

MINUTES

Marshall University Board of Governors

Microsoft Teams Meeting at

Conference Center, Brad D. Smith Foundation Hall

Livestream and In-Person

June 12, 2024

Present: Shawn Ball, Kathy D'Antoni, Kathy Eddy, Patrick Farrell, Donnie Holcomb, Carol Hurula, Angel Moore, Robin Riner, Geoff Sheils, Walker Tatum

PH: Ginny T. Lee, James T. Smith

Absent: Kipp Bodnar, Samuel Moore, Chad Pennington, Bill Smith

I. Call to Order

Subsequently, upon confirming the presence of a quorum, Chairman Sheils called the meeting to order. Chairman Sheils also recognized the presence of the newly elected SGA President, Brea Belville, and extended an official welcome to the Board of Governors.

II. Minutes Approval

Upon a motion by Patrick Farrell, seconded by Kathy Eddy, the minutes of the meeting held on April 10, 2024, and the special meeting held on April 12, 2024, were approved.

III. Classified Staff Update

Tony Waugh, Classified Staff Council Chair, gave the Classified Staff Update. In his report, Mr. Waugh expressed gratitude on behalf of the classified staff for the board's ongoing support and dedication. He highlighted the board's commitment to shared governance, which has empowered staff to actively participate in decision-making, enhancing their sense of belonging. Mr. Waugh acknowledged the announcement of an across-the-board raise funded by additional state allocations, recognizing the hard work of classified staff and reinforcing the board's value of their contributions. He also noted the board's support for a new market study aimed at promoting equity and fair compensation, anticipating positive adjustments that will benefit the entire community. Mr. Waugh expressed confidence in continuing collaboration to address challenges and opportunities, building a brighter future for the institution.

IV. Committee Meeting Reports

Academic and Student Affairs

The following are action items from the Academic and Student Affairs Committee

A) Approval of Updated Board of Governors Rule No. SA-1 – Student Rights and Responsibilities

The following resolution was read:

Resolved: that the Marshall University Board of Governors does hereby approve the updated Board of Governors Rule No. SA-1 – Student Rights and Responsibilities, to include a research misconduct policy and to update the weapons policy.

** This rule establishes the policies, rules and regulations regarding student rights, responsibilities and conduct at Marshall University. The rule is being amended to include the addition of a research misconduct policy and to update the weapons policy to reflect the Campus Carry legislation. Upon approval of this resolution, this Rule will be posted at <https://www.marshall.edu/policies/> and a comment period will open and remain open until 5:00pm on July 24, 2024. If substantive comments are received, a final policy will be presented to the Board for approval at a subsequent meeting. If no substantive comments are received, the policy will be considered approved in its current form with an effective date of the end of the comment period.*

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

B) Approval of Degree Additions: Bachelor of Science in Specialty Agriculture

The following resolution was read:

Resolved: that the Marshall University Board of Governors does hereby approve the Degree Addition: Bachelor of Science in Specialty Agriculture.

** The Hanover market research report shows labor demand is expected to grow for specialty agriculture. The targeted students are within a 100-mile radius of Marshall University and have an interest in pursuing a degree in agriculture but are unlikely to travel to larger agricultural schools in West Virginia and surrounding states due to their current ties to the land. Within this radius are low college completion rates and a high number of small farms. The program specializes in teaching low-area, high-yield agricultural practices, agribusiness and resource management. It emphasizes new and emerging technologies for specialty agriculture that will improve agribusiness outcomes for the smaller farms characteristic of the region. The program will add to Marshall University's enrollment and provide potential students with a high-quality education that will enhance their success in a variety of career paths. The program will cover both traditional and sustainable agricultural sciences and will emphasize new and emerging technologies for high yield and specialty agriculture that will improve agribusiness outcomes for smaller farms characteristics of the region.*

Upon a motion by Robin Riner, seconded by Patrick Farrell, without further discussion, a vote of aye, no objections and the motion carried unanimously.

C) Approval of Degree Additions: Bachelor of Science in Political Science

The following resolution was read:

Resolved: that the Marshall University Board of Governors does hereby approve the Bachelor of Science in Political Science

** The creation of a Bachelor of Science degree in Political Science at Marshall University addresses the growing importance of quantitative literacy and empirical research skills necessary for graduates. This degree program uniquely combines traditional political science studies with a strong emphasis on statistical analysis, data-driven decision making, and empirical research methods. It aims to equip students with a comprehensive skill set, making them adaptable to various career paths, including policy analysis, political consulting, and public administration. The program's distinctive approach fulfills the contemporary demands of the political science field, setting graduates apart in a competitive job market.*

Upon a motion by Kathy D'Antoni, seconded by Robin Riner, without further discussion, a vote of aye, no objections and the motion carried unanimously.

Information Items:

Provost Report

Provost Avi Mukherjee gave the Provost's Update. During his report, Provost Mukherjee highlighted updates from the Academic Affairs and Student Affairs committee meeting. He stated that Dr. Marcie Simms, VP Intercultural and Student Affairs, provided updates on the Office of Intercultural Affairs. He also mentioned that Dr. Paulette Wehner presented the Annual Institutional Review of Graduate Medical Education, while Tiffany Hartman from Student Affairs discussed "Unlocking the Power of Co-Curricular Transcripts." Additionally, Dr. Bookwalter from the College of Liberal Arts gave an update on the General Education Task Force.

Provost Mukherjee congratulated three faculty members who received the 2024 Distinguished Service Award: Dr. Wendell Dobbs from the College of Arts and Media, Dr. Keith Beard, Director of Psychology, and Dr. Kelly Williams, professor of dietetics. He noted that each of these faculty members has over 20 years of service at Marshall University, a record of distinguished service, and outstanding teaching evaluations. He celebrated the groundbreaking ceremony for the new Institute for Cyber Security and announced that Dr. Henry Collier was named the inaugural executive director. He highlighted that Dr. Collier comes from Norwich University and has extensive military and leadership experience.

In the College of Arts and Media, he mentioned that the Chamber Choir, directed by Dr. David Castleberry, toured Paris and performed at notable venues like Chartres Cathedral and Saint-Eustache. He also pointed out that Professor Tijah Bumgarner's documentary film, "Picture Proof," aired on West Virginia Public Broadcasting in May 2024, coinciding with the launch of a new filmmaking major this fall.

Provost Mukherjee praised the College of Engineering and Computer Science faculty for their notable success. He stated that Dr. Nasim Nosoudi received the U.S. National Science Foundation's CAREER Award, the first for Marshall. He also mentioned that Drs. Haroon Malik, Pingping Zhu, and Wook-Sung Yoo were awarded \$1,250,000 by DARPA for their project "AI-CRAFT: Artificial Intelligence Cybersecurity Readiness and Future Training," a collaborative effort with West Virginia University and Florida International University.

He highlighted that the College of Education and Professional Development held the 19th Annual June Harless Center Hall of Fame Ceremony, recognizing contributors to West Virginia's educational system. Notable inductees included former Marshall Board of Governors member Mr. William A. Smith and Dr. Sarah Armstrong Tucker, Chancellor of the West Virginia Higher Education Policy Commission.

He mentioned that the College of Health Professions achieved the distinction of becoming the first and only ALS Association Recognized Treatment Center in West Virginia. This clinic, operated in partnership with Marshall Health's Neurology Department, is moving to Cabell Huntington Hospital to expand access to critical services for ALS patients. He reported that a Gerontology Certificate has been created in collaboration between the College of Health Professions and the College of Liberal Arts. He noted that Graduate Humanities seminar students published "We Are Appalachia!" with Mountain State Press, edited by MU graduate Brooke Hypes and featuring contributions from MU students, faculty, and alumni.

Provost Mukherjee highlighted that the Marshall University Thundering Word Speech & Debate team finished 10th in the nation in Division II at the National Forensics Association national championships. He stated that Cyber Forensics and Security students participated in Locked Shields 2024, the world's largest cyber defense exercise, partnering with the US Blue Team to simulate a national cyber rapid reaction team. He mentioned that the Division of Aviation, in collaboration with Airbus Helicopters Inc. and Loft Dynamics, celebrated the arrival of the inaugural H125 helicopter, enhancing the university's aviation program with advanced rotor-wing education. He stated that the College of Business hosted the 6th finals for the 2024 West Virginia Innovation and Business Model Competition (WVIBMC) at the Brad D. Smith Center for Business and Innovation, awarding over \$9000 in prize money.

He announced that the School of Pharmacy launched a new undergraduate minor in Pharmaceutical Sciences. He also reported that Support Services held its inaugural Student Success Champions Awards Ceremony, recognizing 20 individuals for their contributions to student success. He noted that the Center for Teaching and Learning hosted the annual Inquiring Pedagogies (iPED) Regional Teaching Conference, focusing on innovative teaching methods.

In conclusion, Provost Mukherjee highlighted the numerous accomplishments of the past academic year and expressed optimism for the future.

Student Representative Report

Walker Tatum, Student Body President, gave the Student Representative update. During his report, Walker expressed his excitement to be present today as he bids farewell. He described the experience as bittersweet, highlighting that serving on the board with each member has been an incredible opportunity. He conveyed his gratitude for the chance to work alongside everyone and contribute to positive change at Marshall.

Mr. Tatum touched on three main points in his final student remarks. He recalled that when he began his term as Student Body President, food insecurity wasn't a primary concern for him and his VP. However, during their check-ins with President Smith and Ginny Painter, the idea of a food pantry was brought to their attention. They aimed to benchmark it with other institutions, and what started as a big idea evolved into an expansion that included both a thrift store and a food pantry. This initiative grew beyond their expectations, thanks to everyone's support and the foundation's donations. The community's feedback has been overwhelmingly positive, and he has received many emails since the press release. He encouraged everyone to attend the groundbreaking ceremony today at 3:00 p.m., noting that the renderings of the rooms look amazing after numerous meetings, walk-throughs, and discussions with architects.

Mr. Tatum highlighted that their administration focused on many initiatives this past year, particularly addressing food insecurity. He shared that during the inaugural Sunbelt Conference Food Fight, Marshall not only won but helped raise \$60,000 collectively, surpassing the efforts of the SEC program. These achievements were made possible through everyone's support, and he is excited about what they have accomplished together.

Although this is his last board meeting, Mr. Tatum stated that he would continue to serve as the Vice Chair of the Advisory Council of Students until September. He mentioned that they are working with their successors to focus on open educational resources. Madison Santmyer, the former student body president at WVU, and Mr. Tatum will attend several conferences this summer to discuss student success and collaboration.

Mr. Tatum mentioned that many members knew he started as Director of Alumni Engagement three days after graduating and expressed his excitement about the position. He emphasized the importance of engaging alumni and board members, stating that the Alumni Relations office at the Foundation is poised for a bright future. He and Matt James are committed to being transparent and working with each member. He also introduced his successor, Brea Belville, whom he described as an “absolute rock star.” He praised her for running a great campaign and is excited to see what she accomplishes.

As he signed off for the last time, Mr. Tatum thanked everyone for the opportunity and the connections they have made. He expressed immense respect for each member and shared how much they have touched his life. He concluded with optimism for a brighter future for Marshall.

School of Medicine Report

Dr. David Gozal, Dean and Vice President for Health Affairs, presented the School of Medicine report. Dr. Gozal, during his report, stated that he would be brief despite having many achievements to highlight. He mentioned the significant expansion of the School of Medicine's Graduate Education program, noting the competitive and rigorous selection process for residency positions. This year, they have 113 incoming resident physicians and fellows, including the first group of rural psychiatry residents. He emphasized that the Medical School has the only rural surgery program in the country.

Dr. Gozal highlighted the success of former Marshall student Dr. Mathew Lemberger, who completed his psychiatry residency and child and adolescent psychiatry fellowship at Marshall, as an example of the program's progress. He also discussed the ongoing clinical trials conducted by the Marshall Clinical Research Center, which utilize the patient population to offer unique treatment opportunities. He

projected that their capacity for clinical trials will double in the next two to three years due to renewed interest and an increasing trained workforce.

He mentioned that Dr. Gary Rankin secured a grant to develop the Appalachian Natural Products Research Program (ANPRP), a competitive program housed in the Robert W. Coon Education Building at the Hershel “Woody” Williams VA Medical Center. Dr. Gozal also mentioned the collaboration with the College of Health Professions on the ALS Clinic, now the first ALS Association Recognized Treatment Center in West Virginia.

He stated that the Marshall Health Network has teamed up with The Education Alliance, Cabell County Schools, and Wayne County Schools to create the Medical Explorers (MedEx) internship program for high schoolers, which combines classroom learning with hands-on experience at local hospitals and Marshall Health. Dr. Gozal announced upcoming events, including Project PREMED, aimed at guiding underserved communities and potential students toward leadership roles in medicine, and the inaugural white coat ceremony for Physician’s Assistants, followed by the traditional white coat ceremony for MD candidates on July 26th.

Dr. Gozal concluded by mentioning the upcoming annual "Standing Out In Our Field" scholarship fundraiser with the theme “Boots and Bling,” which aims to raise scholarships for medical students.

Athletic Committee

The following are action items from the Athletic Committee

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

The following resolution was read:

Resolved: that the Marshall University Board of Governors does hereby approve the recommendation from the Athletics Committee granting express consent to the President for the terms and conditions outlined for the positions of men’s soccer coach and baseball coach. The Board further authorizes the President of the University to execute the necessary documents to enter into personnel contracts in accordance with these terms and conditions.

** Marshall University has reached tentative agreements with coaches within the Department of Athletics and the President seeks express consent for the terms and conditions of the agreements.*

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

Information Items

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

*Athletic Teams
NCAA Legislation Updates
National Issues Updates
Athletic Team Update
Budget Updates*

Finance, Audit and Facilities Planning Committee

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

A) Approval of Updated Board of Governors Rule No. FA-4 – Assessment, Collection, and Refund of Student Tuition and Fees

The following resolution was read:

Resolved: that the Marshall University Board of Governors does hereby approve the updated Board of Governors Rule No. FA-4 – Assessment, Collection, and Refund of Student Tuition and Fees

** As a condition to accept Veterans Administration benefits for our flight program. Marshall must have a policy to refund unused flight lab fees on a prorated basis. These fees are charged beyond tuition in each flight lab class to pre-pay for the minimum number of flight hours a student needs to successfully complete the class. The flight school closely tracks the number of flight hours used by each student. The revised rule authorizes Marshall to refund the unused portion of the flight lab fee when a student withdraws from a flight lab course.*

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

B) Approval of FY2025-30 Capital Project List

The following resolution was read:

Resolved: that the Marshall University Board of Governors approve the attached FY2025-30 Capital Project List

** The Capital Project Budget Request forwarded to Marshall University by the West Virginia Higher Education Policy Commission requires each spending unit to annually submit a listing of capital projects. After board approval, this capital expenditure projects list for FY2025-30 appropriation request will be forwarded, as required, for submission to the West Virginia Budget Office.*

Inclusion on this list does not guarantee funding for a specific project. The purpose of the list is to outline in priority order all desired projects, should funding become available. Beginning with the FY26-31 list, only items on the university's deferred maintenance list and approved capital expenditures will be included.

Upon a motion by Patrick Farrell, seconded by Walker Tatum, 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

V. President's Report

**The President's report is attached as an addendum to the Board of Governor's minutes.*

VI. Report from the Nominating Committee/Election of Officers

The floor was given to Board Governors member Patrick Farrell. Mr. Farrell stated that each June, a committee meets to discuss officer positions. This year, a proposal was brought forth for three officer roles: Geoff Sheils for Chair, James (Jim) T. Smith for Vice-Chair, and Dr. Kathy D'Antoni for Secretary. Chairman Sheils asked the board if there were any additional nominations, but there were none.

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

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

Upon a motion by Patrick Farrell, seconded by Walker Tatum, the board entered Executive Session under the authority of WV Code §6-9A-4 to discuss Matters involving Commercial Competition.

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

VIII. Chairman Sheils Report

Chairman Sheils, in his report, stated that it's hard to believe a year has gone by so fast, acknowledging it as a cliché but expressing genuine sentiment. He thanked Patrick Farrell and the Nominating Committee for their confidence in reappointing him as chair for another year, stating his deep appreciation. He mentioned that between now and the next meeting, he will be appointing chairs for various committees. He invited members to express their interest in serving on specific or different committees and assured them that he would reach out to each member before the next meeting.

To improve the board, Chairman Sheils emphasized the importance of gathering information on how the board is functioning in key areas of best practices and responsibilities. He announced that next week, members would receive an email from the Association of Governing Boards of Universities and Colleges (AGB) with a link to an online survey. He assured them that the survey would not take much time and that their responses would be confidential. He requested that members complete and submit the survey by July 8th. The plan is to review the results together at the August meeting and discuss the next steps.

Chairman Sheils also reminded the board that they would be preparing a formal evaluation of the President at an upcoming meeting, likely in October. He clarified that this evaluation is separate from the AGB survey.

He thanked Walker Tatum for his contributions to Marshall and encouraged him to continue being a friend of the board. He praised Mr. Tatum for raising awareness about food insecurity, which had not been as prominent before. With the generosity of board member Shawn Ball, a ceremonial groundbreaking for a new initiative would take place 45 minutes after the BOG meeting at 1802 6th Avenue. He encouraged attendance, noting that the impact of this initiative would be felt for years to come.

Chairman Sheils mentioned that the next board meeting, which includes the board retreat, will be held on August 5th and 6th at the new Brad D. Center for Business and Innovation. After confirming that there were no additional items to address, Chairman Sheils concluded the meeting.

VIII. Announcements

The next meeting will be held on August 5-6, 2024 (retreat and regular board meeting to be held at Brad D. Smith Center for Business and Innovation, Huntington).

The notice will be forthcoming.

IX. Adjournment

Without objection, the Board Meeting was adjourned.

Respectfully submitted,

Kathy D'Antoni, Secretary

President's Report – June 2024

- Thank you, Mr. Chairman.
- Good afternoon.
- While many outside of academia might assume with the Spring semester behind us, that things slow down on campus, but as our Board of governors can attest, the opposite is true ...
- This is a very busy time for our leadership and staff as we calibrate our progress in support of our strategic roadmap, reflect on lessons learned during the past year and make the necessary adjustments for the coming year.
- In this context, I thought I would focus today's report on a sample of the Marshall Moments – or significant milestone events - that have occurred since our last meeting in April.
- The first Marshall Moment was a very inspiring Commencement ceremony for the 1,460 students who graduated on April 27th.
 - More than 10,000 family members and friends converged on the Marshall Health Network Arena to celebrate these amazing graduates ...
 - The Class of 2024 included our first cohort of Aviation Maintenance Technician graduates who received a joint degree from Marshall & Mountwest Community and Technical College ... and walked off the stage to jobs that awaited them!

- Our graduates and their families were treated to an inspiring commencement address by Chris Gardner, world-renowned American businessman and motivational speaker whose journey from homelessness to highly successful businessman has inspired millions around the globe.
- No doubt, many of you know his story which was told through his autobiography “The Pursuit of Happyness,” and then made into a critically acclaimed movie starring Will Smith.
- Through his experience, Chris learned the power of perseverance and resolve, and he passed that wisdom on to our graduates and their guests in an inspiring commencement address.
- Chris took the time to personally autograph 1,460 copies of his book “Permission to Dream” for each graduate and was presented with an Honorary Doctorate of Humane Letters.
- Chris wasn’t the only notable guest speaker during commencement - Joan C. Browning, a Freedom Rider during the height of the Civil Rights Movement and an author who chronicled those events, also addressed the graduates and received an Honorary Doctor of Letters.
- Both Chris and Joan were humbled to join the ranks of Herd Nation.
- As our graduates moved their tassels and walked across the stage, they also received their first Herd Alumni gear, and joined the illustrious ranks of the 120,000 alumni who’ve walked before them ... a Marshall Moment indeed!

- Shifting to our incoming students, our campus-wide recruitment and admissions efforts have been actively navigating the secular headwinds which are impacting higher education enrollment ...
 - Headwinds ranging from the pending demographic cliff and the reduced interest in pursuing a college degree ...
 - To the recent changes to the FASFA (or Free Application for Federal Student Aid) form – changes that were months delayed in being delivered.
 - When the revised FASFA form was ultimately released, it was riddled with data errors and created significant confusion and administrative friction for prospective students and families attempting to query the financial aid available to them.
 - This has led to a significant reduction in FASFA applications being submitted across the country, which persists to this day.
 - Thanks to the proactive efforts of our Governor, our Chancellor of the Higher Education Policy Commission, and the hard work of our Enrollment and Admissions team ... we've fought through these headwinds and are experiencing very encouraging early indicators for Fall 2024 enrollment.
 - This momentum doesn't happen by accident – our team has capitalized on the best practices introduced in the Fall of 2023 which reversed a 13-year enrollment decline, and has continued to adopt innovative approaches informed by experiments & benchmarking over the past academic year.

- These adjustments include expanding academic signing days to more local high schools, to award-winning digital marketing efforts – all feeding into an Enrollment Action Center that actively engages with each and every applicant.
- As we enter the summer months, the number of applications received from prospective freshmen students for the Fall of 2024 are up 21% over the previous year, setting an all-time record at Marshall University, accompanied by those registering to attend orientation also approaching similar records.
- We're not counting our chickens before they hatch.
 - There is still much to navigate with the residual effects of the new FASFA form as we strive to minimize summer melt ...
 - But the team is busy innovating to ensure every student who enrolls at Marshall is retained and succeeds in their pursuit of higher education.
- I'm proud of our team for their efforts to counter the macro headwinds and build such positive momentum.
- Their efforts matter ... and they're attracting national attention as well.
- A noteworthy example of national attention was the segment that aired on television show - Matter of Fact on May 5th.

- The episode showcased Soledad O'Brien's visit to Marshall's campus, spotlighting the students who are thriving under the Marshall For All "no student debt" program.
 - Another Marshall Moment worthy of celebration.
- As I shared in our last board meeting, the performance of the initial cohort of Marshall For All students demonstrated very promising and potentially life-changing results for these students and their families.
- None of this would have been possible without the generosity and support of Jim Smith and his wife Pam, and I am humbled and excited to share that Jim and Pam have once again stepped forward with a follow-on gift to fund the next 100 students as well!
 - Jim, you and Pam are changing lives and writing history, my friend. Thank you for creating yet another Marshall Moment!
- While our commencement ceremony for our graduating students, the momentum of prospective incoming students and the growing acclaim of Marshall For All are amazing Marshall Moments, we also continued to advance our capabilities and brand in our signature areas of distinction in the past few weeks.
 - On May 13th, the Marshall Division of Aviation, which houses the Bill Noe Flight School, welcomed our first rotor-wing aircraft ... an Airbus H125 helicopter painted in brilliant Marshall colors and boldly proclaiming Marshall For All on its tail flaps.

- The arrival of the helicopter was greeted by federal, state and local dignitaries who played a critical part in bringing this vision to reality.
 - In addition, the crowd was also introduced to our first rotor-wing flight instructor and our first rotor win student.
 - A true Marshall Moment!
- On May 17th, Lt. General Robert Skinner and representatives from JFHQ DoDIN and the US CyberCom, in conjunction with federal, state and local officials and our peer institutions across the state, convened to break ground on the new state-of-the-art Institute for Cybersecurity in our Innovation District.
 - To quote one of our federal leaders, “I knew this was going to be big, but after our private briefing this afternoon, this is much bigger than any of us could have expected”.
 - The Institute for Cybersecurity promises to be a game-changer for our university and partners, our city and state, and if we do our job well ... for our nation!
 - Our faculty, staff and students earned the right for Marshall University and Huntington, WV to be selected as the recipient location for such a critical asset to be built ... and they aren't finished.
 - To put an exclamation point on academic excellence, a few days following this groundbreaking, our Marshall

University Forensic Science Graduate Program ... Class of 2024 ranked #1 overall on the American Board of Criminalistics' (ABC) Forensic Science Assessment Test (FSAT)!

- This marks thirteenth time in the last fifteen years that Marshall students have ranked #1 in the nation!
 - Another series of Marshall Moments!
- Which takes me to our amazing alumni and community ...
 - As we often say, the most important word in our rally cry “We Are Marshall” is the first word ... “WE”.
 - During the week of May 13th, we hosted our 3rd annual Community Cares Week, where we invited members of our community and alumni across the globe to join us in some good old fashioned Spring Cleaning on each of our campuses and in communities where alumni live around the world.
 - When we first launched this program 3 years ago, many thought that we would be lucky to recruit 50 volunteers ... but the actual number of volunteers exceeded 400 in that inaugural year.
 - Last year, we raised our expectations to 500 ... and had nearly 750 volunteers show up!
 - This year, we set our expectation even higher with a 10% increase over last year ... and once again our expectations were exceeded.

- 1,088 volunteers participated in Community Cares Week ...
- 785 volunteered on our various campuses, and 303 volunteered in their hometowns, including international countries in association with their alumni groups!
- And when I say the community showed up ... I mean everyone from:
 - The Marshall Early Education STEAM Center and the Child Development Academy ... these are pre-school children!
 - To Leadership West Virginia, staff members from federal, state and local leaders' offices, and Marshall's ROTC program.
 - As well as employees from State Electric Supply, NUCOR, Lowe's and the Comfort Inn.
- And trust me when I say they worked ...
 - They worked 3,416 service hours ...
 - Planted more than 2,600 flowers and shrubs,
 - Spread 690 bags of mulch,

- Painted dorms and concession areas with 70 gallons of paint,
 - And hand-carried and placed **103 tons** of stone and landscape rock!
 - The campus has never looked better ... and our hearts are filled with gratitude for everyone's contributions ...
 - Both on our campuses and in their communities, as alumni brightened local neighborhoods and left with a smile, simply stating ... "tell them the Herd was here"!
 - An amazing "We Are Marshall" Moment!
- Make no mistake, we have heavy lifting ahead of us ... but it is important to pause and celebrate shining achievements ... special Marshall Moments such as these.
 - As we've said all along ... this is not a turn-around, it is a transformation ...
 - One that we believe, if we execute with excellence, will position Marshall to become an exemplar in higher education ...
 - And in doing so, provide a roadmap to future prosperity for our students, our employees, our communities and for the country.

- **Marshall For All, Marshall Forever!**
- And with that, Mr. Chairman, I'll conclude my comments.