for the design services listed above, from Schematic Design through Construction Documents. Construction Administration services timeline will be determined by the Contractor's construction schedule, but a preliminary estimate of construction phase duration is approximately 6-8 months.

If the terms of this fee proposal are acceptable, please indicate by signing and returning one copy to our office.

Thank you for the opportunity to provide this proposal to you and Marshall Athletics.

DJM ARCHITECTURE, LLC.

Marshall Athletics – Senior Associate
Athletic Director of Development

J.D. Maynard, Principal, AIA, LEED AP

John Sutherland Date

Enclosure: DJM Architecture, LLC Standard Terms and Conditions (1 page)

CC: File

20241113_Shewey Building Balcony Addition_DJM Fee Proposal.doc/pdf

1. ARCHITECT'S RESPONSIBILITIES

The Architect shall provide architectural services for the Project as described in this Agreement. The Architect shall perform its services consistent with the professional skill and care ordinarily provided by architects practicing in the same or similar locality under the same or similar circumstances. The Architect shall perform its services as expeditiously as is consistent with such professional skill and care and the orderly progress of the Project. The Architect shall assist the Owner in filing documents required for the approval of governmental authorities. The Architect shall not have control over or charge of, and shall not be responsible for, the acts or omissions of the Contractor or of any other persons or entities performing portions of the Work.

2. OWNER'S RESPONSIBILITIES

The Owner shall provide full information about the objectives, schedule, constraints, and existing conditions of the Project, and shall establish a budget that includes reasonable contingencies and meets the Project requirements. The Owner shall provide decisions and furnish required information as expeditiously as necessary for the orderly progress of the Project. The Architect shall be entitled to rely on the accuracy and completeness of the Owner's information. The Owner shall furnish consulting services not provided by the Architect, but required for the Project, such as surveying, which shall include property boundaries, topography, utilities, and wetlands information; geotechnical engineering; and environmental testing services. The Owner shall employ a Contractor, experienced in the type of Project to be constructed, to perform the construction Work and to provide price information.

3. USE OF DOCUMENTS

Unless otherwise noted, the Architect shall be deemed author and owner of all documents produced under this Agreement and retain all common law, statutory and other reserved rights. Upon completion of the construction of the Project, provided that the Owner substantially performs its obligations under this Agreement, the Architect grants to the Owner a license to use the documents as a reference for maintaining, altering, and adding to the Project. The Owner agrees to indemnify the Architect from all costs and expenses related to claims arising from the Owner's use of Instruments of Service without retaining the Architect. When transmitting copyright-protected information for use on the Project, the transmitting party represents that it is either the copyright owner of the information or has permission from the copyright owner to transmit the information for its use on the Project. The Architect shall be indemnified, held harmless, and released from all claims and any use of the documents not authorized by the author.

4. CLAIMS AND DISPUTES

The Owner and Architect shall resolve claims and disputes between them through non-binding mediation, subject to the parties agreeing to mediator(s). If not able to agree to mediator(s), mediation shall be administered by the American Arbitration Association in accordance with its Construction Industry Mediation Procedures in effect on the date of this Agreement.

5. TERMINATION, SUSPENSION OR ABANDONMENT

In the event of termination, suspension or abandonment of the Project by the Owner, the Architect shall be compensated for services performed to the date of termination, including all reimbursable expenses and reasonable termination expenses. The Owner's failure to make payments in accordance with this Agreement shall be considered substantial nonperformance and sufficient cause for the Architect to suspend or terminate services. Either party may terminate this Agreement after giving no less than seven (7) days' written notice if the Project is suspended for more than 90 days, or if the other party substantially fails to perform in accordance with the terms of this agreement. Except as otherwise expressly provided herein, this Agreement shall terminate one year from the date of Substantial Completion.

6. INDEMNIFICATION

To the fullest extent permitted by law, the Owner agrees to indemnify and hold harmless the Architect, Architect's consultants, and agents and employees of the from and against claims, damages, losses, and expenses, including but not limited to attorneys' fees, arising out of or resulting from performance of the Architect's services, negligent acts, or omissions. The Architect agrees to indemnify and hold harmless the Owner for its negligent acts or omissions.

7. MISCELLANEOUS PROVISIONS

This Agreement shall be governed by the law of the place where the Project is located. Terms in this Agreement shall have the same meaning as those in AIA Document A105-2017, Standard Short Form of Agreement Between Owner and Contractor. Neither party to this Agreement shall assign the contract as a whole without written consent of the other. Nothing contained in this Agreement shall create a contractual relationship with, or a cause of action in favor of, a third party against either the Owner or the Architect. The Architect shall have no responsibility for the discovery, presence, handling, removal, or disposal of, or exposure of persons to, hazardous materials or toxic substances in any form (including mold) at the Project site.

8. PAYMENTS AND COMPENSATION TO THE ARCHITECT

Payments are due and payable within thirty (30) days of the Architect's monthly invoice date. Amounts unpaid thirty (30) days after the invoice date shall bear interest from the date payment is due at the rate of one and a half percent (1.5%) per month, or at the legal rate prevailing at the principal place of business of the Architect. Reimbursable expenses shall be invoiced with a mark-up of 15%. At the request of the Owner the Architect shall provide additional services not included in Article 1 for additional compensation. Such additional services may include, but not be limited to, providing or coordinating services of consultants not identified in Article 1, revisions due to changes in the Project scope, quality or budget, or due to Owner-requested changes in the approved design; evaluating changes in the Work and Contractors' requests for substitutions of materials or systems; providing services necessitated by the Contractor's failure to perform; and the extension of the Architect's Article 1 services beyond three (3) months of the date of the Agreement through no fault of the Architect.

FY25 Projection



FY25 Projection vs Budget

	FY25 Budget	FY25 Proj	Budget vs Proj
Operating Revenues			
Student Tuition and Fees	74,679,000	76,213,376	1,534,376
Grants and Contracts	110,150,350	114,059,376	3,909,026
Auxiliary Enterprise Revenue	35,085,472	39,108,775	4,023,303
Other Operating Revenues	10,299,061	11,099,061	800,000
Total Operating Revenues	230,213,884	240,480,589	10,266,706
Operating Expenses			
Salaries and Wages	159,623,070	165,047,236	5,424,166
Benefits	38,642,899	39,611,337	968,437
Supplies and Other Services	87,003,031	87,003,031	-
Utilities	10,043,580	11,137,263	1,093,683
Scholarships and fellowships	23,813,181	27,694,453	3,881,272
Depreciation	18,600,192	18,600,192	-
Other Operating Expenses	-	-	-
Total Operating Expenses	337,725,953	349,093,512	11,367,558
Operating Income (Loss)	(107,512,070)	(108,612,922)	(1,100,852)
Nonoperating Revenues (expenses)			
State Appropriations	75,435,405	75,435,405	-
Payments on Behalf	-	-	-
Federal Pell Grants	17,500,000	22,300,000	4,800,000
COVID Recovery	-	-	-
Gifts	1,500,000	1,500,000	-
Investment Income	2,500,000	2,500,000	-
Interest on indebtedness	(6,881,514)	(7,265,455)	(383,941)
Fees assessed by Commission for Debt Service	(332,392)	(284,712)	47,680
Other nonoperating revenues (expenses)	-	-	-
Total Nonoperating Revenues (expenses)	89,721,499	94,185,238	4,463,739
Increase/Decrease in Net Assets	(17,790,571)	(14,427,684)	3,362,887

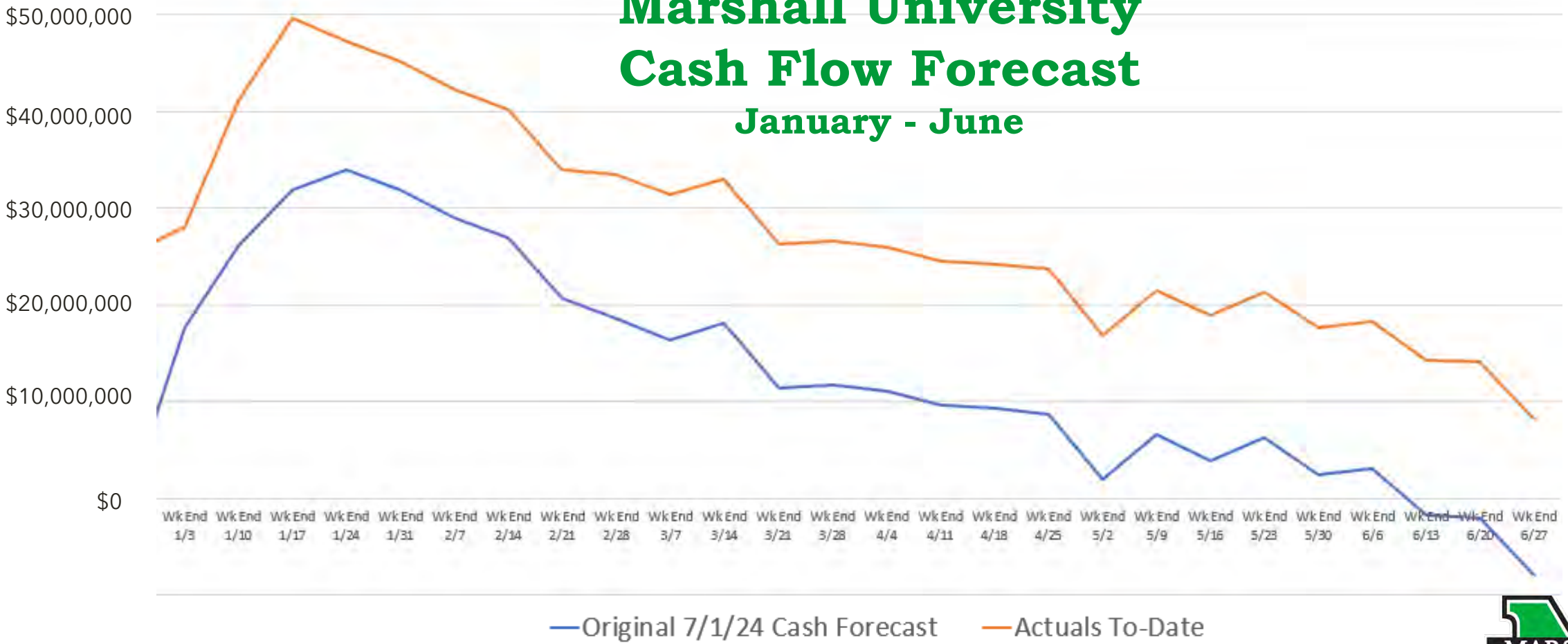
ANALYSIS vs Budget

- **Operating Revenue (+\$10.3M)**
 - **Tuition and Fees (+\$1.5M)**: Due to Fall 2024 enrollment gains and tuition increases.
 - **Auxiliary Revenue (+\$4.0M)**: Due to FY24 coming in higher than budget and aligned FY25 projection with actuals.
 - **Grants and Contracts (+\$3.9M)**: Primarily due to increased Promise and WV Higher Education Grants and MURC Research Grants.
- **Non-Operating Revenues (+\$4.8M)**
 - **Pell Grants (+\$4.8M)**: Due to continued increase in Pell student enrollment in Fall 2024.
- **Operating Expenses (+\$11.4M)**
 - **Salaries and Benefits (+\$6.4M)**: Due to FY24 actuals higher than projected. The University still maintains a budgeted positions only and backfills only.
 - **Scholarships (+\$3.9M)**: Due to increased enrollment in Fall 2024 and increases in funded scholarships including Pell, Promise, and WV Higher Education Grants. Institutionally funded scholarships remain flat to budget.
 - **Utilities (+\$1.1M)**: Due to FY24 coming in higher than budget and aligned FY25 projection with actuals.



Cash

Marshall University Cash Flow Forecast January - June



Investments - BOG



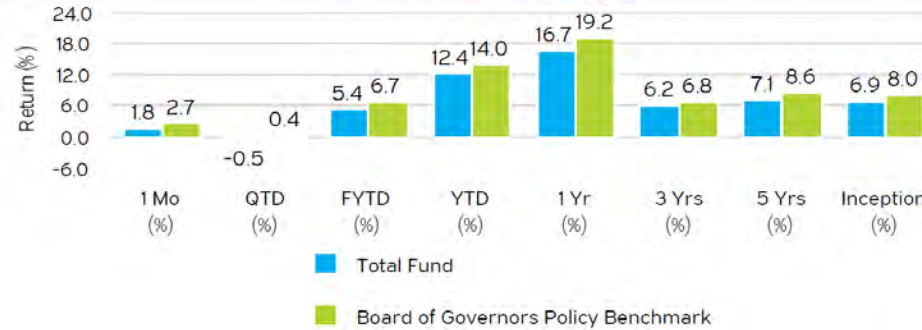
Marshall University Board of Governors

Total Fund | As of November 30, 2024

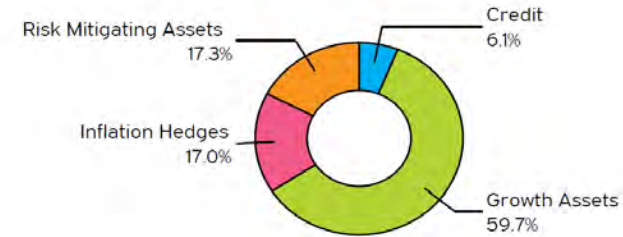
Portfolio Objective

The objective of the Board of Governors Pool is to invest in a diversified investment strategy for funds that have a medium-term (i.e., five to seven years) horizon. The objective of the Pool is to enhance the Board of Governors Pool's long-term viability by maximizing the value of the underlying assets within the context of capital preservation and the assumption of a prudent level of risk.

Return Summary



Current Allocation



	1 Mo (%)	QTD (%)	FYTD (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	Since Inception (%)
Total Fund	1.8	-0.5	5.4	12.4	16.7	6.2	7.1	6.9
Board of Governors Policy Benchmark	2.7	0.4	6.7	14.0	19.2	6.8	8.6	8.0
Excess Return	-0.8	-0.9	-1.3	-1.6	-2.5	-0.6	-1.5	-1.1
60% MSCI ACWI / 40% Barclays Global Aggregate	2.4	-0.4	6.4	12.0	17.1	3.0	6.3	6.9

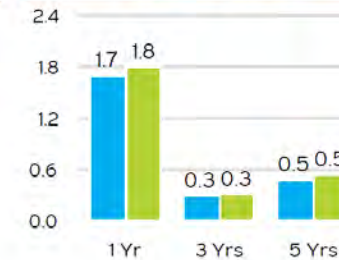
Summary of Cash Flows

	Last Month	Fiscal Year-To-Date
Total Fund		
Beginning Market Value	23,917,846	23,134,123
Net Cash Flow	-5,147	-39,649
Net Investment Change	435,482	1,253,576
Ending Market Value	24,348,318	24,348,318

Annualized Standard Deviation



Sharpe Ratio



Investments - SOM



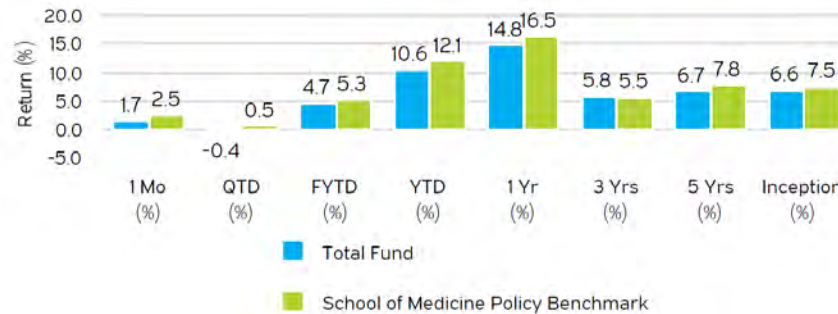
Marshall University Joan C. Edwards School of Medicine

Total Fund | As of November 30, 2024

Portfolio Objective

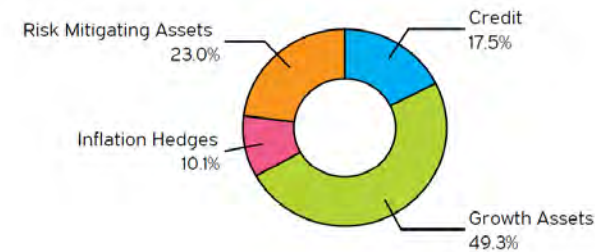
The objective of the Joan C. Edwards School of Medicine Pool is to invest in a diversified investment strategy for funds that have a medium-term (i.e., five to seven years) horizon. The objective of the Pool is to enhance the Joan C. Edwards School of Medicine's long-term viability by maximizing the value of the assets within the context of capital preservation and the assumption of a prudent level of risk.

Return Summary



	1 Mo (%)	QTD (%)	FYTD (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	Since Inception
Total Fund	1.7	-0.4	4.7	10.6	14.8	5.8	6.7	6.6
School of Medicine Policy Benchmark	2.5	0.5	5.3	12.1	16.5	5.5	7.8	7.5
Excess Return	-0.8	-0.9	-0.6	-1.5	-1.7	0.3	-1.1	-0.8
60% MSCI ACWI / 40% Barclays Global Aggregate	2.4	-0.4	6.4	12.0	17.1	3.0	6.3	6.8

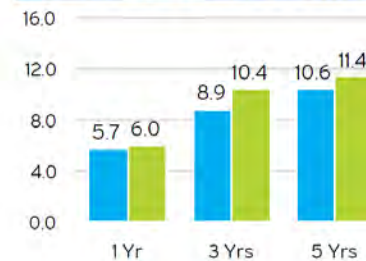
Current Allocation



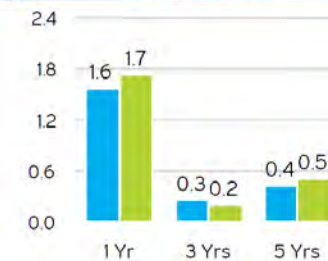
Summary of Cash Flows

	Last Month	Fiscal Year-To-Date
Total Fund		
Beginning Market Value	26,021,756	25,295,261
Net Cash Flow	-5,259	-36,984
Net Investment Change	439,846	1,198,066
Ending Market Value	26,456,342	26,456,342

Annualized Standard Deviation



Sharpe Ratio



Finance Updates

- **Incentive Budget Model**
 - Shared Administrative Units have submitted FY26 Budgets
 - Under review by Budget Advisory Committee & Executive Budget Committee
 - Academic Units to begin FY26 Budget in early/mid-February
 - Anticipated completion in March; Board approval in April





Marshall University

Accelerating Individual Success, Innovative Ideas and Economic Impact

*February 5, 2025
Board of Governors Meeting
Facilities and Operations Update*



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.

Take Care of the House

PROJECT UPDATES

Former MRI Building – Thrift Store and Food Pantry

Vendor: ZMM

Estimated Expense: \$200,000

Amount paid/encumbered to date: \$150,000

Percent of project completed: 50% Complete

Target date of completion: April 2025

Marshall Health – Strayer Building

Vendor: Thrasher/SWOPE Construction

Estimated Expense of Project: \$4,000,000

Amount paid/ encumbered to date: \$0

Percent of project completed: 0%

Target date of completion: April 2025

Memorial Student Center Chiller

Vendor: CMTA/Casto Tech

Estimated Expense of Project: \$473,000

Amount paid/ encumbered to date: \$0

Percent of project completed: 0%

Target date of completion: Summer 2025

Prichard Hall Passenger Elevator Replacement

Vendor: TKE Elevator

Estimated Expense of Project: \$112,000

Amount paid/ encumbered to date: \$0

Percent of project completed: 99%

Target date of completion: Awaiting final approval from Fire Marshal

Smith Hall Single Elevator

Vendor: TKE Elevator

Estimated Expense of Project: \$266,729

Amount paid/encumbered to date: \$0

Percent of project completed: 40%

Target date of completion: February 2025

Taking Care of the House

Continuation of Phase I – Signage and Wayfinding



Installed 5B sign

Taking Care of the House

2025 COMMUNITY CARES WEEK



Save the Date
MAY 20-23

#MarshallUFamily
#CommunityCaresWeek

COMMUNITY CARES WEEK
Giving Back to the Herd

www.marshall.edu/cares



2024 ACCOMPLISHMENTS

- ✓ 1,088 Volunteers, 50% increase from 2023
- ✓ 3,415 Service Hours
- ✓ 785 Volunteers on Marshall's campuses
- ✓ 303 Volunteers in hometowns through Alumni affiliations
- ✓ \$466,202 Savings generated through sweat equity
- ✓ 100+ Staff members leading teams

Materials Used:

- **2,568 flowers and shrubs** on Huntington campus
- **55 bushes and shrubs** planted at South Charleston and Mid-Ohio Valley Center campuses
- **690 bags of mulch**
- **103 tons of stone/landscaping rock**
- **30 gallons** of Kelly-green paint
- **40 gallons** of white paint
- **14** – 30-yard dumpsters

Major Business Sponsors: Jabo Supply, Security Consultants and Solutions, Dreamscape, Rumpke, Thrasher, State Electric Supply Company

MU Internal Audit BOG Informational Report February 5, 2025

1 ACTIVITY SINCE THE LAST MEETING

- A. Advisory Services – Review of Fringe Benefit Rate Proposal.
- B. Audit Projects – No significant projects during this reporting period.
- C. Other – No significant Whistleblower Hotline activity, miscellaneous accounting research.

2 PLANNED ACTIVITIES BEFORE THE NEXT MEETING

- A. Monitoring of Whistleblower Hotline.
- B. Adhere to planned activities in the approved Audit Plan and Continued Monitoring of other Institutional Activities.
- C. Other Audit and Consulting projects as requested.

3 PROFESSIONAL DEVELOPMENT ACTIVITIES

- A. NACUBO - Financial Literacy for Higher Ed Professionals: Key Indicators and Questions.

Annual GLBA Assessment & Information Security Update

Marshall University Information Technology

**Prepared for:
Board of Governors**

February 5, 2025



Information Security at Marshall University

- MU IT Information Security Team

- Jodie Penrod, Chief Information Officer (CIO)
- Jon Cutler, Chief Information Security Officer (CISO)
- James Mynes, Assoc. Director, Information Security Operations
- Daniel Martin, IT Security Analyst
- Cortney Hamons, IT Security Analyst
- Mike Meyers, IT Security Analyst

- Roles & Responsibilities

- **Identify, Protect, Detect, Respond, Recover, & Govern***
- **Vulnerability Detection** & Management of Network and System Infrastructure
 - Threats blocked at the MU Firewall = 4.9M daily events
 - Emails blocked = 10K daily malware and phishing
- **Training** & Awareness
- Information Security **Policies & Procedures**, as well as Incident Response Management
- Technology Procurement Review & **Vendor Analysis/Compliance**

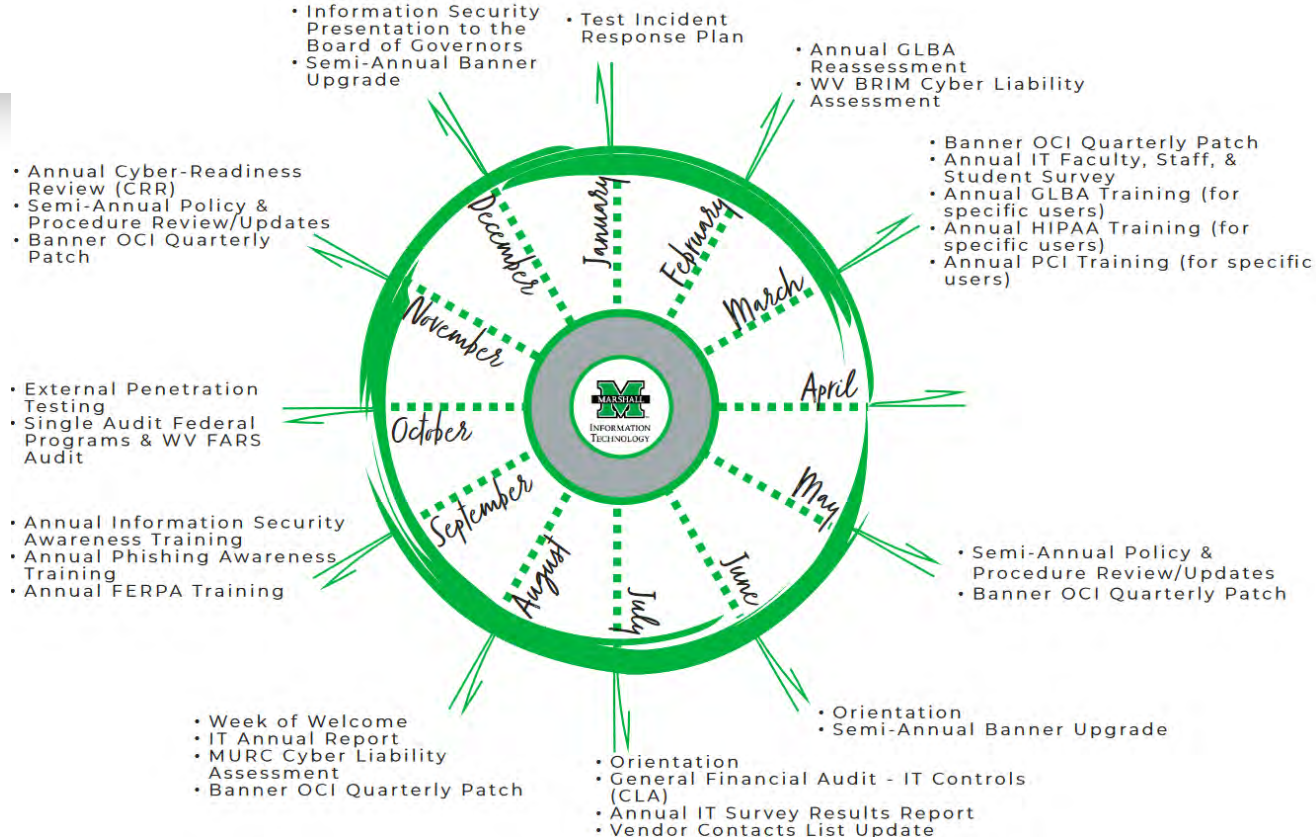


Overview & Purpose

- MU Information Technology is required by the Gramm-Leach-Bliley Act (GLBA) to provide an **annual report*** to the Board of Governors on the **status of information security** at the University.
- The report must include information related to:
 - Risk Assessments
 - Risk Management & Control Decisions
 - Service Provider Arrangements
 - Results of Testing
 - Security Events & Violations
 - Recommendations for Changes to the program
- MU IT engages with **external partners** for information security risk assessment and advisory services:
 - Campus Guard – GLBA Risk Advisory Services
 - Cybersecurity & Infrastructure Security Agency (CISA) Cyber Performance Goals (CPG) and Risk & Vulnerability Assessment (RVA)
 - CISA also provides on-ongoing assessments:
 - Weekly Cyber Hygiene scans – Identifies risks on MU's Internet-facing IP addresses
 - Monthly Web Vulnerability scans – Identifies risks on MU Internet-facing web applications



Marshall IT Activity Wheel



What is GLBA?

- What is the **Gramm-Leach-Bliley Act (GLBA)**?
 - Enacted in 1999, GLBA requires financial institutions to **protect the security, integrity, and confidentiality** of customer information through annual risk assessment and reporting
 - Requirement of the Department of Education for all **Title IV institutions** to protect **Federal Student Aid (FSA)** application information
 - Requirement of the FAFSA Participation Agreement and Federal Student Aid Handbook
 - GLBA compliance is **assessed annually** during the Federal 'Single Audit' through the WV Financial Accounting and Reporting Section (FARS)
- Use of **GLBA Risk Assessment and Advisory services**
 - Marshall IT engages with cyber-risk advisor CampusGuard to provide external review of areas where applicable data is collected, stored, processed or transmitted; and the safeguards applied to information security, including:
 - 1) **Employee training & management**
 - 2) **Information systems**, including network and software design, as well as information processing, storage, transmission and disposal; and
 - 3) **Detecting, preventing and responding** to attacks, intrusions, or other systems failures
- **Annual review** of GLBA safeguards and practices
 - Key GLBA components are also reviewed during the IT General Controls audit, a component of Audit of Financial Statements performed by CliftonLarsonAllen (2024-Oct).
- **In summary**, GLBA ensures that institutions
 - Collect only the data they need
 - Keep the data safe
 - And dispose of data securely



GLBA Assessment Observations

- **Improvements Recognized:**

- Technical risk is well managed
- Financial Aid is now paperless
- SharePoint and Palo Alto (Firewall) migrations are complete
- In-scope data is encrypted at rest (SharePoint & Oracle Cloud Infrastructure/Banner database)
- Multi-Factor Authentication (MFA) is in place for all in-scope data (SharePoint, MyMU, Banner)
- Procurement is now including security reviews for new data-related products and services
- Medical School is using the standard Marshall financial aid systems and processes

- **Improvements Needed:**

- Incomplete policies, procedures, and standards
- Vendor management to include third-party compliance to GLBA standards
- Data classification and data retention procedures are informal and inconsistent
- Business Continuity/Disaster Recovery (BCDR) program is informal
- Logging, log review, and alerting needs improvement
- Awareness and Training Programs need improvement and should be required for employees
- Personal devices can access and process NPI
- Access control workflows need to be formalized
- Knowledge is “tribal,” i.e., lack of documented procedures
- Change control and access requests of systems are inconsistent
- Workstation configurations need addressed to ensure security of devices and data



GLBA Key Improvement Activities

Control	Observation from Risk Assessment	Corrective Actions Underway
Policies & Procedures	General - incomplete policies, procedures, and standards	<ul style="list-style-type: none"> - Policy review and updates underway via Technology Shared Governance - Policies approved: ITP1- Technology Governance & Procurement Review, UPGA9 –IT Terms of Use Policy - Policies in Review: UPGA10 – Information Security Policy
Training	Awareness and Training Programs need improvement and should be required for employees	<ul style="list-style-type: none"> - Information Security Awareness training program provided to all employees 2024/11. - Additional compliance training expected 2025/03.
Access Review	User accounts are not regularly reviewed and re-authorized, and/or reviews are not logged.	<ul style="list-style-type: none"> - Remote access (VPN) review and reauthorization process 2024/12. - Banner Access Review process 2024/11.
Risk Assessment	Annual penetration testing of information systems is not performed.	<ul style="list-style-type: none"> - CISA Risk and Vulnerability Assessment (RVA) 2024/10.
Reporting	There is not a regular report to the Board or equivalent governing body.	<ul style="list-style-type: none"> - Information Security Board Presentation 2023/12 and expected 2025/02.

Risk & Vulnerability Assessment (RVA)

- **What is a RVA?**

- Remote and on-site **penetration test** and **configuration review**
- Provided by Cybersecurity & Infrastructure Security Agency (CISA)
- 2-week engagement
 - Week 1 – **External Testing** performed outside campus network
 - Week 2 – **Internal Testing** performed inside campus network

- **Objectives:**

- **Identify weaknesses** through network, system and application penetration testing
- **Test stakeholders** using a standard, repeatable methodology to deliver actionable findings and recommendations
- Analyze collected data **to identify security trends** across all RVA stakeholder environments
- Provide **actionable deliverables** to the stakeholder



RVA Findings and Risk Score

- **Categories of Findings**

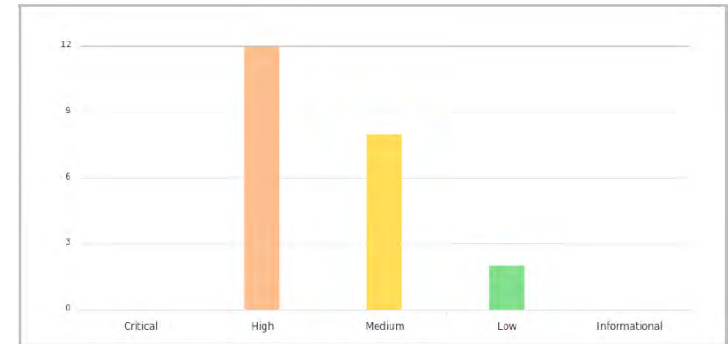
- Access Control (20)
- System and Communications Protection (11)
- System and Services Acquisition (9)
- Configuration Management (8)
- Identification and Authentication (8)
- Media Protection (7)
- Physical and Environmental Protection (6)

(some findings spanned one or more categories)

- **Corrective Action and Follow-up**

- CISA will schedule follow-up in 90 days to update our risk score to reflect corrective actions.

- **Risk Score and Findings Breakdown**



CISA Identified Risks

- 0 - Critical
- 12 - High
- 8 - Medium
- 2 - Low



Cyber Performance Goals (CPG)

- **What is a CISA CPG Assessment?**

- Review of **high-impact security actions** which organizations can take to protect themselves against cyber threats
- **Interview-based assessment** conducted by CISA cyber advisor
- Based on **NIST Cyber Security Framework** (Identify, Protect, Detect, Respond, Recover)

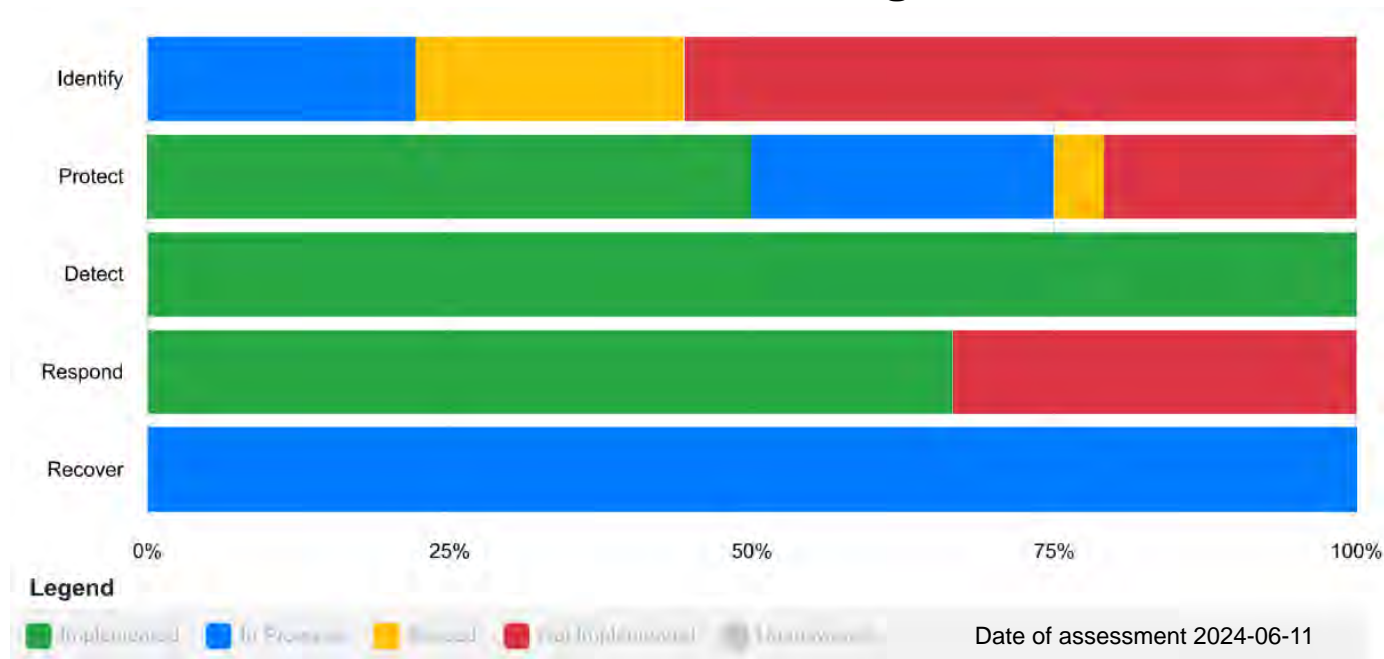
- **Focus Areas Include:**

- Asset Management
- Controls Management
- Configuration and Change Management
- Vulnerability Management
- Incident Management
- Service Continuity Management
- Risk Management
- External Dependencies Management
- Training and Awareness
- Situational Awareness



Cyber Performance Summary

- Answer distribution for each of the categories



Note: Items scored Red / 'Not Implemented' reflect questions in the areas of operational technology, third-party vendor management, user training, and implementing a formalized incident response procedure. Corrective action is underway.



Focus Areas – 2024-25 Update

- **Remediations Completed**

- Implementation of Cirrus Identity Bridge – Extend **Multi-Factor Authentication** (MFA) to all University applications
- Revised Technology **Procurement Review process** using the Higher Education Community Vendor Assessment Toolkit (HECVAT)
- **Device Encryption** for all new computing devices which handle CUI and PII.

- **Remediations Underway**

- [Active] Required **Information Security training** for all university faculty & staff
- [Active] Review & update of the UPGA-10 **Information Security policy**, as well as the **Security Incident Response Plan**
- [Active] Review & update of the **Data Classification** Guide (included in UPGA-10)
- [Active] Thorough review of Banner ERP/SIS **role-based security**
- [Active] Implementation of IT **Information Security Activity Wheel** for ongoing review and compliance

- **Remediations Planned**

- Documentation of all **inventory and change management** procedures (i.e., device, hardware, software, etc.) supporting sensitive data storage and transmission
- Business Analysis of all Fin Aid & Bursar **Data Storage processes** and procedures to ensure best practice and compliance
- Thorough review of Banner ERP/SIS **role-based security**



In Summary

- An **information security program** is supported by **3 pillars**:
 - People
 - Processes, and
 - Technology
- Risk assessments indicate that...
 - Marshall University's **technical safeguards** and **information security program** are highly **complex, proactive, and well executed**.
 - Marshall will **benefit from continued focus** on people and process:
 - Updates to **policy and procedure**
 - Providing **training** to enhance information security & awareness
 - Nurturing a **culture of information security and data privacy**
- For more information, please visit:
 - <https://www.marshall.edu/it/departments/information-security/cybersecurity-program-plan/>



First principle of cybersecurity

“Reduce the probability
of material impact
to my organization
due to a cyber event.”

- Rick Howard, "Cybersecurity First Principles"
CSO Perspectives, 11 May 2020





INFORMATION TECHNOLOGY

Thank you!
Questions or concerns?

Jodie Penrod, Ph.D.
Chief Information Officer (CIO)
penrodj@marshall.edu

Jon Cutler
Associate CIO
Chief Information Security
Officer (CISO)
jon.cutler@marshall.edu

BOARD OF GOVERNORS

February 5, 2025



Christian Spears
Director of Athletics

Debra Boughton
Executive Associate AD, Championship
Planning and Resources





Marshall
ATHLETICS

3.36

2024 Overall Fall Semester GPA

Marshall Athletics Celebrates Fall 2024 Academic Success

1/15/2025 5:00:00 PM | General, Buck Harless Student Athlete Program

Related News



Statement From
Marshall Director Of
Athletics Christian
Spears

Sunday, December 08



Marshall Football,
Men's Basketball
Game-Times
Announced For Nov. 16

Monday, November 04



Marshall Athletics
Announces Game-
Times, Themes For
MBB, WBB

Tuesday, October 29

[All News](#)

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Fall 2024 GPAs
(by program)



Baseball	3.38
Men's Basketball	3.22
Women's Basketball	3.20
Men's Cross Country	3.46
Women's Cross Country	3.57
Football	3.06
Men's Golf	3.46
Women's Golf	3.93
Men's Soccer	3.24
Women's Soccer	3.40
Softball	3.55
Swim & Dive	3.77
Tennis	3.55
Men's Track	3.38
Women's Track	3.42
Volleyball	3.70



Dean's List
169

President's List
101

December 2024 Graduates



Bachelor's Degrees

- Football (11)
- Men's Basketball (1)
- Men's Soccer (4)
- Volleyball (1)

Athletic Teams Update









2024
**SUN BELT
FOOTBALL
ELITE AWARD**



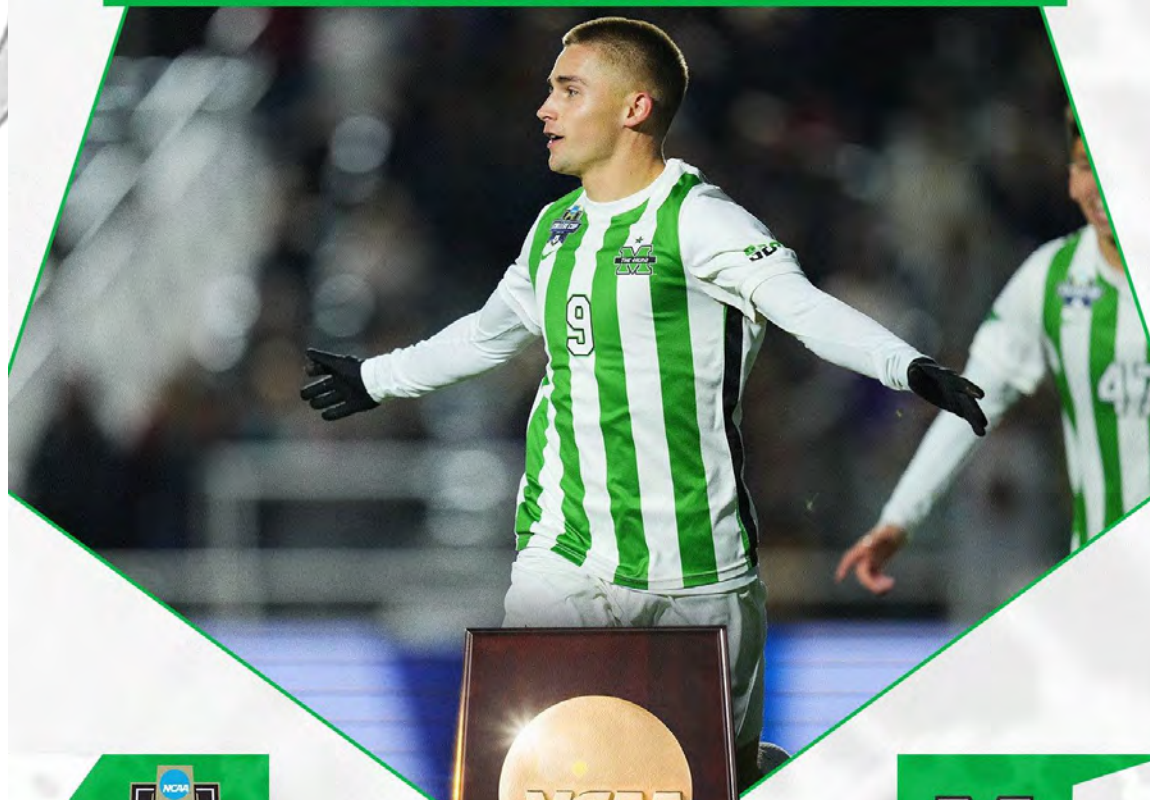
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ADVANCE

TO THE NATIONAL CHAMPIONSHIP

(13) MARSHALL





Marshall

VS

VERMONT

1

FINAL

2



NCAA & National Issues Updates



HOUSE SETTLEMENT TIMELINE

- October 18, 2024 – Notice of settlement
- December 17, 2024 – Deadline to file for litigation expense reimbursement
- January 31, 2025 – Claims period closes
 - Athlete objection deadline
 - Athlete opt out deadline
- March 3, 2025 – Parties deadline to respond to objections / opt outs
- **April 7, 2025 – FINAL APPROVAL HEARING**
- May 15, 2025 – Final installment of back pay damages
- July 1, 2025 – Begin revenue sharing and roster limits (permissive standards)



NCAA HOUSE SETTLEMENT



Decision-Making Principles

- **NCAA Framework**
- **Meet Sunbelt Conference Priorities**
- **Consider Title IX Implications/Equity & Accountability**
- **Ensure Competitive Programs are Competitive**
- **Fiscally Achievable Investment, Considering University Priorities**
- **50/50 Model**
- **Measure Department as Marketing Tool**
- **NCAA Scholarship Protections Legislation**
- **Determine Athletic Programs of Distinction**



FUTURE STATE

Scholarship Limits by Sport



Sport Program	Current	Future	Increase
Football	85	105	20
Men's Basketball	13	15	2
Women's Basketball	15	15	0
Baseball	11.7	34	22.3
Softball	12	25	13
Women's Volleyball	12	18	6
Men's Soccer	9.9	28	18.1
Women's Soccer	14	28	14
Men's Golf	4.5	9	4.5
Women's Golf	6	9	3
Men's Track	12.6	45	32.4
Women's Track	18	45	27
Men's Cross Country	5	17	12
Women's Cross Country	6	17	11
Women's Swim and Dive	14	30	16
Women's Tennis	8	10	2
	246.7	450	203.3

NOTE: Future scholarship limit numbers are also future squad size limits & all sport programs will be allowed to offer full scholarships to each



FUTURE STATE

Roster Comparisons by Sport



Sport Program	Current Unduplicated Rosters	Future Roster Limit	Change
Football	138	105	(33)
Men's Basketball	16	15	(1)
Women's Basketball	17	15	(2)
Baseball	41	34	(7)
Softball	22	25	3
Women's Volleyball	21	18	(3)
Men's Soccer	31	28	(3)
Women's Soccer	27	28	1
Men's Golf	11	9	(2)
Women's Golf	10	9	(1)
XC/Men's Track	45	45	-
XC/Women's Track	40	45	5
Men's Cross Country	0	0	-
Women's Cross Country	0	0	-
Women's Swim and Dive	30	30	-
Women's Tennis	11	10	(1)
	460	416	(44)

NOTE: Data from most recent report to Department of Education, for 23-24 academic year; for track programs, used max of 45 participants for modeling, assuming that 17 cross country spots also compete indoor and outdoor



IMPLEMENTATION TIMELINE & PROCESS

Marshall Athletic Department

- Option Two-rollout year (FY 26)
 - Adopt roster limits across all sports
 - Future financial aid agreements with rules changes caveat
 - Establish baseline investment for decision making
 - Review and re-distribute financial aid components
- FY 27 and beyond
 - Re-distribute financial aid components within future financial aid agreements
 - Move identified sports to tuition only model
 - Create alternate revenue streams within Thunder Trust operation to create revenue share funding



Budget Update Schedule

First Quarter 2025 Financial Statement – December 2024

✓ **Second Quarter 2025 Financial Statement – February 2025**

FY2024 NCAA Membership Financial Report Overview/Training – April 2025

Third Quarter 2025 Financial Statement – June 2025

Fourth Quarter 2025 Financial Statement – August 2025

Financial Statements reporting in coordination with campus financial services and reporting categories in line with NCAA Membership Financial Reporting System (MFRS).



What is the NCAA Membership Financial Reporting System (MFRS)?

The NCAA Membership Financial Report is an annual report of fiscal year activity that categorizes an athletic department's revenue and expenses into 21 unique revenue and 23 unique expense categories—in aggregate and by sport program.

This report includes ALL sources and uses of an intercollegiate athletics program. All Division-I athletic departments are required by the NCAA to complete this report no later than January following the end of each fiscal year. Agreed-upon Procedures are performed on this data by an external accounting firm.



What is the NCAA Membership Financial Reporting System (MFRS)?

The NCAA Financial Report is a reporting mechanism used by university and department leadership to benchmark revenue and expense categories for other institutions.

The report is similar to other reporting requirements (U.S. Department of Education), but this report requires greater breakdown in revenue and expense categories. This report requires year-round data management of expenses and revenues.

High level discussions are taking place on future versions of this report that may drive student-athlete revenue share methodologies and other future critical metrics of intercollegiate athletics.

Revenue Categories



Ticket Sales	Third Party Compensation
Direct State Support	Media Rights
Student Fees	NCAA Distributions
Transfers Back to the Institution	Conference Distributions (two categories)
Direct Institutional Support	Program Sales/Parking/Novelty Sales
Indirect Institutional Support	Royalties/Advertising/Sponsorships
Indirect Institutional Support (Facilities/Debt)	Sports Camps
Game Guarantees	Endowment/Investment Income
Contributions	Other
Gifts-in-Kind	Bowl Revenues

Expense Categories



Athletics Student Aid	Fundraising/Marketing/Promotion
Game Guarantees	Sports Camps
Coaching Salaries	Spirit Groups
Third Party Compensation (Coaches)	Facilities, Debt Service, Leases, Rental
Support Staff Salaries	Direct Overhead and Admin Expenses
Third Party Compensation (Support)	Indirect Institutional Support
Severance Payments	Medical Expenses and Insurance
Recruiting	Membership and Dues
Team Travel	Student-Athlete Meals
Equipment/Uniforms/Supplies	Other Operating Expenses
Game Expenses	Bowl Expenses
	Bowl Expenses – Coaching Compensation

FY 25 Budget Update Q:2 Operating Revenue

Operating Revenues	FY25 Actuals (12/31)	FY25 Budget	Actuals v Budget
Ticket Sales	3,160,527	4,529,528	(1,369,001)
Student Fees	5,463,295	6,775,000	(1,311,705)
Guarantees	490,000	2,140,000	(1,650,000)
Contributions, includes Sky Suite revenue	1,197,102	3,621,679	(2,424,577)
In-Kind (1)	-	-	-
Direct Institutional Support	8,935,430	13,495,124	(4,559,694)
Indirect Institutional Support (1)	-	-	-
NCAA Distributions	-	1,200,000	(1,200,000)
Conference Distributions	20,000	1,600,000	(1,580,000)
Program, Novelty, Parking, Concessions	332,027	625,000	(292,973)
Royalties, Licensing, Advertisements, Sponsorship	1,416,486	2,690,000	(1,273,514)
Sports Camps (3)	101,769	284,100	(182,331)
Endowment Investments & Income (1)	28,298	-	28,298
Other Operating Revenue	134,363	277,121	(142,758)
Football Bowl Revenue	-	550,000	(550,000)
Total Operating Revenues	21,279,297	37,787,552	(16,508,255)

- (1) This category will only be presented as part of NCAA Membership Financial Statement Review
- (2) This category will be separated into coach / support staff as part of NCAA Membership Financial Statement Review
- (3) Sports Camps revenue and expenses not included in approved board of governors budget; operate on cash basis
- (4) Accounted for in Coaching / Support Salaries and Benefits line
- (5) This category will be completed as part of NCAA Membership Financial Statement Review

BUDGET UPDATE

Q:2

Operating Revenue Analysis



- Ticket Sales: as of 12/31, Q2 review reveals some predicted shortfall for projected football ticket sales; as of 12/31, approximately \$350K in outstanding receivables that will be collected prior to year-end
- Guarantees: football contract, Ohio State, not payable until 2/28; pending collection of women's basketball and other Olympic sports game guarantees
- Contributions: actuals primarily consist of contributions to sky suite leases collected to date and contributions from Big Green for 1Q and 2Q private funded salary commitments
- Direct Institutional Support: this revenue represents institutional support to date reflected in operating expense categories
- Conference Distributions and NCAA Distributions: this revenue stream typically is on deposit during 4Q of the fiscal year
- Royalties, Licensing and Sponsorship: Learfield and CLC licensing 2Q payments; a majority of this revenue stream is on deposit during 4Q of the fiscal year and this revenue stream will exceed budgeted revenue to make up for other predicted revenue shortfalls

FY 25 Budget Update Q:2 Operating Expenses

Operating Expenses	FY25 Actuals (12/31)	FY25 Budget	Actuals v Budget
Athletic Student Aid	5,659,655	7,729,031	(2,069,376)
Guarantees	380,000	915,000	(535,000)
Coaching/ Support Personnel Salary & Benefits (2)	6,424,397	13,500,775	(7,076,378)
Severance Payments (5)	-	-	-
Recruiting	303,750	900,000	(596,250)
Team Travel + Home Team Expenses	3,430,153	5,251,246	(1,821,093)
Student-Athlete Meals (non-travel, non-home team expenses)	77,227	330,000	(252,773)
Equipment & Uniforms	1,638,891	2,100,000	(461,109)
Game Expenses	988,002	1,712,300	(724,298)
Fundraising, Marketing & Promotion	223,720	205,000	18,720
Sports Camp Expenses (3)	106,921	284,100	(177,179)
Direct Overhead and Administrative Expenses	359,930	780,000	(420,070)
Athletics Facilities, Debt Service, Leases and Rental Fee	89,026	750,000	(660,974)
Spirit Groups (5)	68,364	-	68,364
Indirect Institutional Support (1)	-	-	-
Medical Expenses & Insurance	801,198	1,050,000	(248,802)
Memberships and Dues	-	135,000	(135,000)
Other Operating Expenses	986,958	1,245,100	(258,142)
Football Bowl Expenses	55,800	900,000	(844,200)
Football Bowl Expenses - Coaching Compensation (4)	-	-	-
Total Operating Expenses	21,593,991	37,787,552	(16,193,561)

(1) This category will only be presented as part of NCAA Membership Financial Statement Review

(2) This category will be separated into coach / support staff as part of NCAA Membership Financial Statement Review

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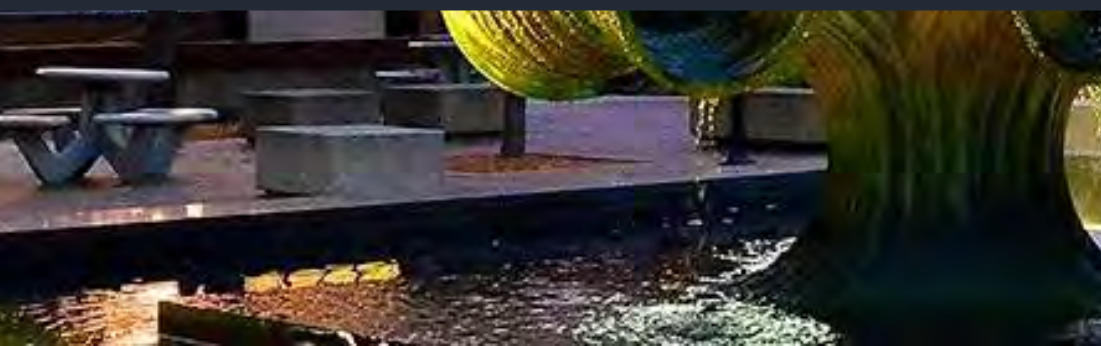
BUDGET UPDATE

Q:2

Operating Expenses Analysis



- Athletic Student Aid: amount represents summer and fall and spring tuition waiver activity and financial aid payments made as of 12/31; reporting purposes has training table in student-athlete meals category
- Coaching / Support Personnel Salary & Benefits: actuals to date slightly under anticipated expenditures; several support areas with open positions and temporary salary savings
- Team Travel: actuals to date account for major air charter purchases and fall and winter team travel thru 12/31
- Student-athlete meals: pending billing from department supported training table
- Marketing & Promotions: higher than anticipated budget to actual; primarily due to coding of marketing and promotions within *Other Operating Expenses* category
- Medical Expenses and Insurance: this category consists of premium to fund secondary insurance policy for student-athlete injuries and funding aggregate deductible with third party administrator
- Other Operating Expenses: represents payments made for annual service contracts: travel agent, accounting software, ticketing software, annual computer refresh



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Executive Associate AD, Championship
Planning and Resources

