

# MINUTES

## Marshall University Board of Governors

### Microsoft Teams Meeting at

### Shawkey Dining Room/Memorial Student Center

### Livestream and In-Person

October 9, 2024

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

**PH:** Ginny Lee, Chad Pennington

**Absent:** Jim C. Smith, Kipp Bodnar

#### **I. Call to Order**

Subsequently, upon confirming the presence of a quorum, Chairman Sheils called the meeting to order.

#### **II. Minutes Approval**

Upon a motion by Robin Riner, seconded by Donnie Holcomb, the minutes of the meeting held on August 6, 2024, were approved.

#### **II. Committee Meeting Reports**

##### **Academic and Student Affairs**

There were no action items brought forward from the Committee.

Information Items:

##### **Provost Report**

*Provost Avi Mukherjee* gave the Provost’s Update. During his report, Provost Mukherjee reported that as of today, fall enrollment for 2024 has surpassed 12,000 students, a remarkable achievement that he credited to the collective efforts of faculty, staff, students, and board members. He explained that the internal census date for enrollment was September 9, with official reporting to the Higher Education Policy Commission set for October 15, and federal submissions due in January. He noted that after a gradual decline over the past 13 years, this year marks the second consecutive year of enrollment growth.

Comparing fall 2022 to fall 2024, the university saw a 12% increase in overall student headcount and a 21% rise in new full-time freshmen.

Provost Mukherjee highlighted accomplishments from various colleges. He shared that the College of Arts and Media's School of Journalism & Mass Communications formed a partnership with West Virginia Public Broadcasting, establishing a news bureau on campus to provide students with opportunities to submit content for broadcast. He then mentioned that the College of Engineering and Computer Science was ranked #3 nationally by Fortune for online master's programs in Data Science. He reported that the College of Education and Professional Development experienced a 25% increase in graduate Counseling program enrollment for fall 2024. He also noted that the College of Health Professions' School of Physical Therapy Class of 2024 achieved a 100% first-time board pass rate, with scores exceeding the national average in seven out of nine content areas. In addition, he explained that Dr. Cicero Fain, Assistant Provost for Inclusive Excellence in the College of Liberal Arts, is serving as chief history consultant for ABC's "10 Million Names" project, which aims to expand resources on enslaved African Americans. He mentioned that Dr. Anne Axel from the College of Science installed a PhenoCam in Madagascar, one of only four in Africa, to provide real-time vegetation monitoring.

Provost Mukherjee shared updates from the Division of Aviation, noting that the Bill Noe Flight School certified a full motion VR rotorcraft flight simulator, the first of its kind in a U.S. flight school. He highlighted that the Lewis College of Business received recognition from the Princeton Review for its on-campus and online MBA programs and for having some of the most competitive students. He also shared that the School of Pharmacy launched the nation's first 1+4 Accelerated Pathway for high school students, allowing them to complete one year of undergraduate coursework before entering the PharmD program. Furthermore, he mentioned that University Libraries' Digital Scholar repository reached over 5 million total downloads, with 643,689 downloads in the past year alone.

Provost Mukherjee also highlighted achievements in student support services. He reported that the Center for Student Success' FAM Peer Mentoring Program successfully matched mentors with 1,891 freshmen and 531 transfer students, who receive support through weekly communication to help them adjust to campus life. He also shared that Intercultural & Student Affairs, along with other departments, donated \$500 worth of nonperishable food to combat food insecurity among students. He concluded by noting that MU Online experienced a 9.4% enrollment increase for fall 2024, now serving 1,493 students, and recently launched the Marshall HOME Framework to enhance online student engagement and support.

In closing, Provost Mukherjee thanked everyone for their continued support, emphasizing the collaborative efforts that have contributed to these accomplishments.

### **Student Representative Report**

***Brea Belville***, Student Body President, gave the Student Representative update. During her report, Brea shared the following updates since the last meeting in August:

She began by celebrating that the start of the academic year was marked with success, as all students were housed without the need for a contingent housing plan. This was a significant achievement for the students and the university.

Throughout September, which was Recovery Month and National Suicide Prevention Month, the administration worked diligently to address these topics. They highlighted campus resources for substance use support, such as One Box, and hosted a QPR suicide prevention training, with over 15 students participating. Brea expressed a desire to hold additional training sessions in the future.

While the QPR training was taking place in Huntington, Brea and her Vice President were in Washington, DC, attending the Universities United event. Brea described the evening as filled with memories, unity, and a strong sense of love for West Virginia. She thanked the President's Office and Government Relations for making it possible for students to attend. For Brea, this was a special experience as it marked her first visit to DC.

At the previous meeting, Brea mentioned the Student Leader of the Game initiative, which she has continued in partnership with athletics. This program allows a student leader to be recognized on the football field at home games. Typically, the Student Body President selects the student leader, but to promote equal access, Brea introduced an application process. Students could nominate themselves or others, allowing Brea to learn about the accomplishments of students outside of the Student Government Association (SGA) and highlight them on the field.

Moving into October, Brea mentioned that the first Provost Student Advisory Board meeting had taken place, where students shared their experiences at Marshall University in a candid and meaningful way. This feedback will be valuable in identifying areas for improvement.

She also provided updates on Homecoming Week, during which SGA hosted both the homecoming parade and the fountain ceremony. Alissa Davis, the Chief of Staff, organized and executed the parade, and it was rewarding to see many members of the Marshall community come together for the events.

For the rest of October, Brea explained that SGA is partnering with WVU for the Month of Service. This initiative involves collecting donations, such as hygiene items, non-perishable foods, and books, for local communities in Huntington and Morgantown. In Huntington, donations will be given to Marco's Market, the Thrift Store, Branches, and the 80 Lewis Center. SGA and WVU are also keeping track of the number of donations received. Donations can be made in person or via an Amazon link.

Brea then highlighted upcoming events, including fall break, the West Virginia Business Roundtable Annual Meeting, and the fountain ceremony in November. She emphasized the significance of the fountain ceremony, an event that SGA takes pride in hosting each year to honor the 75 and their families.

She concluded by thanking everyone for their time and expressing her enthusiasm for the activities and initiatives planned for the remainder of the semester.

### **School of Medicine Report**

**Dr. David Gozal**, Dean and Vice President for Health Affairs presented the School of Medicine report. Dr. Gozal provided a comprehensive report on the Medical Ph.D. program and recent initiatives at the medical school, focusing on the selection and training of elite students. He described these students as the "cream of the crop," emphasizing that while all students admitted to the medical school are highly competent, around 3% are selected for the rigorous Medical Ph.D. program. This program combines four years of medical school with an additional three to four years of research training, extending the total duration to approximately eight years, followed by residency and post-doctoral fellowships. This path ultimately prepares them to become innovative scientists capable of transforming ideas into advancements in patient care.

Currently, the program includes ten students out of over 300 in the medical school, chosen for their exceptional academic performance and competitive MCAT scores. Dr. Gozal highlighted that, on average, 60% of these students are from West Virginia, showcasing local talent. He invited the audience to the Health Sciences Research Day on November 1, where these students will present their research and share their significant achievements with the university community.

In addition to the Medical Ph.D. program, Dr. Gozal discussed the university's efforts to enhance research infrastructure through grants like the INBRE, awarded by the National Institutes of Health (NIH). Thanks to Dr. Gary Rankin's successful leadership, the grant will provide \$20 million over the next five years. This funding supports core facilities and initiatives that bring students from underserved institutions to Marshall University, fostering diverse careers in the sciences.

Dr. Gozal also highlighted two successful partnerships that have led to the creation of startup companies. One company, "Kneedle," has developed an innovative solution to detect infections in prosthetic joints, which often pose diagnostic challenges. Another project, led by Dr. Turki, has resulted in a device that addresses airway safety during endoscopies, potentially benefiting millions of patients annually.

He then shared a success story about Dr. Pam Cyrus, a distinguished alumna who was recently honored by the Alumni Association. Dr. Cyrus, originally from Milton, WV, pursued a career in pharmaceuticals and is now the Vice President of Clinical Services at Bayer. Throughout her career, she has been instrumental in bringing ten new drugs to market, positively impacting millions of patients globally. Her career exemplifies how Marshall graduates can achieve significant influence beyond traditional clinical roles.

Dr. Gozal concluded with an update on the "Standing in the Field" fundraising event, which raised approximately \$120,000 for scholarships. He expressed gratitude for the event's positive outcome and noted that the funds will directly benefit students through the university's scholarship system.

### **Athletics Committee**

**The following are action items from the Athletics Committee**

#### **A) Approval of Affiliate Membership in American Athletic Conference – Women's Swimming and Diving**

The following resolution was read:

*Resolved: that the Marshall University Board of Governors does hereby approve affiliate membership for women's swimming and diving to participate in the championship in the American Athletic Conference*

*\* The Sun Belt Conference has elected to eliminate the Swimming and Diving championship and sport sponsorship effective June 30, 2025.*

- Desire to provide women's swimming and diving program with championship experience*
- Reasonable annual affiliate membership fee (\$7,500)*
- Three-year term of affiliate membership beginning July 1, 2025*

**Upon a motion by Patrick Farrell, seconded by Samuel Moore, 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 Update*

**Finance, Audit and Facilities Planning Committee**

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

**A) 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 does hereby approve reallocation of funds from the State Institutions of Higher Education Deferred Maintenance Grant program for projects WVHEPC-M-008, WVHEPC-M-009 and WVHEPC-M-026, 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 these projects 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 projects 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 three of the remaining projects, as follows: \$244,126 for the South Charleston Roof Replacement project (WVHEPC-M-008) to address unforeseen issues, including deteriorated joints in the glass block barrel vault and vertical wall over the stairwell of the Academic Building, which has created safety concerns. \$705,500 for the Fine Arts Renovation project (WVHEPC-M-009) to cover increased material costs as identified by Marshall Planning and Construction and Pickering Associates Inc. The use of \$77,951 from the grant for the Student/Band Bleacher Replacement project (WVHEPC-M-026) to purchase and install LED light tables in the same facility.*

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

**B) Approval of Additions to the List of Counties Eligible for Metro Tuition Rates**

The following resolution was read:

*Resolved: that the Marshall University Board of Governors approve adding the counties of Anderson, Bell, Boone, Boyle, Campbell, Casey, Carroll, Fayette, Franklin, Gallatin, Garrard, Grant, Harlan, Henry, Jackson, Jessamine, Kenton, Knox, Laurel, Lincoln,*

*Madison, Mercer, Owen, Pulaski, Rockcastle, Scott, Shelby, Spencer, Washington, Whitley and Woodford in Kentucky; and Belmont, Butler, Champaign, Clark, Coshocton, Delaware, Franklin, Greene, Guernsey, Hamilton, Harrison, Holmes, Jefferson, Knox, Licking, Logan, Madison, Marion, Miami, Monroe, Montgomery, Morrow, Preble, Richland, Tuscarawas, Union and Warren in Ohio, to the list of counties eligible for Metro tuition rates, effective Fall 2025. The Capital Project Budget Request forwarded to Marshall University by the West Virginia.*

*\*Staff proposes expanding the counties in Kentucky and Ohio eligible for Metro tuition from a 100-mile radius to a 150-mile radius of Huntington. Staff will create appropriate administrative procedures governing student eligibility for the Metro tuition rate.*

*The following counties are within that radius:*

*Kentucky (+31): Anderson, Bell, Boone, Boyle, Campbell, Casey, Carroll, Fayette, Franklin, Gallatin, Garrard, Grant, Harlan, Henry, Jackson, Jessamine, Kenton, Knox, Laurel, Lincoln, Madison, Mercer, Owen, Pulaski, Rockcastle, Scott, Shelby, Spencer, Washington, Whitley and Woodford*

*Ohio (+27): Belmont, Butler, Champaign, Clark, Coshocton, Delaware, Franklin, Greene, Guernsey, Hamilton, Harrison, Holmes, Jefferson, Knox, Licking, Logan, Madison, Marion, Miami, Monroe, Montgomery, Morrow, Preble, Richland, Tuscarawas, Union and Warren*

*The 150-miles radius includes the cities of Lexington, Ky., and Cincinnati and Columbus, Ohio.*

**Upon a motion by Brea Belville, seconded by Carol Hurula, 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. Executive Session under the authority of WV Code § 6-9A-4**

Upon a motion by Angel Moore, seconded by Robin Riner, the board entered Executive Session under the authority of WV Code §6-9A-4 to discuss Matters involving Commercial Competition, Real Estate Matters and Personnel Matters.

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

#### **VII. Chairman Sheils Report**

In his report, Chairman Sheils expressed gratitude for a productive board meeting and thanked everyone who contributed to its success. He highlighted Marshall University's current enrollment of 12,000

students and praised the board's role in completing President Smith's third-year evaluation. Chairman Sheils announced that the Board of Governors unanimously recognizes President Smith's exceptional leadership, as shown by overwhelmingly positive feedback from more than 1,400 survey responses from faculty, students, alumni, and other stakeholders.

Chairman Sheils also commended President Smith's dedication and noted key accomplishments, including two consecutive years of enrollment growth following a 13-year decline, along with substantial progress towards financial stability. He emphasized the university's renewed focus on increasing access, ensuring affordability, and offering a demand-driven curriculum. Reflecting on President Smith's appointment, Chairman Sheils affirmed that Smith is the right leader at the right time and expressed the board's enthusiasm to support his vision for transforming Marshall University as it faces future challenges.

### **VIII. Announcements**

After concluding his report, Chairman Sheils invited everyone to attend several press conferences, including one for BOG Member Mr. Shawn Ball and his brother David at the Brad D. Smith School of Business on Thursday, October 10th at 10:00 am. He also announced a Donor Event for Mr. Ball at Woodrow Wilson High School in Beckley, WV, on Friday, October 11th at 10:00 am, and another event at the Charleston Toyota Event Center in Charleston, WV, at 2:00 pm. Additionally, he noted that the next board meeting would take place 10 days before Winter Commencement.

### **IX. Adjournment**

Without objection, the Board Meeting was adjourned.

Respectfully submitted,

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Kathy D'Antoni, Secretary

## President's Report – October 2024

- Thank you, Mr. Chairman ... good afternoon.
- I thought I would focus my report on a few highlights and conclude with a recent story to remind us that what we do matters.
- Since our Board meeting in August, we've stayed active:
  - On September 25<sup>th</sup>, we hosted our annual state of the university in Washington, DC, with roughly 300 participants in attendance as we celebrated and thanked our Congressional Delegation and bid farewell to Senator Joe Manchin.
    - Collectively, our congressional delegation has done much for our university, our state and our nation ...
    - And we are grateful for their stewardship and their collaboration.
  - In today's Board meeting, we've reviewed our start to the new academic year, and discussed several key recommendations to further accelerate our collective efforts in support of Marshall for All, Marshall Forever.
    - In our meeting, we've reviewed the encouraging results in Fall Enrollment that Avi reported as of our census date of September 9<sup>th</sup>.



- Total student enrollment grew 5.2% year-over-year and is up 11.9% over the past two years ... reversing a 13-year decline.
  - Full-time, first-time freshmen grew 6% year-over-year, and is up 20.7% over the past two years.
  - Most of the 10 strategic student segments showed improvement, with areas of continued focus and improvement still needed in our out-of-state, graduate and transfer cohorts.
  - Unfortunately, we experienced a decline in our first-year retention, driven primarily by students who were conditionally admitted ...
  - Facts are friendly, even if they tell us what we don't want to hear ...
  - So, we've fallen in the love with the retention problem, established an action learning team, set-up a war room, and we're applying design thinking to diagnose and test new approaches to improve these results as we embrace our role as an R2 institution with the acceptance rates of a community college.
- As we strive to defy gravity in the face of the enrollment cliff, remaining true to our financial principle to “grow students, not fees”:

- We've put forth a proposal to expand our Metro rates from the current 100-mile radius to 150 miles, capturing the Columbus, Cincinnati and Lexington areas.
  - The reduced Metro rates have been a big win for us, with YOY Metro enrollment growth of 12.5% this Fall, and a two-year growth rate of 35.7%.
  - We'll need a modest number of additional students to break even on the decision to extend another 50 miles, which we feel confident is achievable.
- We also reviewed our financial progress in course-correcting what had been a \$28M structural deficit with the goal to return to a net positive position by 2027.
    - Because of our collective efforts to “grow our way out” while eliminating waste and inefficiency through our “save-to-serve” efforts ...
    - Last fiscal year finished with a bottom-line deficit of (\$14.7M) versus our budget of a (\$28M) deficit ...
    - And with the strength of our Fall enrollment this year, if we deliver on our budgeted expenses as committed, we are on track to reduce the deficit even further.
  - What I find most encouraging is that we are achieving these financial improvements while growing our students, not fees ... and while investing in our team.

- This past month, we were able to redirect an additional \$1.25M from our save-to-serve efforts to increase employee salaries, further closing the gap in our quest to have every employee paid at the 80% level of their market mid-point by 2027.
  - Simultaneously, we've raised the average mid-point for every position between 14-31%, increasing the earnings potential for our employees in the years ahead.
  - This foundational work is enabling our transition to a performance-based management system which we are rolling out this year, where greater incentives will be paid for those who exceed their performance objectives.
  - On the topic of investing in our team, I appreciate your support and approval of the newly constituted shared governance charter ...
  - This is the result of the outstanding work of Robin Riner and the Shared Governance Task Force who have provided a framework to codify our approach to shared governance at Marshall University ... as we strive to become the gold standard in higher education.
- Finally, I appreciate your coaching and feedback contained in my three-year evaluation ... capturing the inputs provided through my self-evaluation ... as well as the responses received from more than 1,400 campus and community stakeholders.

- For those of you who took the time to provide that feedback, thank you for investing in my continued growth and development.
  - Your voice matters ...
  - And on that point ... our annual employee engagement survey (also known as the virtual listening tour) ... will be coming out shortly ...
  - I ask that all campus stakeholders watch for it in your inbox, and take the time to participate and share your feedback ... it helps us reinforce areas where we are performing well, and course correct in areas where we need to take our game to the next level.
- With that high level update, I wanted to wrap up with a recent experience that reminded me that what we do at Marshall matters.
    - As you may recall, I had a recent bout of COVID that required me to cancel a much-anticipated fundraising trip to Montana where I was scheduled to meet with several large foundations over that weekend.
    - As I was quarantined at home, relegated to virtual Teams calls while my wife (Alys) safely in another room ... I allowed myself to get a little down.
    - As my parents would often remind me, “you’re allowed to visit Pity City every now and then, but you aren’t allowed to move there.”

- That Saturday, as Alys headed out for family visits while I was quarantined at home, the doorbell rang and a FedEx package was delivered to the house.
- I opened the package, fully expecting it to be the board prep materials for the next week's upcoming Amazon Board meeting ...
- But instead, it contained a hand-written note and two children's books.
- I double-checked the address, thinking it had been delivered to the wrong home, but discovered that it was indeed addressed to me.
- The note was from Muriel Summers, a leader in the Steven Covey Foundation with whom I had met earlier in the week to share the Marshall for All, Marshall Forever story, in hopes of garnering the support and partnership from their organization.
- The note simply read ... "Dear President Smith (or Brad, as you prefer) ... after our call, we were deeply moved by what is happening at Marshall University.
- As we work with schools and programs across the country, we've not seen anything quite like it ...
- As we reflected more on our discussion, it reminded me of two of my favorite children's stories, and thus I am enclosing these for you.

- I hope you enjoy, and please know that the Covey Foundation looks forward to working with your team in the months and years ahead.” – Sincerely, Muriel.
- The two books were entitled “The Spyglass” by Richard Paul Evans, and “What Do You Do With An Idea?” by Kobi Yamada.
- As I read each book, I found my spirits lifting, my energy levels returning and my excitement for what we are doing together expanding ...
- I thought I would close my report today by sharing the story of “The Spyglass” ...
  - Once upon a time, there was a kingdom that had fallen on hard times.
    - Every day, the king would look out over his kingdom to witness the farmers toiling to farm the barren land, and struggle to put food on their tables.
    - The king himself lived in a drafty castle and dined on simple meals such as mutton broth & bread.
  - These realities saddened the king, and to make matters worse, every evening he was reminded that others had it better.
    - As the sun would set on his sad kingdom, he could observe the kingdom to the north ... with rolling green hills and farmlands filled with crops.

- He could hear the music and laughter and could smell the perfumed air as the wind blew through his kingdom.
- Late one evening, the king heard a knock at the door.
  - His only employee, a manservant, answered the door and was greeted by a stranger, dressed in meager clothing.
  - The stranger asked if he could have a room at the Inn and enjoy some dinner, to which the manservant replied ... “this is not an Inn, it is a castle.”
  - The stranger smiled and replied “it doesn’t look like a castle, but would you please ask your Lord?”
- The manservant escorted the stranger into the home, where they found the king seated alone at his dining table eating mutton soup and bread, as usual.
  - The manservant introduced the stranger, and the king once again explained that it wasn’t an Inn, to which the stranger smiled and replied ...
  - “You don’t look much like a king ... and this doesn’t look much like a castle ... but it could.
  - If you will allow me to dine with you this evening and sleep in your home, I will give you a gift in the morning that will turn your fortunes around.”

- The king was skeptical, but agreed to meet the stranger's requests.
- The next morning, the stranger thanked the king and explained "since you have kept your end of the bargain, I shall keep mine".
  - He handed the king a golden spyglass and asked the king to look through the spyglass to see his kingdom.
  - The king looked through the spyglass, saw rolling green mountains and farms filled with crops, children laughing and music playing, and he pulled the spyglass away and said, "I have already seen the kingdom to the north, but we are a poor kingdom".
  - The stranger replied, "you are mistaken ... that which you see is your kingdom, look again."
  - Again, the king looked through the spyglass, saw the same positive images, pulled the spyglass down to contrast it with the harsh reality and exclaimed "this is sorcery, and I'll have your arrested for witchcraft."
  - The stranger sighed as said "take this spyglass throughout your kingdom, show your people, and I shall return in two years to retrieve my spyglass."
- The king did as he was instructed.
  - First, he visited a garden overgrown with weeds and ivy, showed the people through the spyglass a vision of a garden filled with beautiful flowers and plants, and at



the center, a white marble statue with angelic wings and water flowing through the fountain.

- Much like the king, the patrons screamed sorcery, until the king began to pull away the weeds and the vines to reveal a white marble statue that had been covered over the years ...
  - Together, they pulled the weeds, polished the marble, repaired the fountain and planted fresh flowers.
  - Farm by farm, person by person, the king repeated this process for the next two years ...
- True to his word, after two years had passed, the stranger returned to reclaim his spyglass ...
- As he entered the kingdom, he was comforted to see the incredible change in fortune that had occurred since his last visit.
  - When he knocked at the castle door and was welcomed by the king, the stranger explained the reason for his return ... to retrieve his spyglass.
  - The king was filled with panic and offered anything ... “the crops, horses, even gold” if the stranger would agree to leave the spyglass.
  - The spyglass was magic, and if the stranger removed it from the land, it would once again bring despair.

- The stranger smiled and assured the king that the spyglass wasn't magic after all.
  - It was simply a means to reveal what had been lost over the years ... faith ... and the dream of what it possible if you work together to bring that dream to reality.
- In this context, Marshall has leaned in ... charting a course to become the most admired and studied university in the nation ... powered by our strategy - Marshall for All, Marshall Forever!
  - We are committed to being a 21<sup>st</sup> century prosperity platform that offers an in-demand curriculum ... delivered on-demand with the most contemporary mix of technology and human expertise ... and exemplifying areas of distinctive excellence on a national level.
  - We have set bold goals for our 200<sup>th</sup> anniversary in 2037:
    - Goals that include placing 100% of our students in a job or continuing education upon graduation, with no student graduating with student loan debt.
    - Growing our research, grants and contracts from \$73M today, to more than \$150M while increasing the number of start-ups in the state by 3X.
    - And increasing our economic impact in West Virginia from what had been a 18X return for every state dollar invested, to a 30X return.

- Our story is resonating and the interest in supporting our journey is increasing.
- None of this would be possible without the Power of We ... and WE are hard-at-work to become that demonstration project for the nation.
- Together, we've begun to accelerate our momentum, reduce our structural deficit and reward our employees with pay increases as we strive to deliver on our commitments of a positive financial position with pay levels at market rates by 2027.
- And in doing so, we have become the spyglass ... the 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 and will be happy to take questions.