



# Board of Governors Regular Meeting

October 9, 2024 | 1 p.m.

Shawkey Dining Room, Memorial Student Center

## COMMITTEE MEETINGS:

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

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

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



October 9, 2024 Board of Governors Regular Meeting

AGENDA

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**Lunch**

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

1 p.m.

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**Call to Order**

*Geoff Sheils, Chair*

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**Approval of Prior Minutes**

*Geoff Sheils, Chair*

Regular Meeting of August 6, 2024

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**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*

**Athletics Committee**

*Samuel Moore, Vice Chair*

**Action Item**

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

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*Christian Spears, Director of Athletics*

**Information Items**

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Athletic Teams Updates  
NCAA Legislation Updates  
National Issues Updates  
Budget Update

Finance, Audit and Facilities Planning Committee  
*Donnie Holcomb, Chair*

**Action Items**

Authorization of Reallocation of Funds from the State Institutions of Higher Education Deferred Maintenance Grant Program  
*Brandi Jacobs-Jones, Senior Vice President for Operations* 88

Approval of Additions to the List of Counties Eligible for Metro Tuition Rates  
*Matt Tidd, Chief Financial Officer* 111

**Information Items**

Finance Update  
*Matt Tidd, Chief Financial Officer* 112

Facilities and Operations Update  
*Brandi Jacobs-Jones, Senior Vice President for Operations* 122

Internal Audit Update  
*Perry Chaffin, Director of Audits* 126

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**President's Report**  
*Brad D. Smith, President*

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**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*

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

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

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**Chairman's Report**  
*Geoff Sheils, Chair*

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**Announcements**  
*Geoff Sheils, Chair*

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**Adjournment**  
*Geoff Sheils, Chair*

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**Upcoming Meeting Dates**

December 4, 2024

February 5, 2025

April 9, 2025

June 11, 2025

# MINUTES

## Marshall University Board of Governors

### Microsoft Teams Meeting at

### Brad D. Smith Center for Business and Innovation

### Livestream and In-Person

August 6, 2024

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

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

**Absent:** Angel Moore, Chad Pennington

#### I. Call to Order

Subsequently, upon confirming the presence of a quorum, Chairman Sheils called the meeting to order. Chairman Sheils announced the next agenda item: the swearing-in of the new Student Body President, Brea Belville, by Cabell County Circuit Judge Corky Hammers. He also took this opportunity to recognize outgoing Student Body President Walker Tatum, thanking him for his service and presenting him with a gift from the board in appreciation of his time and contributions.

#### II. Minutes Approval

Upon a motion by Kathy D'Antoni, seconded by Donnie Holcomb, the minutes of the meeting held on June 12, 2024, were approved.

#### III. Committee of the Whole

##### Action Items

##### A) Approval of Renaming Smith Hall to Stewart H. Smith Hall

The following resolution was read:

*Resolved, That the Marshall University Board of Governors does hereby approve the renaming of Smith Hall to Stewart H. Smith Hall and its subsidiary Smith Communications Building to Stewart H. Smith Communications Building.*

- *Completed in 1967, the Smith Hall complex houses several university entities, including the*

*Smith Communications Building and the Evelyn Hollberg Smith Music Hall. Smith Hall was named in honor of Marshall University's seventh president, Stewart H. Smith, who served from 1946 to 1968. Opened in 2010 and named in 2015, the Brad D. Smith Foundation Hall serves as a hub for the Marshall University Foundation Inc. and the Office of Alumni Relations. The building honors the current president, who is an alumnus of the university. In addition, the Brad D. Smith Center for Business and Innovation opened in January 2024 and houses the College of Business. This facility is also named in honor of the current president. To differentiate among the aforementioned facilities, it is recommended that Smith Hall be renamed Stewart H. Smith Hall and its subsidiary Smith Communications Building be renamed Stewart H. Smith Communications Building. The name of the Evelyn Hollberg Smith Music Hall will remain unchanged.*

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

#### **B) Approval of Advisory Board Members for the West Virginia Autism Training Center**

The following resolution was read:

*Resolved, that the Marshall University Board of Governors does hereby approve Landon Meadows and Hillary Adams for the Advisory Board of the West Virginia Autism Training Center.*

- *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.*

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

#### **IV. Committee Meeting Reports**

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

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

##### **Action Items**

#### **A) Approval of Updated Board of Governors Rule No. AA-1 – Sabbatical Leave**

The following resolution was read:

*Resolved, that the Marshall University Board of Governors does hereby approve the updated Board of Governors Rule No. AA-1 – Sabbatical Leave.*

- *This policy establishes a uniform sabbatical leave plan for faculty members. A sabbatical leave is a merit-based professional development activity that allows faculty to enhance their potential as teachers, artists and scholars, and thereby make additional contributions to the mission of Marshall University.*

*The recommended changes introduce a structured timeline for the sabbatical leave application and review process, adding specific dates and detailed evaluation procedures, including written descriptions and scoring rubrics. They also update the effective date to include a recent policy re categorization and specifies that post-leave reports must be submitted to multiple university officials. These changes enhance clarity, ensure thorough evaluation and maintain accountability.*

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

### **B) Approval of Board of Governors Rule No. AA-16 – Professional Responsibility, Academic Responsibility and Academic Freedom**

The following resolution was read:

*Resolved, that the Marshall University Board of Governors does hereby approve Board of Governors Rule No. AA-16 – Professional Responsibility, Academic Responsibility and Academic Freedom.*

- *This rule sets forth the understanding that the faculty and instructors at Marshall University are expected to attend to certain academic and professional responsibilities and are entitled to certain freedoms to fulfill their roles.*

**Upon a motion by Robin Riner, seconded by Donnie Holcomb, 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 stated that he would highlight the accomplishments of the various colleges. Provost Mukherjee reported on several key achievements and initiatives. The College of Arts & Media represented the university on an international stage with a performance of "The Telltale Lilac Bush" at the Edinburgh Fringe Festival in Scotland from July 3 to August 11. He highlighted that the College of Engineering and Computer Science was awarded a three-year NSF grant of \$352,310 to Dr. Sudipta Chowdhury and Dr. Ammar Alzarrad for their project "REU Site: Safety Analysis and Design Nexus: Bridging Theory and Practice."

He also noted that Dean Teresa Eagle and Dr. Isaac Larison from the College of Education and Professional Development attended the Country School Association of America (CSAA) annual conference at the University of Toledo in June. The CSAA focuses on supporting and celebrating early education in America, particularly through restored early schoolhouses. Furthermore, the 2025 CSAA

annual conference will be held at Marshall University, acknowledging the campus's historic one-room schoolhouse.

In other achievements mentioned by Provost Mukherjee, the College of Health Professions hosted its first-ever /r/ Boot Camp in June at the Speech and Hearing Center, where Assistant Professor Ernay Adams and graduate students helped campers learn to produce a true /r/ sound. The College of Liberal Arts received a two-year \$11 million Health Resources and Services Administration grant for graduate psychology education, led by Dr. Marianna Linz and Dr. Keith Beard.

Provost Mukherjee highlighted the College of Science's accomplishment in achieving the #1 ranking in overall performance on the Forensic Science Assessment Test (FSAT) for the 2024 cohort of the Master of Forensic Science Program, marking the 13th win in the past 15 years. Additionally, Dr. Nadja Spitzer from Biological Sciences was awarded a \$319,317 National Science Foundation grant for her research on the impact of silver nanoparticles on microtubule stabilization and cellular development in the nervous system. Dr. Eugene Shakirov, also from Biological Sciences, received a \$100,000 NASA EPSCoR R3 grant for his research.

In the Division of Aviation he mentioned Marshall University became the first flight-training provider in the country to offer a virtual reality full-motion simulator for commercial flight training, hosting members of the FAA National Simulation Program for this groundbreaking event.

Provost Mukherjee announced the appointment of Dr. Ben Eng as interim dean of the Lewis College of Business. Dr. Eng brings extensive experience in teaching, research, and service as an associate professor of Marketing and Entrepreneurship. Dr. Eng has demonstrated leadership as the founding Executive Director of the iCenter since 2018 and as Assistant Provost for Academic Engagement and Innovation since 2022, roles that have prepared him well to guide the college during this transitional period. The search for a permanent dean is slated for the spring of 2025.

Furthermore, he mentioned, Drs. Gayle and Dan Brazeau from the School of Pharmacy were invited to teach a course on Pharmacogenomics and Precision Medicine at the Keck Graduate Institute, reaching 35 high school and college students worldwide. Provost Mukherjee stated that the Center for Student Success welcomed three new Total Withdrawal Counselors to support students considering course withdrawals.

Provost Mukherjee also shared that Sarah Davis, head of the undergraduate academic advising department, was selected as one of twelve NACADA Emerging Leaders for 2024-2026, enhancing her leadership network within academic advising. NACADA is recognized as the primary professional organization for faculty advisors at universities.

He concluded his report by announcing the launch of the Durables Project under Online Education. This project aims to develop ten course themes centered around in-demand interpersonal skills for a diverse audience, enhancing the university's certification programs and introducing common themes across these micro-credentials.

### **Student Representative Report**

**Brea Belville**, Student Body President, gave the Student Representative update. Throughout her report, Brea expressed enthusiasm for her new role and detailed her engagement in several significant activities since her inauguration in May. She shared her satisfaction with the recent Board of Governors retreat that focused on the themes of student wellness, safety, and equity—key areas of her campaign platform. Brea noted that she and Vice President Connor Waller were inaugurated in May and quickly set to work. They



participated in the West Virginia Leadership Conference, where they exchanged best practices with other West Virginia institutions and met the leader of the state's Advisory Council of Students.

Brea highlighted the success of the student orientation sessions where she had the honor of speaking alongside university officials. These sessions featured panels of student leaders who provided invaluable advice to newcomers. Impressively, 176 new students expressed interest in joining the Student Government Association during these orientations, a testament to the positive momentum at Marshall University. She also discussed her involvement in addressing student housing concerns, stating that she has been proactive in understanding and communicating the ongoing housing situation, ensuring students are well-informed and their concerns are heard. Updates from the university have shown positive developments.

Brea emphasized the importance of maintaining traditions such as the "Student Leader of the Game" during the football season and outlined her plans for collaboration with Athletics and Alumni Relations, including the game against Ohio State. In September, Marshall and WVU SGA members will unite for the University United event in Washington D.C.

As for Homecoming, Brea was thrilled about the forthcoming activities in October, following the success of the previous year. She and Connor are deeply involved with the Fountain Ceremony Committee in organizing the 54th Annual Fountain Ceremony, an event dear to the SGA and the university community, which solemnly honors the memory of 75 individuals. In conclusion, Brea thanked everyone for their attention and reiterated her optimism and commitment to making the coming year a positive one.

### **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 detailed the welcoming of the MD Class of 2028 at the School of Medicine, which consists of 82 students from a broad array of backgrounds and represents 35 undergraduate institutions. He shared that the class, which began orientation on July 24, includes 57% West Virginia residents, 89% science majors, and 10% entering with graduate degrees, including a PharmD. Additionally, 11% of the students come from the BS/MD program, and 9% from the MD Early Assurance program. On July 26, the white coat ceremony officially inducted these students into the medical profession, instilling the core values of professionalism, humanism, and compassionate care, supported by over 120 donors who sponsored white coats and medical instruments.

Dr. Gozal highlighted the story of Isabella "Bella" Griffiths, a standout new student recognized during the ceremony for her dedication. Known on campus for her extensive involvement in activities, including the Yeager Scholars Class of 2023 and her role as Student Body President, Bella's unique birth via gestational carrier due to her mother's type 1 diabetes sparked her interest in medicine, leading her to join the Class of 2028.

In research news, Dr. Gozal announced significant grants awarded to faculty members. Dr. Price E. Dickson received a \$3.3 million NIH R01 grant to investigate genetic mechanisms that influence fentanyl addiction, utilizing a diverse panel of mice and advanced neurogenomics. He works alongside co-investigators Drs. Brandon J. Henderson and Alejandro Q. Nato Jr. Additionally, Dr. Jinju Wang secured a \$300,000 grant from the American Heart Association to study the effects of ACE2 modified exosomes on ischemic stroke, with Associate Professor Ji Bihl as co-investigator.

Dr. Gozal also discussed the launch of a new phase 2 clinical trial at the School of Medicine and Marshall Health Network. This trial aims to evaluate the safety and pharmacokinetics of oral lofexidine, a non-opioid investigational medication, in newborns suffering from neonatal opioid withdrawal syndrome (NOWS) or neonatal abstinence syndrome (NAS) due to prenatal opioid exposure. The randomized, controlled clinical trial will enroll up to 24 eligible newborns at Hoops Family Children’s Hospital, making it the first hospital in the country to offer this non-opioid investigational treatment option for NOWS. The study will assess NOWS symptoms using the Modified Finnegan Neonatal Abstinence Scoring Tool (mFNAST), the duration of treatment, the need for rescue medication, and the length of hospital stay. Dr. Todd Davies, associate director of research in the Division of Addiction Science, will serve as the principal investigator for the study.

He noted the U.S. News & World Report’s 2024 rankings, highlighting improvements in several categories. The Joan C. Edwards School of Medicine ranked #18 in Serving Rural Areas, #13 in Serving Medically Needy Areas, #81 among the Most Diverse Medical Schools, and #59 for Most Graduates in Primary Care.

Dr. Gozal emphasized the importance of educational outreach initiatives like the Health Care Pathways Initiative (HCPI) and Project PREMED. The HCPI is a free residential summer camp and UNITE program funded by the Army Educational Outreach Program, supported by Marshall Health Network and the School of Medicine. More than two dozen high school students from the region participated, experiencing college life and learning about healthcare career options, including medicine, pharmacy, and kinesiology. Project PREMED, which stands for Providing Real-World Experiences for Marshall-Educated Doctors, offers undergraduate students an opportunity to explore medical school as a career path, gaining insights into the processes and preparation required for applying to and attending medical school.

Dr. Gozal shared updates on administrative changes, including Dr. Paulette Wehner's appointment as vice dean for education, overseeing various educational programs and compliance with ACGME standards. The medical school plans to establish newly defined departments, with Dr. Nitin Puri chairing the Department of Medical Education and Curriculum.

Finally, Dr. Gozal highlighted faculty development initiatives such as the Summer Teaching Academy, a one-day event with interactive workshops, hands-on activities, and collaborative projects aimed at improving educational practices. Additionally, the Promoting Academic Community Excellence (PACE) Teaching Certificate program incorporates principles of adult learning theory and technologies to help participants engage learners more effectively. Some of this work has been recognized by Harvard Medical School. This initiative has been led by Dr. Darshana Shaw.

He concluded with upcoming events, including the “Standing Out In Our Field” Scholarship Fundraiser on August 24, featuring the theme “Boots and Bling,” and the 37th Annual School of Medicine Homecoming on September 27-28.

### **Athletic Committee**

#### **Action Items**

There were no action items brought to the Board.

#### **Information Items**

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

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

### **Finance, Audit and Facilities Planning Committee**

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

#### Action Items

#### **A) Approval of Updated Board of Governors Rule No. FA-3 – Purchasing Policy**

The following resolution was read:

*Resolved, that the Marshall University Board of Governors does hereby approve the updated Board of Governors Rule No. FA-3 – Purchasing Policy.*

- *This rule establishes the rules and policies governing and controlling purchase, acquisition and inventory management of materials, supplies, equipment, services, construction and printing by the Governing Board of Marshall University, created pursuant to West Virginia Code §1 8B-2A-1 and hereinafter referred to as the “Governing Board.” This rule is being revised to update the list of persons within the university who have signature authority.*

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

#### **B) Approval of Property Acquisition**

The following resolution was read:

*Resolved, that the Marshall University Board of Governors hereby does approve the property acquisition, and demolition and removal of structures located at 1530 and 1540 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 the purchase of the property and the demolition and removal of structures.*

- *The Marshall Innovation District will comprise several city blocks along 4th Avenue in Huntington, West Virginia. Several properties sit on parcels necessary for developing the Innovation District and fulfilling the university’s strategic vision. 1530 and 1540 4th Avenue are vacated apartment complexes. The apartments were income producing for a number of years, but the owner now intends to sell the property to Marshall University.*

*This site, the future home of the Marshall Institute for Cyber Security (ICS), is critical to advancing Marshall University’s strategic vision. In 2023, the university was awarded \$45 million by the State of West Virginia to establish the ICS. The new ICS will encompass two parcels of property, running west on 4th Avenue from Hal Greer Boulevard.*

*The Marshall University Board of Governors currently owns one of the needed parcels, and the second parcel will be acquired from Fairmount Properties. The cost of the property acquisition, and demolition and removal of structures, will be covered by the \$45 million State investment.*

**Upon a motion by Kathy Eddy, seconded by Donnie Holcomb, 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 Bill Smith, seconded by Donnie Holcomb, 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 action was taken during the Executive Session.

#### **VII. Campus Carry Report**

Chairman Sheils requested Brandi Jacobs-Jones present the Campus Carry report she delivered earlier to the Finance, Audit and Facilities Planning Committee. During her report, Brandi Jacobs-Jones stated that Marshall University has been preparing for campus carry implementation over the last 18 months. She said that, before July 1, an implementation team was formed to review the legislation and determine how it could be applied on campus. As part of their preparation, she noted that an action learning team visited eleven other higher education institutions in states like Tennessee, Texas, and Georgia to learn best practices from those that had previously implemented similar legislation.

She said that the university also established a Campus and Community Safety Work Group in partnership with Chief Phil Watkins of the City of Huntington's Police Department. Additionally, she explained that they developed a website that is regularly updated with new information and feedback from the campus community regarding guidance and information needs. She shared that the university held two campus town halls that included faculty, staff, and students to address questions and gather feedback in person and online. She also noted that Marshall worked with the Office of Homeland Security to assess its athletic venues.

She further mentioned that, to ensure adherence to federal standards and guidelines, Marshall enlisted the services of Security Risk Management consultants from Columbus, Ohio. She explained that this firm specializes in higher education and healthcare safety. They became familiar with the consultants after their detailed after-action review of the active shooter incident at Michigan State University. She noted that the leader assigned to Marshall previously led security efforts at Ohio State University, including post-9/11 security measures for athletic venues.

She stated that before July 1, \$300,000 was allocated for implementation on campus. This included new fencing at Joan C. Edwards Stadium and the acquisition of open gate metal detection systems, capable of screening 5,000 people every 30 minutes. She mentioned that four units are being purchased and six leased for the stadium.

Jacobs-Jones reported that post-July 1, the campus community actively engaged in the implementation process. She noted that, as of Wednesday's finance report, 75 offices and labs were designated as no-weapon zones, a number that has since increased to 125. Additionally, she said that, so far, four residents in the residence halls have requested or purchased safes from the university's selected vendor.

She shared that on August 1, the President updated the campus community on the campus carry implementation and provided guidance for requesting no-weapon zone decals for personal offices. She noted that the athletic department also released information on the "Safe to Stay with the Herd" initiative, which highlights steps taken at athletic venues, including a new no-reentry policy. She explained that this policy aligns with the industry standard and institutional practice of over 300 higher education institutions, with Marshall being one of the last two not to have enacted such a policy.

She stated that athletics has partnered with Sodexo to enhance the fan experience, opening gates two hours before kickoff instead of the traditional 90 minutes. Special sales, events, and activities are planned, including special hot dog prices and commemorative cups. She emphasized the inclusion of local vendors and food trucks to provide additional offerings beyond traditional concessions, thanks to the efforts of Mark Arnold and his team.

Jacobs-Jones concluded by announcing upcoming training sessions. She said that the Student Affairs and General Counsel's Office will offer faculty training on classroom management and assisting students. Additionally, during the Week of Welcome, an event called "Together We Thrive" will be held on Friday at 3:30, providing first-year students with tips and tools for campus safety, including campus carry and pedestrian safety.

### **VIII. Chairman Sheils Report**

Chairman Sheils took the opportunity to thank each board member for their time over the past two days, expressing his hope that the time spent was both helpful and productive. He extended his gratitude to President Smith, his staff, and the cabinet for their role in coordinating the learning opportunity. Chairman Sheils also acknowledged Board of Governors member Ginny T. Lee for her dedication and contributions, despite the significant time difference. Additionally, he recognized Board member Patrick Farrell for his efforts and leadership in his previous roles on various committees and as Chairman of the Board.

### **IX. Announcements**

The next meeting will be held on October 9, 2024. The notice will be forthcoming.

### **X. Adjournment**

Without objection, the Board Meeting was adjourned.

Respectfully submitted,

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Kathy D'Antoni, Secretary

## President's Report – August 2024

- Thank you, Mr. Chairman.
- Good afternoon.
- Let me begin by thanking you for investing your time to actively participate in this strategic offsite as we focused on advancing our efforts to strategically and ethically apply Artificial Intelligence to:
  - Advance innovation in teaching and learning,
  - Strengthen our research excellence and impact,
  - Improve our operational efficiency and sustainability,
  - And ensure data security, compliance and governance.
- Marshall is privileged to have such a talented and engaged Board of Governors that is willing to roll-up your sleeves, learn with us and provide your wisdom and insights along the way. Thank you!
- This meeting has once again reinforced what we have acknowledged and embraced at Marshall University ...
  - Higher education is in the midst of significant reimagination and transformation across the globe,
  - And we have chosen to seize this opportunity to reimagine and reinvent ourselves, serving as a demonstration project for the rest of the world in the process.
- There are 3 headwinds reshaping higher education as we speak:
  - Demographics
  - Digital
  - Doubt



- On the demographics front:
  - The country has been bracing for the pending “enrollment cliff” in 2025, when the nation will experience 15% fewer seniors graduating high school as a result of smaller family sizes over the past several decades.
  - With these smaller senior classes, the double whammy is that 12% fewer graduating seniors are expected to pursue a college degree, creating a pipeline problem for post-secondary educational institutions and our nation’s workforce.
  
- On the Digital front:
  - How education is being delivered and how students prefer to learn is being reshaped by technology.
  - Learning platforms such as YouTube, Khan Academy, Coursera and Credly were already growing quickly, and have now been given a turbo boost with the emergence of large language models and Generative AI ...
  - Moving us one step closer to the aspirational vision of personalized learning experiences at scale.
  
- And finally, on the subject of Doubt:
  - Higher education has been in the news over the past year for a variety of reasons, and national sentiment has grown increasingly dour as evidenced by the Gallup Survey – where confidence in Higher Education dipped to 36% last July, down from a previous study of 57% in 2015.
  
- The collective implications of the 3 D’s are being felt nationally, with daily announcements of significant actions being taken to rectify financial deficits, and an acceleration of private and public institutions of higher learning closing their doors or merging with others.

- According to research conducted by Inside Higher Ed, as well as the James G. Martin Center for Academic Renewal:
  - For the five years between 2010-2014, approximately 40 higher education institutions merged or closed their doors.
  - Since 2015, that pace has accelerated with an additional 131 institutions merging or closing their doors.
- Beyond the 3 D's, we are navigating the massive transformation occurring in NCAA Athletics - from Name, Image and Likeness and the Transfer Portal ... to conference realignments and litigation settlements – in combination, these elements are changing the DNA of college athletics for the generations to come.
- To paraphrase Jeff Bezos, founder and Executive Chairman of Amazon – “never lean away from the future, because the future always wins.”
- 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 \$65M 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 14X return for every state dollar invested, to a 30X return.
- Our efforts are laser focused on accelerating 5 student-first priorities ...
  - To increase access
  - To ensure affordability
  - To grow our support programs
  - To deliver these programs and services on-demand
  - And to enable lifetime achievement.
- We continue to see early indications of positive outcomes, despite the macro-environmental headwinds:
  - Our Fall 2024 enrollment is once again on pace to outperform internal projections, building on a strong Fall 2023 that reversed a 13-year enrollment decline.
  - We are admitting our second 100 students into the Marshall For All Program with the promise of no student loan debt, building on last year's successful cohort of students who are proving the success of the program through their academic and civic performance.

- We have seen strong growth in our research, grants and contracts, on pace to exceed our forecasted levels.
  - And our updated economic impact analysis now reflects that for every dollar the state invests in Marshall University, we are now generating an 18X return, up from 14X two years ago.
  - We have leaned into AI with a Presidential Task Force being co-chaired by Dr. Shawn Schulenburg and Professor Bill Gardner, ensuring that we lead the way in learning and applying these tools in the most innovative and constructive manner possible.
  - And our Athletics Department is quickly innovating and scenario planning to ensure Marshall University is positioned to effectively compete and win in whatever version of NCAA Athletics unfolds in the months ahead.
- We have been sharing this story with external audiences, including legislative leaders representing the sixteen southern states who attended the recent Southern Legislative Conference at the Greenbrier, to major philanthropic foundations across the country.
  - Our story is resonating and the interest in supporting our journey is increasing.
  - None of this would be possible without the Power of We ...
  - Two years ago, Robin Riner and a dedicated team formed a Shared Governance Task Force to benchmark and propose a shared governance model to unleash the wisdom of our

collective campus, while accelerating our velocity in translating those ideas into impact.

- Those efforts led to a campus that is aligned and 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.
- As I remind us in each meeting, we have heavy lifting ahead of us, but it is important to pause and celebrate shining achievements.
  - From the outset ... we knew this is not a turn-around, it is a transformation ...
  - One that we believe, if we execute well, 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.

**Marshall University Board of Governors  
Meeting of October 9, 2024**

- 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 the 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, and codifies the process by which these bodies will be reviewed. Neither this charter nor the actions taken by the bodies established under the charter may contravene public law or the authority of the Marshall University Board of Governors or the West Virginia Higher Education Policy Commission.

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.

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](#) 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](#) 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 “Involve 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, the President’s Office, and the Board of Governors (BOG).

1.5. Shared Governance Ad Hoc Committee: This committee was established in April 2022 to assess shared governance at Marshall and provide recommendations for its improvement. Its membership consists of appointed representatives from the faculty of each college/school, undergraduate and graduate students, non-classified and classified- staff, athletics, Academic Affairs, the administration, libraries, the governing bodies, and the Dean’s Council and Council of Chairs. The goals of the committee are to research and provide recommendations for university shared governance best practices, assess shared governance structures and practices at Marshall, and provide recommendations for improving shared governance at the university. When and if it becomes feasible and appropriate, this committee shall be transformed from an ad hoc committee to a standing committee of one or more of the governing bodies and codified in their constitution(s).

1.5.a. By the end of each spring semester, the Ad Hoc Committee shall establish an annual work plan that outlines its goals and priorities. Also, at the end of each spring semester, the Ad Hoc Committee will conduct an internal review of its work plan from the prior year, assessing its work product and the degree to which its goals are being achieved.

1.5.b. Membership terms and requirements for the Ad Hoc Committee shall be codified in a separate document and are subject to change by a majority vote of the committee. The committee operates on a 9-month work schedule unless there are needs that have to be addressed during the summer months, in which case special task forces will be created.

## *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 Governing Bodies: There shall be seven representative bodies, consisting of the Board of Governors, 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:

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

3.1.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.

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

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

3.2. 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.

3.2.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.

3.2.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.

3.2.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.

3.2.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.

3.2.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.

3.2.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.

3.2.g. *Board of Governors*: 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.

#### 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; Asst. Provost, Institutional Efficiency and Academic Analytics; Business Operations Manager; two Cabinet members (other than CFO); three academic deans; Faculty Senate President; Classified Staff Council President; Non-classified Staff Council President; 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 Ad Hoc 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 at Marshall 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 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.
2. Conduct a survey every four years to assess campus community satisfaction with the shared governance process and present results and any recommendations for improvements to the Ad Hoc Committee.

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 elected by the Board of Governors
7. A designee from Academic Affairs appointed by the Provost
8. A member of the Cabinet appointed by the President
9. The Chair of the Shared Governance Ad Hoc Committee (ex officio, non-voting)

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
_____ Board of Governors Representative	_____ Date

Approved by the President:

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President

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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	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.

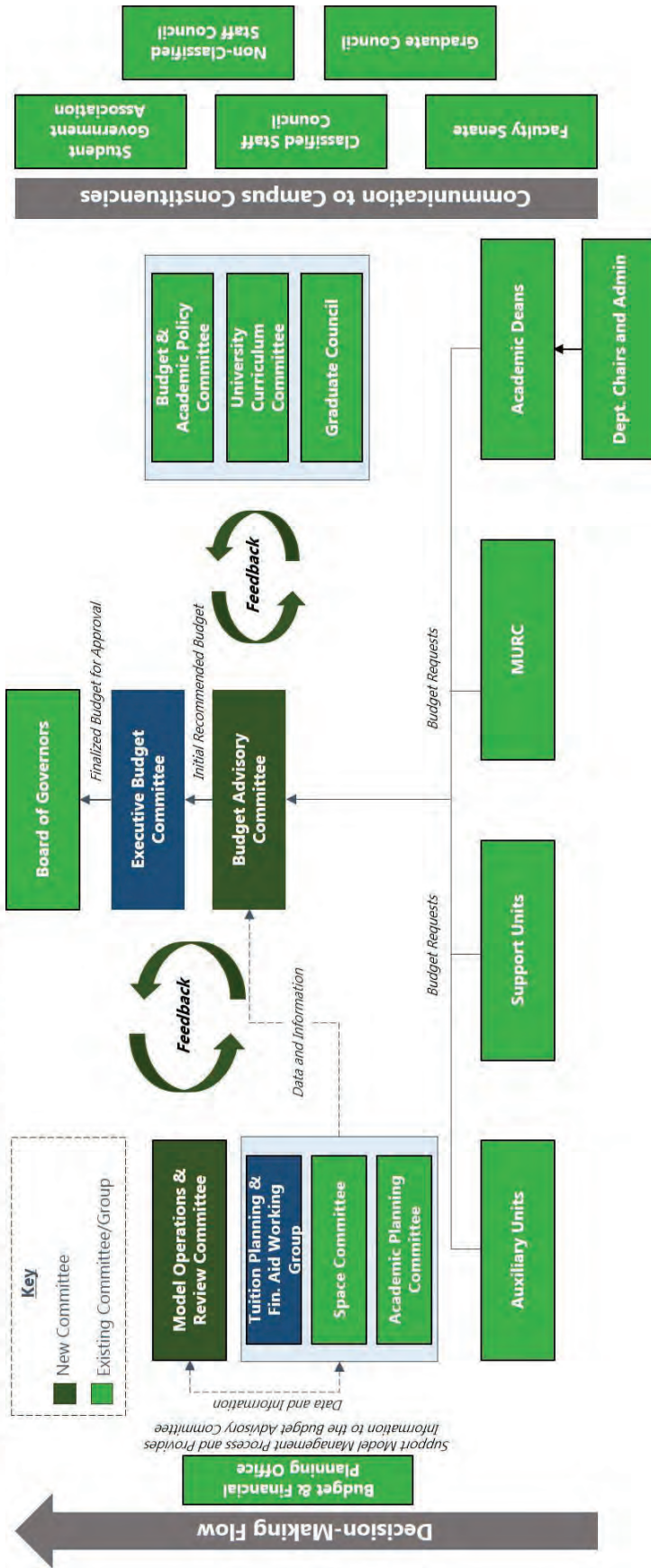
# **Appendix 2**

## **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

OCTOBER 2024



ACADEMIC AFFAIRS





## A Message from Academic Affairs

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Greetings from Marshall University!

As we enter October and the midpoint of the fall semester, our campus is alive with the energy and determination that define the Marshall spirit. The Thundering Herd is in full stride—new faces are settling in, exciting projects are underway, and our community is continuing its proud tradition of academic excellence.

Here's a glimpse into some of the academic unit highlights from our recent activities:

**College of Arts and Media:** The School of Journalism & Mass Communications formed a new partnership with West Virginia Public Broadcasting, which includes a news bureau on campus and provides students with opportunities to submit content for broadcast.

**College of Engineering and Computer Science:** Marshall University was ranked #3 in the country by Fortune for the best online master's degree programs in Data Science.

**College of Education and Professional Development:** The graduate Counseling program saw a 25% increase in student enrollment for Fall 2024.

**College of Health Professions:** The School of Physical Therapy Class of 2024 achieved a 100% first-time board pass rate and scored above the national average in seven out of nine content areas.

**College of Liberal Arts:** Dr. Cicero Fain, Assistant Provost for Inclusive Excellence, is serving as the chief history consultant for the ABC News "10 Million Names" project, expanding resources on enslaved African Americans.

**College of Science:** Dr. Anne Axel (Biological Sciences) installed a new site on the PhenoCam network in Madagascar, one of only four in Africa, to provide real-time sensing of vegetation.

**Division of Aviation:** Certification of the Full Motion VR Rotorcraft Flight Simulator: In July, the Bill Noe Flight School became the first U.S.-based flight school to offer training in a full motion virtual reality rotorcraft flight simulator.

**Lewis College of Business:** Princeton Review Rankings: The MBA program in the Lewis College of Business was ranked among the top 244 outstanding on-campus MBA programs for 2024 by the Princeton Review including recognition in as one the best Online MBA Programs and the Most Competitive MBA Students.

**School of Pharmacy:** 1+4 Accelerated Pathway for High School Students: The School of Pharmacy introduced the nation's first 1+4 Accelerated Pathway, allowing high school students to complete one year of undergraduate coursework before entering the PharmD program.

**University Libraries:** In August 2024, Marshall University's Digital Scholar surpassed 5,000,000 total downloads, with 643,689 downloads in the past year. This achievement underscores the significant impact and usage of the digital repository.

In addition to the achievements of our academic units, our student support services and programs have also reported the following:

**Center for Student Success:** The Friend-at-Marshall (FAM) Peer Mentoring Program successfully assigned peer mentors to 1,891 freshmen and 531 transfer students, with 41 mentors actively supporting students through weekly communication to help them adjust to campus life.

**Intercultural & Student Affairs:** The Office of Student Advocacy and Accountability, in collaboration with multiple departments, effectively donated \$500 worth of nonperishable food items to combat food insecurity, benefiting students in need.

**Online Education:** MU Online achieved a 9.4% increase in enrollment for Fall 2024, reaching 1,493 students, and launched the Marshall HOME Framework to enhance online student engagement and support.

On behalf of the administration and staff of Academic Affairs, we invite you to join us in celebrating the achievements of our Marshall family. Together, we continue to move forward, creating a brighter future for our students, alumni, and the broader community we proudly serve.

We are... Marshall!

Sincerely,



*Avinandan Mukherjee*

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



*Karen McComas*

Karen McComas, Ed.D.  
Associate Vice President for Academic  
Affairs & Associate Provost (interim)

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### PROGRAM HIGHLIGHTS

- The Visual Arts Center celebrated its 10<sup>th</sup> Anniversary on September 14 with an open house and silent auction.
- The School of Journalism & Mass Communications entered a new partnership with West Virginia Public Broadcasting (WVPB) that will establish a collaborative environment for media education and content production. WVPB will open a news bureau within the SOJMC building on Marshall's campus. This new collaboration will provide WVPB with office space, technical support and access to the school's state-of-the-art recording studios allowing for the production of high-quality broadcast content directly from the university campus. As part of the agreement, WVPB will include SOJMC in the "West Virginia Morning" credit line and recognize the school as a supporting institution. Additionally, SOJMC students will have the opportunity to submit news stories and content for consideration, further integrating academic learning with professional practice.

### FACULTY & STAFF ACHIEVEMENTS

#### *School of Art and Design*

- Kyle Dyer became an Adobe Education Institute Fellow after attending the AEI seminar in August 2024.
- Tijah Bumgarner filmed her new feature-length film, *Of the Cloth*, which delves deep into the societal role of churches in communities ravaged by the opioid epidemic and was shot over ten days on location in Huntington, WV.
- Dr. Tacie Jones presented *Letters*, a community-activated multi-media art collaboration, with Caleb Flood on August 3, 2024.
- Hanna Kozlowski exhibited at the Painting and Drawing Alumni Invitational at the South Carolina School for the Arts, August 22-September 20, 2024.

#### *School of Journalism and Mass Communications*

- Chris Ingersoll participated in the 2024 Adobe Education Institute in June. The Adobe Education Institute is an invitation-only higher education conference for Adobe Creative Campus universities. It is designed to enhance student engagement by implementing multi-modal teaching with Adobe technology. She completed the professional development program with ten certifications and a micro course in Social Media Content Creation to become an Adobe Education Institute Fellow.

#### *School of Music*

- Dr. Júlio Alves recorded his new solo guitar album, "Airs, Memories, Tales," with music by Guido Santórsola, Antón Garcia Abril, and Giorgio Signorile.
- Dr. Wendell Dobbs attended the National Flute Association Convention in San Antonio, TX.
- Dr. Alexander Lee hosted the 4<sup>th</sup> Annual National Association of Teachers of Singing (NATS) South Korea Chapter Conference in Seoul, South Korea in July. He delivered a lecture at the conference on teaching Korean Diction via IPA to international students. Dr. Lee was also invited by "Harmony International" in India to give a lecture on K-POP and conducted a masterclass for their students. This experience allowed him to engage with an international audience and share insights into K-POP and its pedagogy.

- Dr. Briana Nannen attended the International Society for Music Education (ISME) Commission on Policy: Culture, Education and Media Seminar in Helsinki, Finland, July 23-26, 2024, which was hosted by the University of the Arts Sibelius Academy.
- Dr. Vicki Stroehrer presented her paper "Britten's Mothers: Putting the 'Charm' in the Lullaby" at the North American British Music Studies Association Conference on July 28 at Oberlin College Conservatory of Music.

### STUDENT & ALUMNI ACHIEVEMENTS

- Video Production alumni Tatyana Reynolds, Aaliyah Manns, Jordan Calomese, Richard Spencer, and April Ellis and BFA Filmmaking students Trinity Rollins, Alex Woodrum, Ev Heironimus-Bishop, and Lily Mills crewed Tjah Bumgarner's production of her new film, *Of the Cloth*. The film will be screened in 2025.
- Alumni Jacob Wood, BFA Graphic Design, accepted a position at Disney World working in graphic design, advertising, and public relations.
- Ian O'Connell, 2023 BA Music Education graduate, accepted a position at Walton Elementary Middle School in Roane County, WV.
- Sarah Petrea, 2023 BA Music Education graduate, accepted a position at Capital High School in Charleston, WV.
- Cadence Weaver-Dearing, 2024 MA in Vocal Performance graduate, and James Newsome, 2024 MA in Piano Performance graduate, were accepted into the DMA program at Shenandoah Conservatory of Music.

### COMMUNITY ENGAGEMENT

- The Marching Thunder Band Camp was held August 8-17 with a public exhibition on Saturday, August 17. There are currently 183 members in the marching band this semester.
- The School of Music presented the Faculty Collage Concert on August 22 in Smith Recital Hall.
- A TV production bootcamp was held August 22-23 with award-winning documentary filmmaker, TV producer, and educator Dr. Matt Crick. Students learned camera operation, lighting techniques, live TV directing, and production management while gaining practical experience and industry knowledge.
- The exhibition *Possession is Not Distinguished By Purchase or By Gift* by ByProduct Studios, a collaborative practice by artists Molly Jo Burke and Nathan Gorgen, is on display August 12-September 19, 2024, in the Birke Art Gallery.

### PROGRAM HIGHLIGHTS

- Marshall University was ranked #3 in the country by *Fortune* for best online master's degree programs in Data Science.
- Marshall University was awarded a National Science Foundation Major Research Instrumentation (MRI) grant totaling \$338,647 for the acquisition of a SmartLab SE X-ray diffractometer for Multidisciplinary Research Enhancement at Marshall University. Dr. Iyad Hijazi will serve as principal investigator along with CECS faculty Drs. Nasim Nosoudi and Mohammed Ferdjallah and COS Chemistry faculty Drs. Rosalynn Quinones and Kim Kunkler as co-principal investigators. The diffractometer is designed for materials analysis, including powder diffraction, small-angle scattering and thin-film analysis and will be integrated into teaching laboratories. Dr. Hijazi is an associate professor of Mechanical Engineering. Dr. Nosoudi is an assistant professor of Biomedical Engineering. Dr. Ferdjallah is an assistant professor of Electrical Engineering.

### FACULTY & STAFF ACHIEVEMENTS

- Hatamleh, M. T., **A. Alzarrad**, A. Alghossoon, M. Alhusban, and O. Ogunrinde, "Strategies for Improving Project Risk Management via Communication and Integration," *Engineering, Construction and Architectural Management Journal* (August 2024). Dr. Muhammad T. Hatamleh is an assistant professor at the University of Jordan. Dr. Ammar Alzarrad is an assistant professor of Civil Engineering at Marshall University. Dr. Abdullah Alghossoon is an assistant professor at Hashemite University. Dr. Mohammad Alhusban is an assistant professor at Middle East University. Dr. Olugbenro Ogunrinde is an assistant professor at Tarleton State University.
- Miller, M., **S. Chowdhury**, **A. Alzarrad**, and N. Hossain, "Synergetic Decision-Making: Analyzing the Interplay of Human Behavior and Physical Infrastructure in Emergency Evacuations via An Analytical Approach," *Global Journal of Flexible Systems Management* (August 2024). Matthew Miller was an undergraduate student in Computer Science at Marshall University. Dr. Sudipta Chowdhury is an assistant professor of Mechanical and Industrial Engineering at Marshall University. Dr. Niamat Hossain is an Assistant Professor in the Department of Engineering Management at Arkansas State University.
- **Chowdhury, S.**, Z. Ren, F. Rouhana, J. Wang, and J. Zhu, "Exploring Sustainability in Resource Management: The Implementation of a Water-Energy-Human Nexus Framework at a University Campus," *ASCE Journal of Construction Engineering and Management* (August 2024). Zheng Ren and Francesco Rouhana are graduate students at the Department of Civil and Environmental Engineering at the University of Connecticut. Dr. Jun Wang is an assistant professor of Civil and Environmental Engineering at Mississippi State University. Dr. Jin Zhu is a Professor of Civil Engineering at Southeast University, China.
- Drs. Ammar Alzarrad and Sudipta Chowdhury had their research articles "Mitigating Fall Hazards in Construction Projects through Virtual Reality Technology," and "Automating GPR Image Interpretation via Short-Time Fourier Transform and Wavelet Transform," in the *Proceedings of the ASCE 2024 International Conference on Computing in Civil Engineering*. Pittsburgh, Pennsylvania, July 28-31, 2024.

## STUDENT & ALUMNI ACHIEVEMENTS

- Computer Science majors Matthew Miller and Luke Durham along with Drs. Ammar Alzarrad and Sudipta Chowdhury co-authored, "Revolutionizing construction safety: Introducing a cutting-edge virtual reality interactive system for training US construction workers to mitigate fall hazards," *Frontiers in Built Environment (Construction Management)*, 10, 2024.
- Computer Science majors Chance Jewell, Cade Parlato, and Jacob Gibson along with Dr. Yousef. Fazea presented "Time Optimization Algorithm for Traveling Salesman Problem in Communication Networks" at the IEEE 3<sup>rd</sup> Opportunity Research Symposium, July 17, 2024. are students in the Department of Computer Sciences and Electrical Engineering. Dr. Yousef Fazea is an Assistant Professor in Computer Science.
- Computer Science majors Kaleb Frye, Josh Ronhovde, and Connor Stonestreet along with and Dr. Yousef Fazea presented "Comparative Analysis of Huffman Coding Implementations for Efficient Data Communication Using Greedy and Divide-and-Conquer Techniques" at the IEEE 3<sup>rd</sup> Opportunity Research Symposium, July 17, 2024.
- Barrett, E., G. Ivey, A Cunningham, G. Coffman, T. Pemberton, C. Lee, **P. Patra**, J. Day, P. Lee, **J. Shim**, "Reduced GLP-1R availability in the caudate nucleus with Alzheimer's disease," *Frontiers in Aging Neuroscience*, June 10, 2024. Emma Barrett, Gabrielle Ivey, Adam Cunningham, Gary Coffman, and Tyera Pemberton are students in the Biomedical Engineering program at Marshall. Dr. Chan Lee is an anesthesiologist at Brigham and Women's Hospital in Boston. Dr. Prabir Patra is the Jerry Gilbert Chair in Biomedical Engineering at Marshall. Dr. James Day is a professor at the Marshall University Joan C. Edwards School of Medicine and is chief of orthopedic trauma services at Cabell Huntington Hospital. Dr. Peter Lee is an assistant professor of Pathology and Laboratory Medicine at Brown University. Dr. Joon "Simon" Shim is an associate professor of Biomedical Engineering at Marshall.

## COLLEGE OF EDUCATION AND PROFESSIONAL DEVELOPMENT (DEAN: DR. TERESA EAGLE)

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### PROGRAM HIGHLIGHTS

- The Counseling program saw a 25% increase in students for fall 2024 from the previous year. This is great news and Department Chair Dr. Eric Beeson and his faculty are meeting the needs of all their students.
- With approval from the WV Department of Education, COEPD began offering a revised degree/licensure program in Leadership Studies. The updated program provides students with certification in Principalship and Superintendentcy and Supervisor of Instruction. Program Director Dr. Eugenia Lambert organized the transition to allow current students to move seamlessly into the new program, while also allowing graduates of the program to return to complete the requirements for the two new licensures.
- The Curriculum & Instruction EdD program held its annual virtual seminar September 14. The planning committee includes Dr. Lisa Heaton in addition to 2 faculty and 10 doctoral candidates. The program features a keynote speaker, concurrent sessions focused on student engagement, and information sessions to support student success.
- A memorial plaque for MU PAWS was established in the lower level of the Education Building, with a ceremony held on August 20. Dr. Mindy Backus (Curriculum, Instruction, and Foundations) has been an incredible advocate for this program.

### FACULTY & STAFF ACHIEVEMENTS

- Dr. Carol Smith (Counseling) published a peer-reviewed article, "Pioneers, Pillars, and Paradigms: History of the International Association for Resilience and Trauma Counseling" in *Trauma Counseling and Resilience*. She also presented at Nexus Ethics statewide conference: "Our Moral Obligation to Address Trauma in Mental Health and Substance Use Disorder," August 9, 2024.
- Dr. Kari Mika-Lude (Counseling) was elected President of the West Virginia Counseling Association.
- Dr. Brian Kinghorn (Curriculum, Instruction, and Foundations) gave an invited lecture and a directed study at the National Youth Science Camp (July 9-12). He submitted the final report to the WV Legislature and the West Virginia Department of Economic Development Division of Community Advancement and Development for a 16-month grant project titled "Natural Disaster Resiliency thru Environmental Review Coordination." Dr. Kinghorn is also participating in the Innovation Catalyst training program through the iCenter at Marshall.

### STUDENT & ALUMNI ACHIEVEMENTS

- On August 31, eleven recent graduates who are now local classroom teachers were honored at the Thundering Herd football team's home opener by Extra Yard for Teachers. The program was created by the College Football Playoff Foundation and supports classroom teachers by providing grants and resources. Dr. Amanda Preece, Assistant Director of Clinical Experiences, worked with Athletics to recognize these graduates who teach in Cabell, Wayne, Mason, and Logan counties in content areas such as elementary education, special education, ELA, and wellness.

- Erik Cochran, a Chemistry education major and Yeager Scholar, studied abroad at Oxford University this summer.
- There are 26 new Grow Your Own students in the freshman class from all over the state (15 high schools represented).
- Three COEPD students are now Clinical Teachers of Record (CTR): Kailie Bellomy at Kellogg Elementary School; Kelton Creed at Wayne Elementary School; and Jordan Perdue at Dunlow Elementary School.
- Nineteen student teachers were placed in 2 different states, 7 different counties, and 18 different schools. Twenty-seven Residency II students were placed in 6 different counties and 17 different schools. Forty-two Residency I students were placed in 6 different counties and 20 different schools. There are also 280 sophomores and juniors completing a 40-hour clinical.
- Seven Marshall COEPD freshmen were selected as Underwood-Smith Teaching Scholars for 2024. Students receive up to \$10,000 per year by committing to teach in West Virginia for at least five years after graduation in the fields of math, science, special education, or elementary education. This makes a total of 27 scholars at Marshall since the first group started in 2020. There are 24 current scholars and 3 who graduated last year. Dr. Paula Lucas, Program Director of Curriculum, Instruction, and Foundations, coordinates this program for Marshall.

## COMMUNITY ENGAGEMENT

- Kappa Delta Pi (KDP), the honor society for education students, held a food drive over the summer by donating over 200 canned goods to the MU Food pantry. The organization is led by Dr. Mindy Allenger Prewitt.
- Dr. Carol Smith recorded a documentary video on the work of the WV Adverse Childhood Experiences Coalition with Dr. Todd Davies at Cabell Hospital on July 19, 2024.
- As a part of the Week of Welcome, first year COEPD students prepared 150 back packs for the Children's Home Society of WV, HOPE House of MU Family Medicine Addiction Sciences Project HOPE, and Buffalo schools and programs in Wayne County. This is the 10<sup>th</sup> year of providing this service for area students (special thanks to Brean Stewart, Missy Reed and Eugenia Damron).
- The June Harless Center Imagination Library Dolly Dash Reading Day was held August 9 followed by the Dolly Dash 5K on August 10.



### PROGRAM HIGHLIGHTS

- The School of Physical Therapy Class of 2024 achieved a 100% first-time board pass rate, distinguishing Marshall as one of the few programs to reach this milestone. Additionally, the Class of 2024 scored above the national average in seven out of nine content areas.
- The Communication Disorders department is collaborating with the June Harless Center in the COEPD on a project after the Center was awarded a \$50,000 Sparking Early Literacy Growth in West Virginia grant. The goal of the project is to emphasize how children can benefit from a well-rounded approach with the expertise of an early childhood educator and a speech-language pathologist in the pre-K classroom. Clinicians from the Communication Disorders program will work with teachers from the Marshall University Early Education STEAM Center, home to an on-campus pre-K program, and the Cabell County Explorer Academy elementary school, to participate in professional learning and coordinate activities that foster the use of emergent literacy and language strategies.

### FACULTY & STAFF ACHIEVEMENTS

- New faculty have joined the Department of Communication Disorders. Patricia Arias Hunt joins as an assistant professor and specializes in language disorders, Autism Spectrum Disorder, and underserved populations. Heidi Sanders, who earned both her undergraduate and graduate degrees from MUCD, joins as Clinical Faculty and specializes in providing assessment and therapeutic services to clients diagnosed with Childhood Apraxia of Speech (CAS) and Autism Spectrum Disorder. MU graduate Miranda Weekley will be working in the Luke Lee Listening, Language and Learning Lab.
- Pam Holland contributed the chapter “Communication and Associated Domains of Development” in *Neonatal Opioid Withdrawal Syndrome and the Role of the Speech-Language Pathologist* which was published in August 2024. This collection synthesizes perspectives on Neonatal Opioid Withdrawal Syndrome (NOWS), providing a comprehensive resource for those in speech-language pathology and healthcare providers working within an interprofessional approach to treat and support infants, children, parents, caregivers, and families impacted by NOWS.
- Dr. Scott Davis, Dean of the School of Physical Therapy, was honored with the American Physical Therapy Association’s (APTA) Lucy Blair Service Award in July 2024. This prestigious accolade is given to individuals whose contributions to the association, at both the national and local levels, have been exceptional and impactful.
- Dr. Scott Davis and Dr. Brad Profitt from the School of Physical Therapy along with MU assistant professor of Psychology Dr. Brittany Canady led a course on Pain Science at the WV APTA Annual Conference in Charleston, WV.

### STUDENT & ALUMNI ACHIEVEMENTS

- Thirty-three students graduated with their MS from the graduate Communication Disorders program this summer. All students passed the National Praxis on their first attempt and received job placement. Almost half of these students took positions within West Virginia.

- Summer Hill, DPT Class of 2020, represented West Virginia at the National Mrs. America Pageant in Las Vegas, NV from August 22-25, 2024.
- Ten third-year DPT students presented their research at the WV APTA Annual Meeting in Charleston, WV.

#### **COMMUNITY ENGAGEMENT**

- The School of Physical Therapy expanded the Marshall University Volunteers in Therapy (MUVIT) clinic to include Geriatric Balance and Fall Screening over the summer.
- The School of Physical Therapy collaborated with the MU Physician Assistant program to provide sports physicals to area student athletes.
- The Communication Disorders department collaborated with Ebenezer Community Outreach Center to offer literacy programs and speech-language therapy services.



### PROGRAM HIGHLIGHTS

- The College of Liberal Arts welcomed over 1,000 students this fall, a 2.5% increase over this time last year. This is the second consecutive year of enrollment growth in the college, fueled in part by an 84% retention and graduation rate from fall to fall.
- The English Language Institute hosted the 23<sup>rd</sup> annual WVTESOL conference this past spring. The meeting of educators brought 94 attendees to Marshall's campus to share ideas about improving English fluency, including reading, speaking, writing, and listening, for speakers of other languages.

### FACULTY & STAFF ACHIEVEMENTS

- Kae Bradley, Director of the English Language Institute, returned from her US State Department Fellowship year in Kazakhstan. Kae was an English Language Fellow, working with educators at Zhubonov School in Aqtobe, Kazakhstan. She worked remotely with Marshall's ELI students to create conversation connections between them and her group in Central Asia.
- Caitlyn Trombley, assistant professor of Sociology, published her articles, "Get God or get out: Barriers the nonreligious face in Alcoholics Anonymous," and "Spirituality, religion, and recovery: What about the nonreligious?" in the *Journal of Substance Use* (May 2024). She also published her article, "Struggling in AA is a Rite of Passage" on the AA Agnostica web blog.
- Cicero Fain, Assistant Provost for Inclusive Excellence, is serving as the chief history consultant for the ABC News "10 Million Names" project, which seeks to identify the names of the men, women, and children who were enslaved in the US from the pre-colonial era to 1865. The project connects historical accounts, available data, and family stories to expand resources and information about enslaved African Americans.

### STUDENT & ALUMNI ACHIEVEMENTS

- Sophomore Geography major Aidan Landgrebe accepted an internship with the WV State Historic Preservation Office. After learning he studied drone mapping in GEO 440 and earned his remote pilot's license, the Office offered him contract work to survey historic properties in the region.
- Five COLA students earned John Marshall Scholar Awards for Fall 2024. English majors Harper Aulick and Matthew Lebo, Psychology majors Mars Brown and Breana Henson, and Sociology major Hunter Carroll will complete significant undergraduate research projects under the direction of faculty mentors this fall with the aim of submitting their findings at a professional conference next year. Aulick's project examines how women's labor is represented in 19<sup>th</sup> century literature. Lebo is investigating barriers to disabled students in competitive speech and debate activities. Brown is examining social media motives and the effects of social media use. Henson's project examines the effectiveness of school suspensions and possible alternatives. Carroll's research explores how music affects identity formation in teens.
- Samantha Loose, a former MU softball player, is now Coordinator of Student-Athlete Enhancement at the University of Alabama. She previously worked in compliance and student-athlete leadership at the University of Kansas. Samantha earned a BA in Psychology in 2019 and an MA in Clinical Mental Health Counseling in 2021.

- Alexis Campbell, who graduated as a double major in History and Secondary Education in April 2024, won the Ignite Appalachia business pitch competition hosted by the ECDI Women’s Business Center of Central Appalachia. Alexis is the owner of Withrow Sharpening & Sales, a family-owned woodworking business in Huntington. His pitch focused on expansion of the business, creation of a website, and implementation of a 3-phase marketing plan.
- Herman DeBoard, 1998 Communication Studies BA and 2000 MA, has thrived in his career as a serial entrepreneur in technology and business applications. He is the CEO and co-founder of Huvr, a virtual travel experience. The Huvr app shares user-generated photo experiences from travelers around the globe. Previously he served as CEO of Liquid Spins and Spherady, CIO of Giant 5 Funds, and CMO at Grabbr. Herman is an Air Force veteran, former Chief of Communications for USAF, Director of Technology for the US Army at Ft. Carson, and Program Manager for the CDC.

## COMMUNITY ENGAGEMENT

- Dr. Melissa Atkins, associate professor of Psychology, is the lead on a grant project from the WV HEPC for Pipeline Programs in Behavioral Health. The project brings together counseling, social work, and school psychology experts to recruit a cohort of Undergraduate Rural Scholars to learn about and promote careers in rural mental health.
- Dr. Kristi McLeod, professor and chair of Sociology & Anthropology, received a grant from the Appalachian Collegiate Research Initiative. A dozen students in her course this fall will partner with the city of War, WV to create a community garden. Students will apply their knowledge of social structure and culture to their work in War and present their findings to the Appalachian Regional Commission in December and the COLA Research & Creativity Conference in April.
- Dr. Robin Riner, professor of Anthropology, received a NEA/Mid America Arts Alliance Creative Forces grant to conduct a workshop for veterans on Marshall’s campus. Marshall students and community veterans will work together to create original theatre productions based on the veterans’ experiences. The creative process will be guided by Third Rail Projects, a NYC-based professional theatre company. The project helps veterans come to terms with their wartime experiences and helps students learn from the experiences of veterans in the community.

### PROGRAM HIGHLIGHTS

- On July 26, 10 STEM student researchers participating in the SURE program presented summaries of their efforts performed over 10 weeks of the summer in a variety of laboratories on Marshall's campus. Directed by Dr. Michael Norton (Chemistry), the SURE program aims to enhance the intellectual infrastructure of the state by supporting undergraduates who are interested in performing research in any STEM field.
- Dr Mindy Yeager-Armstead (Natural Resources and Earth Sciences) and her collaborators from the University of Kentucky and the University of Louisville launched the second cohort of their NSF BEP-Track 3 award aimed at opening STEM pathways in the Appalachian region. The program entitled: "Inclusive Mentoring Hub for Enabling Pathways from Inner-City and Rural Appalachian Households to Engineering in Kentucky and West Virginia" will allow students to engage in group projects, mentoring, peer interactions, outreach to local high schools, as well as research participation throughout the year.
- The Armstead laboratory received NSF funding for research building climate resilience capacity in Appalachia. The project, led by the University of Louisville, will engage rural communities in interdisciplinary hydro-related research and technological development to gain basic knowledge of flash flooding with the goal to mitigate the impact of flash floods and improve community resilience to climate change. This project includes partnerships across Kentucky and West Virginia.

### FACULTY & STAFF ACHIEVEMENTS

- Dr. Anne Axel (Biological Sciences) installed a new site on the PhenoCam network in Madagascar, a project which provides real-time sensing of vegetation in a range of ecosystems. Dr. Axel's site is one of only four in Africa.
- Dr. Nadja Spitzer (Biological Sciences) presented "From parasites to brains: a science career adventure" to summer research students at West Virginia State University in June.
- Dr. Rosalynn Quinones (Chemistry) is serving as co-PI with a group of researchers from CECS that received an NSF Research Instrumentation (MRI) grant for the acquisition of a SmartLab SE X-ray diffractometer.
- Dr. Cheyenne Tait joined the Department of Biological Sciences having completed her PhD at the University of Notre Dame and a post-doctoral position at the University of Massachusetts, Amherst. She studies neurobiology and the hormones involved in behavioral choice.
- Dr. Michael M. Wade Wolfe joined the Chemistry Department. Dr. Wade Wolfe received his Bachelor of Science in chemistry with highest honors from Emory University in 2016. He subsequently earned a Ph.D. from the University of Michigan in 2022 studying boron mediated fluoroalkylation reactions. He completed postdoctoral training in 2024 studying reactive sulfur species at the University of Oregon. At Marshall, Dr. Wade Wolfe plans to focus on degradation and functionalization of polyfluoroalkyl substances and will teach the organic chemistry sequence.
- Dr. Victor Fet (Biological Sciences) published 5 papers:
  - Tropea, G., Fet, V., Parmakelis, A., Stathi, I. 2024. "Two new species of *Euscorpis* (Scorpiones, Euscorpiidae) from Bulgaria and Greece." *Zoodiversity*, **58**(1): 1-18.
  - Lowe, G. & Fet, V. 2024. "A survey of proximal sensilla associated with denticle subrows on scorpion pedipalp fingers (Arachnida: Scorpiones), with observations on scorpion fluorescence." *Euscorpis*, **382**: 1-107.

- Tang, V., Z. Liu, M.R. Graham, V. Fet, F. Kovařík & F. Šťáhlavský. 2024. "Revision of the genus *Olivierus* in Xinjiang, China, with comments on *Mesobuthus thersites* (Scorpiones: Buthidae)." *Euscorpius*, 383: 1-58.
- Yağmur, E. A., Kovařík, F., Fet, V., Kurt, R., Hussen, F. S., Al-Khazali, A. M., Kachel, H. S., & Al-Fanharawi, A. A. 2024. "New records of *Mesobuthus mesopotamicus* (Penther, 1912) in Iraq and *Mesobuthus faiki* sp. nov. from Turkey (Scorpiones: Buthidae)." *Euscorpius*, 388: 1-22.
- DeBoer-Ayrey, M., Myers, B. T., Bryson, Jr., R. W., Webber, M. M., Graham, M. R., Lowe, G., Fet, V., & Kovařík, F. 2024. "In Memoriam Richard F. Ayrey (1948 – 2024)." *Euscorpius*, 384: 1-11.
- Dr. Herman Mays (Biological Sciences) co-authored the paper, "On the brink of explosion? Identifying the source and potential spread of introduced *Zosterops* white-eyes in North America." *Biological Invasions* 26(5): 1615-1639 (2024).

#### STUDENT & ALUMNI ACHIEVEMENTS

- Abigail Parker, MA, Biological Sciences (2024), is now employed as a Research Assistant for Johns Hopkins University.
- Moses Shafer, MS, Biological Sciences (2024), is now employed as a Staff Scientist at Alliance Consulting Inc. in Beckley, WV.
- Sophomore Biochemistry major Eugene Kim received a Creative Discovery and Research Award for Fall 2024 to complete research under mentorship from Dr. Yongick Kim.
- Brooke Baker, BA, Criminal Justice (2018) and MS, Criminal Justice (2020), graduated this summer with her PhD in Criminology and Criminal Justice from Old Dominion University. She joined the faculty at Marymount University as an Assistant Professor in August.

#### COMMUNITY ENGAGEMENT

- Dr. Autumn Starcher-Patton and Dr. Rick Gage (Natural Resources and Earth Sciences) participated in the Governor's Conference on Tourism on September 9 in Charleston. They represented Marshall University at the Building Pathways for Tourism Careers: Student and Educators Collaborative Breakout Sessions.

### PROGRAM HIGHLIGHTS

- On July 31, the Bill Noe Flight School became the first United States based flight school to offer training in a full motion virtual reality rotorcraft flight simulator. After a comprehensive inspection event, the Federal Aviation Administration (FAA) released its certification which allows for simulator use in initial, recurrent, and advanced helicopter training. Certification of this device in lieu of actual rotorcraft flight time is critical for the development of curriculum that most accurately depicts flight conditions in a simulated environment. This simulator is the third in a cadre of technologically advanced trainers which enables Marshall Aviation to provide the highest quality flight training for Bill Noe Flight School students.
- The second Bill Noe Flight School satellite located in Wheeling, West Virginia received FAA satellite certification on August 1. This inspection, as well as the inspection of the Martinsburg satellite in June, concluded with no findings or recommendations for improvement. Aviation enthusiasts can now obtain the highest quality flight training at the Charleston, Martinsburg, and Wheeling facilities. Marshall Aviation offers a bachelor's degree in Professional Pilot as well as standalone FAA Part 141 pilot training at the three locations for citizens of West Virginia and the surrounding areas.
- Marshall Aviation navigated 6 FAA and Department of Homeland Security (DHS) inspections over the past 11 months with no findings or recommendations for improvement. This outcome highlights our commitment to regulatory compliance and the highest quality aviation training.
- Marshall Aviation welcomed 75 students and families to the Aircraft Maintenance Technician (AMT) Orientation on August 10. Another 190 students and families gathered at the Bill Noe Flight School to participate in flight school orientation on August 12. Students at both events met faculty, observed ground training, participated in labs, and interacted with their peers. Parents and students attended informational sessions on program content as well as current and future industry opportunities. Finally, Marshall Aviation welcomed 35 students and families to the Wheeling location for their first day and orientation on August 26. Families learned about our joint program with West Liberty University, took aircraft tours, and participated in an open forum on aviation career opportunities within West Virginia and the surrounding area.
- The Cirrus SR 20 airplane was delivered on August 12, the 8<sup>th</sup> aircraft for the Marshall Aviation fleet. The plane boasts the newly designed G7 avionics package with the most technologically advanced navigation systems available for in-flight training in aircraft. The aircraft is one of 4 Cirrus aircraft which will join the fleet this year signifying Marshall University's commitment to providing the most industry relevant, state-of-the-art equipment for the next generation of aviators.
- Marshall Aviation's Bill Noe Flight School in Charleston, along with its satellite locations in Wheeling and Martinsburg, surpassed 200 enrollments this fall. The flight program is currently 236% above initial enrollment projections.

### FACULTY & STAFF ACHIEVEMENTS

- AMT Director Jim Smith recently began a new role as Director of New Business Development. In this new role, he will be responsible for recruitment strategies, community engagement, and industry partnerships. Marshall Aviation is committed to the strategic use of resources to maximize enrollment across the aviation programs to include flight, maintenance technician, unmanned aircraft systems, dispatcher, and flight



attendant. Upcoming efforts will focus on a robust social media program and a strong presence at the fall West Virginia High School Career Fair circuit.

## COMMUNITY ENGAGEMENT

- Marshall Aviation welcomed 25 high school students for the first summer UAS (Unmanned Aircraft Systems) STEM Camp on July 27 at the South Charleston Campus. Campers enjoyed a UAS simulation, weather workshop, learned about careers in UAS, and received actual UAS flight time. On September 21, Marshall Aviation welcomed 25 high school teachers for a similar event. Teachers discussed new curriculum and career opportunities in the emerging UAS market. They also learned about the program offerings centered on UAS through Marshall's Bill Noe Flight School and took a turn piloting the UAS.
- Marshall Aviation entered UAS training with its first UAS Special Topics course. Additional courses and a micro credentialing pathway will follow as part of a federal grant designed to promote and prepare West Virginia citizens to enter the UAS industry.
- Marshall Aviation joined forces with West Liberty University to host an aviation education workshop at the Wings over Wheeling Air Show held on August 24. The air show was attended by 7,500 visitors. Marshall and West Liberty University welcomed several hundred students and visitors to a joint display and activity center where they enjoyed flight simulation, ground lessons, aircraft tours, and program discussions.
- For the third straight year, the Bill Noe Flight School welcomed West Virginia Gear UP STEM Counselors for their annual training on September 12. Sixty-five high school and middle school counselors participated in round table discussions, scenario-based training, and introductions to new areas of focus for the West Virginia Gear Up Program. All attendees also took part in an afternoon discussion with Marshall Aviation faculty that highlighted opportunities in Aviation. To date, Marshall has welcomed over 175 Gear Up participants to the Bill Noe Flight School to provide West Virginia schools with the most up to date Aviation hiring trends and an introduction to the programs Marshall University offers to meet the aviation industry needs.

### PROGRAM HIGHLIGHTS

- The MBA program in the Lewis College of Business was recently ranked among the top 244 outstanding on-campus MBA programs for 2024 by Princeton Review. The college's MBA program places emphasis on applying theory into real-world practice so graduates can meet the current needs and changing demands of the global marketplace. The program was recently refreshed to make it more flexible and accessible for working professionals. It is now a 33-credit hour program delivered online, face-to-face, and hybrid. Students trying to fast-track their career can complete the program on a full-time basis in one calendar year. Other Princeton Review rankings for the LCOB include: ranked among the best Business Schools for 2024; ranked among the best Online MBA Programs of 2024; ranked among the Best Business Schools (Southeast); and ranked #9 with the Most Competitive MBA Students.
- On August 23rd, the newest DBA cohort was welcomed at a reception at the Brad D. Smith Center for Business and Innovation. Mark Chandler, chairman of the LCOB Advisory Board, provided welcome remarks and Provost Avi Mukherjee was the guest speaker.
- A new supplement to the Monday Morning Memo created at the beginning of the Fall 2024 semester, the Monday Morning Memo Student Edition, is a new initiative to communicate directly with LCOB students. In the student edition, some things from the regular Monday Morning Memo will be included, but mainly the promotion of student events, tutoring information, new classes to add, Student Organization information, internships, and notices specifically catered to LCOB students.

### FACULTY & STAFF ACHIEVEMENTS

- Dr. Alberto Coustasse-Hencke, professor of Healthcare Administration, co-authored the article "Elevating Stroke Care: A Pharmacy Perspective on Telestroke Services" which was published in *Pharmacy Times* (August 2024). The journal circulates to more than 173,000 retail pharmacists. The article is part of a larger project working with the Cabell Huntington Health neurology department.

### STUDENT & ALUMNI ACHIEVEMENTS

- The John F. Rahal Center for Strategic Engagement recently created The Monday Morning Meetup Podcast as an addition to the weekly Monday Morning Memo. The podcast showcases our brightest and most innovative alumni by sitting down with them and chatting about their stories. The first guest was Katy Spears who discussed her entrepreneurial endeavor of bringing Tiny Homes to Marshall's campus. Andrew Kesling, Director of Stakeholder Engagement, had a conversation with Katy about her story and the status and future of her business, Wildflower Homes.

### COMMUNITY ENGAGEMENT

- The Lewis College of Business recently wrapped up its WV Governor's School of Entrepreneurship (WVGSE) with a Demonstration Day pitch event on July 20 at the new Encova Auditorium. The event drew an audience of over 110 and featured nine entrepreneurial teams presenting their projects to a panel of experts including Toney Stroud, Barbie Woods, and Jonathan Hale. Highlights of the presentations include Sprout Sync for Best Pivot, Fungi Green for Best Future Steps, Distracted Driving for Best Use of



Data, and Third Space for Best Prototype. TourPal was lauded for Best Customer Discovery Story while Valley Link received recognition for Most Significant Problem. Castify was recognized for Most Innovative and Able for the Panelists' Choice for Most Comprehensive concept. The WVGSE program, aimed at West Virginia students in grades 9 through 11, is hosted by Marshall University to enhance creativity, critical thinking, and problem-solving skills through real-world problem-solving and prototype development. Marshall University is eager to continue this initiative in Summer 2025, given the high quality and sophistication of the students' projects.

- On August 19, the Brad D. Smith Center for Business and Innovation held the "Path to Innovation: Women in Cyber Forum." Hosted by U.S. Sen. Shelley Moore Capito, the event featured Jen Easterly, the director of the Cybersecurity and Infrastructure Agency (CISA), Amy Cyphert, a professor at the West Virginia University College of Law, Alex Royal, senior advisor to the U.S Cyber Command Under Joint Force Headquarters-Department of Defense Information Network, and Alys Smith.

### PROGRAM HIGHLIGHTS

- The School of Pharmacy welcomed the Class of 2028 at its annual White Coat Ceremony on August 19, 2024. The annual tradition celebrates the newest incoming class after a week of Orientation.
- The Marshall University School of Pharmacy is offering the nation's first 1+4 Accelerated Pathway for high school students aspiring to become pharmacists. This innovative program is tailored for high-achieving students with a passion for pharmacy, enabling them to fast-track their education and career. The Pathway allows high school students to complete one year of undergraduate coursework followed by direct entry into the Doctor of Pharmacy (PharmD) program, shortening the traditional timeline by a full year. Students will receive personalized advising, access to state-of-the-art facilities and a pre-pharmacy boot camp to ensure their success.

### FACULTY & STAFF ACHIEVEMENTS

- Dr. Tommy Pile was awarded the ACT Collaborative Community Pharmacy Transformation Badge through the American Association of Colleges of Pharmacy (AACP). Dr. Pile was also featured on the Mountain State Pharmacist Podcast through the West Virginia Pharmacist Association discussing research related to Pharmacy Benefit Manager Reform.
- Dr. Amanda Capino presented "Oh where, oh where are you young ones? Deliberating placement of pediatrics the didactic curriculum" at the AACP Annual Meeting in Boston, MA, July 2024.
- Dr. Nandini Manne presented his poster "Quick Response Team-A new model to address opioid crisis" at the AACP Annual Meeting in Boston, MA, July 2024.
- Drs. Brittany Riley, Tommy Pile, Gayle Brazeau, and Tiffany Davis along with Director of Progressions Megan Russell presented their poster "Strengthening Faculty and Staff Success: Decreasing administrative overhead associated with advising" at the AACP Annual Meeting in Boston, MA, July 2024.
- Drs. Cynthia B. Jones and Gayle Brazeau co-presented with Dr. Evan Robinson from Creighton University "Psychological Safety Strategies for Promoting Inclusion, Learning, Collaboration, and Innovation Across Pharmacy Education" at the AACP Annual Meeting held in Boston, MA, July 2024.
- Dr. Craig Kimble along with Dr. Alberto Coustasse-Hencke and Dr. Dustin Baum co-authored the article "Elevating Stroke Care: A Pharmacy Perspective on Telestroke Services" published in *Pharmacy Times* (August 2024). Dr. Coustasse-Hencke is a professor of Healthcare Administration in the Lewis College of Business. Dr. Baum is a clinical pharmacy specialist in the neurology department at Marshall Health.
- Dr. Gayle Brazeau gave an online presentation titled "Success in Developing and Publishing your Scholarship of Teaching and Learning (SoTL)" for the Mercer University College of Pharmacy on August 7, 2024.
- DeSchepper K, Henderson-Redmond A, Lulek C, Maulik M, Johnson K, **Rorabaugh BR**, Guindon J, Morgan D (2024) "Mice expressing an internalization-resistant form of CB1R exhibit altered responses to cannabinoids and impaired recognition memory." Dr. Boyd Rorabaugh co-authored the abstract and poster which was presented at the International Cannabinoid Research Society Symposium in Spain and at the American Society for Pharmacology and Experimental Therapeutics Annual Meeting in Arlington, VA.
- Co-author of presentation: Lulek CF, Maulik M, Guindon J, **Rorabaugh BR**, Henderson-Redmond AN, Morgan DJ (2024) "The role of peroxiredoxin 6 (PRDX6) in cannabinoid-induced antinociception." Dr.

Boyd Rorabaugh co-authored the abstract and poster which was presented at the American Society for Pharmacology and Experimental Therapeutics Annual Meeting in Arlington, VA.

#### **STUDENT & ALUMNI ACHIEVEMENTS**

- PhD student Sarah Evan, under supervision of Dr. Tim Long, presented her poster abstract “The Impact of Antabuse (Disulfiram) on the Intestinal Microbiome and Evaluation of Impact on Gram-Positive Bacteria” at the American Society of Microbiology Microbe Meeting in Atlanta, GA on June 16, 2024.

#### **COMMUNITY ENGAGEMENT**

- Dr. Gayle Brazeau was selected to serve on the Board of Trustees at the Huntington Museum of Art.

### PROGRAM HIGHLIGHTS

- In August 2024, the total download count for Marshall University's Digital Scholar surpassed 5,000,000. There were 643,689 downloads during the past 12 months. There are 35,738 items in the database which can be accessed.

### FACULTY & STAFF ACHIEVEMENTS

- Associate Professor Sarah Mollette (MA, MLIS) and Assistant Professor Kacy Lovelace (MA, MLIS) were invited to be one of three trial faculty members for the Center for Innovation and Entrepreneurship's maiden Innovation Catalyst program. Over the course of the spring semester, they completed an immersive and extensive training that will allow them to facilitate Design for Delight (D4D) processes for University Library faculty and staff. An innovative approach to problem-solving, D4D has already been implemented by the librarians to address student-centered issues and will continue to serve them as they address strategic plan initiatives with colleagues.
- Kacy Lovelace presented the session "Using the Library of Congress, the Teaching with Primary Sources Teachers Network, Google Sites, Google Forms, AI, and D4D Exercises to Create a Digital Escape Room" at the Center for Teaching and Learning's annual iPED Teaching Conference.
- Sarah Mollette, Staff Librarian Diane Palmieri, and Library Research and Copyright Specialist Dena Laton presented a session on Copyright Essentials for Faculty at the Center for Teaching and Learning's annual iPED Teaching Conference.
- Dena Laton created and distributed 3 newsletters for University Libraries so far in 2024. She is also collaborating with Eryn Roles, Collaborative Learning Librarian and CoLab Coordinator, and other various areas of campus to determine needs for testing and proctoring. She is collaborating to create and implement Library Staff Organization, working with Marshall Digital Scholar scanning theses and dissertations, and collaborating with the Alumni office for their newsletter to incorporate upgrades to student services offered by University Libraries.

### PROGRAM HIGHLIGHTS

- The Friend-at-Marshall (FAM) Peer Mentoring Program assigned peer mentors to 1,891 freshmen and 531 transfer students and reconnected FAMs with 1,261 returning sophomores. There are a total of 41 FAM Peer Mentors working with students this fall by reaching out on a weekly basis by email, text and/or in-person to help students get adjusted to campus, answer any questions they might have, and point them to any resources they might need.
- This fall, 38 students are being served by the Alternative Suspension Program. This high-touch program allows students who are suspended for academic reasons to serve their suspensions while taking UNI 104 instead of sitting out a term. Students in the program receive support from CSS as they work to identify and overcome the challenges that impeded their success in the past.
- The Supplemental Instruction (SI) Program continues to expand and supports seven courses this semester: BSC 120 (1 section), BSC 227 (4 sections), CHM 205 (3 sections), CHM 211 (4 sections), CHM 212 (2 sections), ENGR 213 (1 section) and MTH 127 (2 sections). Supplemental Instruction is a proven high impact practice and a non-remedial peer-led support for high-enrollment gateway courses with historically high D/F/W rates.

### FACULTY & STAFF ACHIEVEMENTS

- Assistant Director of Student Success Morgan Conley earned her Approved Licensed Professional Supervisor (ALPS) certification.
- Director of Student Success Dr. Kateryna Schray is cited as a reviewer in *Rudy and the Milky Way*, an English language translation of a children's book about the war in Ukraine by Ukraine's most famous children's poet Hryhorii Falkovich. The book was translated from Ukrainian into English by Dr. Victor Fet and published in August of 2024.

### COLLABORATION & PARTNERSHIPS

- CSS is partnering with the English Department and University College to pilot three sections of ENG 101P dedicated to Conditionally Admitted students as a way of increasing support for this growing population. English instructor Sarah Trautwein was specifically recruited for this project and teaches the class with embedded Student Success support from Associate Director of Student Success, Jay Rader.
- CSS is deeply grateful for the continued generous support of the Missions for Christ Sunday School at Steele Memorial United Methodist Church in Barboursville, WV. Members of the church's adult Sunday School class purchased five high-quality backpacks, five shower caddies, and five laundry bags and filled them with school supplies, dorm essentials and snacks to be given to Marshall students who are coming from foster care and/or experiencing homelessness.

### COMMUNITY ENGAGEMENT

- Director of Student Success Dr. Kateryna Schray took part in "A Taste of Ukraine" at the Alchemy Theater on August 24, 2024, an event sponsored by Sunflower Seeds, Inc., Tri-State Aid for Ukraine. Dr. Schray served as the language consultant for a choral group performing at the event and presented on Ukrainian culture and history.

## PROGRAM HIGHLIGHTS

### *Office of Accessibility and Accommodations*

- Student data as of August 26, 2024: total enrolled students-778; 57 requests to have an emotional support animal (42 approved, 15 pending); 47 approved for medical single rooms; 13 approved for medical housing release.

### *Office of Student Advocacy and Accountability (OSAA)*

- The Office of Student Advocacy and Accountability partnered with Military and Veterans Affairs, the Counseling Center, and the Academic Advising Center to donate \$500 worth of nonperishable food items to combat food insecurity.
- On August 28, 1,385 students attended the Student Resource Fair.
- The office collaborated with Wellness and Gender Programs and the Title IX Office to develop a process for tracking undergraduate emergency/medical withdrawals, pregnant and parenting accommodation requests, and emergency fund requests.
- The NABITA Risk Rubric has been incorporated into the Marshall University Reporting System and added the Behavior Intervention and Risk Assessment Procedure.
- A PowerPoint presentation was created for UNI classes highlighting campus resources.
- The Office processed 25 laptop rentals for off-campus students, 17 excused absences for summer courses, 15 students received Herd Points for food insecurity, and 2 students received emergency funds for housing needs.

### *Community Service and Family Programs*

- Marshall is now a “Certifying Organization” for AmeriCorp’s President’s Volunteer Service Award which honors students who complete 100-4,000+ hours of community service.

### *International Students Office*

- The office coordinated successful airport pickups for international students from Brazil, Japan, China, South Korea, India, France and the Congo.
- Staff also participated in the “Know Your Title IX” Day events by providing resources to over 50 students. The office also partnered with the English Language Institute, International Student Services, and Assistant Provost for Global Education Zeli Rivas to host the Fall 2024 International Student Orientation.

### *Counseling Center*

- Student Data: 1,035 appointments, 26 crisis meetings, 81 psychiatric services, (384 total students), 2 QPR trainings.

### *Violence Prevention & Response Programs*

- Over 1,000 incoming students received bystander intervention training.
- Seventy-four Resident Advisors received training with CONTACT Rape Crisis Center on identifying and responding to abuse.

### *Wellness Programs*

- Four students attended Alcohol Basic Education Sessions. Two medical withdrawals were processed.

### *Student Life*

- The 2024 Week of Welcome was attended by 1,651 first-time freshmen, graduate, online, and international students.
- The Build-A-Bison tradition drew 986 students.

### *Marshall App*

- Since August 1, 2024, there have been 2,580 new downloads and 2,573 new registrations.
- Since August 26, 2024, the app has had 6,454 downloads and 4,746 registrations. The app has been opened 109,729 times with myMU being the most opened tab at 20,352 times.

### *Fraternity & Sorority Life*

- Sorority Life's Spring 2024 calculated average GPA was 3.27. Fraternity Life's Spring 2024 calculated average GPA was 2.84. The FSL overall GPA average for Spring 2024 was 2.99.

### *Campus Activities Board (CAB)*

- Twelve new members joined the Campus Activities Board.
- The CAB hosted a Shrek themed Bingo during WOW Week with 264 in attendance. Sixty students took their first day of school picture at a photo booth set up by the CAB.

### *Esports*

- The WOW Midnight Madness event was attended by 256 students while 48 attended the Varsity Esports interest meeting.

## **STAFF ACHIEVEMENTS**

- Kyle Trapp was hired as the first Director of Esports.
- Dr. Gabe Brown was hired as the Director of Community Service and Family Programs.
- Office of Student Advocacy and Accountability staff Cadyn Fraley, Michaela Arthur, and Kat Smith attended the ATIXA Title IX Training hosted by WVHEPC in Lewisburg, WV, while Lisa Martin attended via Zoom.



### PROGRAM HIGHLIGHTS

- MU Online enrollment for Fall 204 is 1,493 students. This is 9.4% higher than last year.
- The Online Student Connection, a dedicated organization within Blackboard, was created to enhance the online student experience, foster student connections, and promote a sense of belonging. It includes resources such as Fall Plan-on-a-Page, study tips, and information about student support and student opportunities.
- The August MU Online newsletter announced the launch of the Marshall HOME (Humanistic Online Model for Engagement) Framework. The introduction video to the HOME Framework features Instructional Designer Mary Welch and faculty liaison Dr. Laura Stapleton discussing the motivations behind creating the new framework and how it differs from Quality Matters. The issue also featured a Welcome to Ultra video from the instructional designers, an interview with Marshall professors Dr. Sumeeta Patnaik and Kae Bradley, and information about the new Online Student Advisory Board.
- The Design Center completed almost 1,200 tasks (calls, emails, meetings, messages) throughout August as faculty wrapped up the upgrade to Ultra and prepared for the start of the term. The Center worked with Anthology to increase Ultra training support for faculty. Staff also hosted the events Course Copy Q&A; Cookies, Coffee, and Course Copy; and a CMM GA training.
- A new lecture recording studio was created to allow MU Online to take its communication efforts to the next level. The studio allows Marshall to offer faculty a valuable resource to record engaging lectures and other video projects that will enhance the online classroom and create a more immersive learning experience. A tutorial and a Bookings link were created for faculty to begin utilizing the studio.
- Marshall employees now have free access to the Introduction to Generative AI micro-credential, a short course that will give a good base knowledge of current AI functions and strategies for better utilization. Completing this short course is the first step to earning the full “Introduction to Generative AI” micro-credential.
- The Marshall Online Student Advisory Council officially launched this fall to enhance the online student experience by leveraging the insights of currently enrolled students across various programs. This council will collaborate closely with Marshall Online staff and faculty to provide valuable feedback on learning in a virtual environment, evaluate both new and existing student engagement initiatives, and identify opportunities for improvement. Members will gain experience in advocacy, leadership, and communication, while engaging with peers and building relationships with university leadership.
- The Durables Project is being enhanced by integrating advanced software tools like CoPilot, Synthesia, H5P, Panopto, and InVideo. These tools create a dynamic learning environment with interactive scenarios, role-playing exercises, real-world case studies, and regular knowledge checks.

### STAFF ACHIEVEMENTS

- Michelle Morrison, Senior Director of Student Engagement, was named the Vice Chair of UPCEA’s Online Administration Network.
- Dr. Julia Spears, Assistant Provost of Online Education and Certification, participated on the “Integrating AI” Expert Panel at the Boston University College of Communication Retreat on August 28, 2024.
- Dr. Julia Spears co-presented “(Micro) Credential WV: The Path to Reaching the Goal of WV’s Climb” with Beez Schell from the WVHEPC at the 2024 WV Association of Collegiate Registrars and Admissions

Officers (WVACRAO) Conference in August. Instructional Designer Hilary Gibson also presented at the conference on microcredentials.

## **COLLABORATIONS & PARTNERSHIPS**

- Online Education is collaborating with the Registrar's Office and IT Services to train admins on the new course modality attributes for Banner course schedule entry to streamline the process and lessen errors. In addition, resources about the new modalities were created for faculty and staff webpages to communicate the changes.
- In collaboration with the Registrar's Office and department deans and chairs, a structure was created to reserve online seats for general education curriculum courses for e-campus students. This pilot initiative represents a crucial step toward ensuring equitable access to online education for E-Campus students.
- The Introduction to Generative AI microcredential launched in partnership with David Wiley from Lumen Learning and the Marshall Presidential AI Task Force. As of August 2024, 151 Marshall staff, students, and faculty have completed this course and earned the Credly badge.
- MU Online welcomed new faculty liaisons Drs. Jerica Wesley and Eric Beeson (Counseling), Dr. Monisha Gupta (Business), and Dr. Anthony Viola (English). The new faculty liaisons will support efforts toward developing resources and training for the HOME Framework, AI, HyFlex, and student engagement with multimedia.

## **COMMUNITY ENGAGEMENT**

- The team created Welcome Boxes with signed personalized welcome notes and Marshall gear to welcome new online students.
- Online Education hosted Blackboard Basics, Marshall Online Student Connection, and Graduate Student sessions during WOW Week.
- The Back to Marshall initiative aims to reengage online students who have earned some credits but have not yet obtained a degree. By offering comprehensive, student-focused support, this initiative seeks to address the unique needs and challenges of these students and guide them back to Marshall to complete their degrees. A pilot was launched for fall 2024. More large-scale efforts with campus partners will take place this fall with the aim to launch this initiative campus-wide.



## Fueling discovery: The next generation of physician-scientists

The combined Doctor of Medicine-Doctor of Philosophy (MD/PhD) program at the Joan C. Edwards School of Medicine offers a unique blend of clinical practice and biomedical research, tailored for students who aspire to integrate patient care with scientific discovery.

Admission to the program requires a strong academic background, including a minimum undergraduate GPA of 3.0 (or 3.4 for post-baccalaureate applicants) and a competitive MCAT score. The dual-degree curriculum blends rigorous coursework, research activities and clinical training. The program consists of four years of MD training with 3-4 years of research between the preclinical and clinical years of medical education. Students are expected to submit an MD/PhD fellowship application by the end of their third year in the program and must publish three research papers prior to graduation. The students receive financial support, including tuition remission, an annual stipend and health insurance, for the length of the program.

Graduates of the MD/PhD program typically join research-intensive residency programs and then pursue careers as physician-scientists for academic health systems, where they conduct disease-related research and apply their findings to clinical practice, embodying the true spirit of a physician-scientist.

## SCHOOL OF MEDICINE BY THE NUMBERS

70% of students at the School of Medicine are from WV

Smaller class sizes and active curriculum models engage students in more direct patient care experiences and hands-on research.

- 319 medical students (MD)
- 19 doctoral students (PhD)
- 10 MD/PhD students
- 61 physician assistant students (MMS)
- 25 BS/MD undergraduate students
- 2 BS/PhD students
- 7 graduate research students (MS)
- 10 MD Early Assurance undergraduate students

## UPCOMING SCHOOL OF MEDICINE EVENTS

**October 17 | 10 a.m. to 2 p.m.**

Marshall University Health & Wellness Fair  
Memorial Student Center

**October 19 | 8 a.m.**

PROACT 3rd Annual Race Toward Recovery  
Barboursville Park

**November 1**

36th Annual Health Sciences Research Day  
Marshall University Medical Center

For more information, contact the Dean's Office at 304.691.1700.





## WV-INBRE project renewed with \$21 million, five-year grant

The NIH-funded West Virginia IDeA Network of Biomedical Research Excellence (WV-INBRE) program has been renewed for an additional five years of support. The \$21 million award will help build biomedical research infrastructure and provide students research training opportunities across the state of West Virginia. This is the fourth renewal of WV-INBRE for principal investigator Gary O. Rankin, PhD, chair of biomedical sciences and vice dean for basic sciences at the Joan C. Edwards School of Medicine. Total funding for the WV-INBRE program to date has exceeded more than \$90 million.

## Kneedle LLC: Revolutionary Device for Accurate Infection Detection in Knee

Intermed Labs, in collaboration with Marshall Health Network, has launched Kneedle LLC, a company featuring a new medical device designed to improve infection detection in joint replacement surgeries.

Co-invented by Dr. Ali Oliashirazi, chair of orthopaedic surgery at the Joan C. Edwards School of Medicine, and Dr. Alisina Shahi of the University of Texas Health Science Center, Kneedle addresses the issue of false negatives in detecting low-grade periprosthetic infections, which traditional methods can miss in up to 40% of cases. The device uses advanced technology to provide more accurate and timely infection detection, aiming to reduce the need for additional surgeries and enhance patient recovery.

As Kneedle enters the market, both organizations are optimistic about its positive impact on patient care and infection management in joint replacements.



Dr. Ali Oliashirazi showcases the knee joint area where the patent-pending device he co-invented will be used to more efficiently detect infections after joint replacement surgeries.

## Gastroenterology fellow selected for prestigious I-RED program

Two Marshall University innovators--Brad Profitt, DC, DPT, DScPT (School of Physical Therapy) and M'Hamed Turki, MD (School of Medicine)--were selected to participate in the National Institutes of Health (NIH) funded IDeA Regional Entrepreneurship Development (I-RED) Program, facilitated by the XLERATOR Network.

Dr. Turki, a gastroenterology fellow, has invented an oropharyngeal cannula that attaches to a bite guard. This device facilitates the passage of endoscopes and helps prevent hypoxia during upper endoscopies, enhancing patient safety and procedural efficiency. Initial prototypes have been designed and developed exclusively in West Virginia, in

collaboration with Intermed Labs. The oropharyngeal cannula has recently entered the human clinical trial stage.

Through the I-RED program, Dr. Turki plans to transition the device from the lab to the market, effectively addressing a specific patient need.



Dr. Turki





## Alumni return for 37th Annual School of Medicine Homecoming

About 150 medical alumni, family members and friends participated in the School of Medicine's annual homecoming & reunion weekend Sept. 27-28. Events included a banquet for the milestone reunion classes; brunch at the home of faculty members Drs. Krista Denning ('04) and James Denvir; and a tailgate party. About 100 medical students also joined alumni for a networking luncheon and lectures from alumni on various medical topics.

### Meet Pamela A. Cyrus, MD ('89) 2024 SOM Distinguished Alumna

*Marshall Moment*

Dr. Pamela Cyrus, a native of Milton, West Virginia, discovered her passion for science in high school, leading her to pursue a medical career. Today, Dr. Cyrus is Vice President and Head of the Chief Medical Office Partnering & Issue Management at Bayer, a Germany-based pharmaceutical company, in a career that has taken her to all seven continents.

While a chemistry student at Marshall, Dr. Cyrus worked at the former Morris Memorial Nursing Home in Milton, which sparked her interest in geriatric care and neurology. After completing medical school Marshall, she went on to complete her neurology residency followed by a fellowship in geriatric neurology, both at Boston University.

In 1996, Dr. Cyrus joined Bayer, intrigued by the opportunity to work as a geriatric neurologist. She has since authored clinical sections for 10 new drug applications across six FDA divisions and FDA advisory meetings. Before her current global role, she was the Head of Medical for Bayer in the United States. Dr. Cyrus credits her hands-on experience at Marshall for guiding her successful career.

The School of Medicine recognized Dr. Cyrus as its 2024 Distinguished Alumna during its annual homecoming reunion banquet.



## STANDING OUT IN OUR FIELD RECAP

The Standing Out in Our Field 9 event on Aug. 24 raised more than \$120,000 for the School of Medicine's student scholarship endowment. More than 500 guests enjoyed the "Boots and Bling" themed fundraising event and outdoor dining experience at Barbourville Soccer Complex. More than 125 current and future medical students from the BS/MD and MD Early Assurance programs volunteered as servers.

The School of Medicine extends a special thanks to its many sponsors, supporters and attendees from across Marshall University and the greater Tri-State region. Since SOIOF was initiated in 2014, it has added more than \$1.2 million to the School of Medicine scholarship endowment.

**Marshall University Board of Governors  
Meeting of October 9, 2024**

**ITEM:** Approval of Affiliate Membership in American Athletic Conference – Women's Swimming and Diving

**COMMITTEE:** Athletics Committee

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

**STAFF MEMBER:** Christian Spears  
Director of Athletics

**BACKGROUND:**

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

# BOARD OF GOVERNORS

October 9, 2024



**Christian Spears**  
Director of Athletics

**Debra Boughton**  
Executive Associate AD, Championship  
Planning and Resources





# SWIMMING & DIVING AFFILIATION



## Athletic Teams Updates

1. Marshall
2. James Madison
3. Liberty
4. FIU





# Football vs. Virginia Tech

9/23/2023

Broadcast on ESPN2

# Fanbase

## Traffic Stats



**31,475** Attendees  
103% Capacity



**319,000** TV Viewers  
1st Highest Audience of Season



**24,737** Site Visitors  
**91,050** Page Views  
\*includes day before, day of, & day after game



**4,891** Engagements  
**175,978** Impressions  
\*includes day before, day of, & day after game

## Ticket Buyer Composition



34%



66%



17%

Household Income of \$150K+



33%

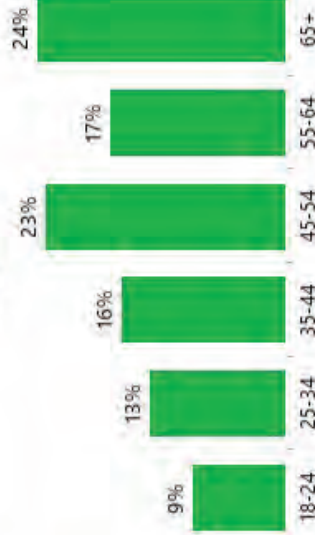
Have Children Under 18

### Fan Profiles

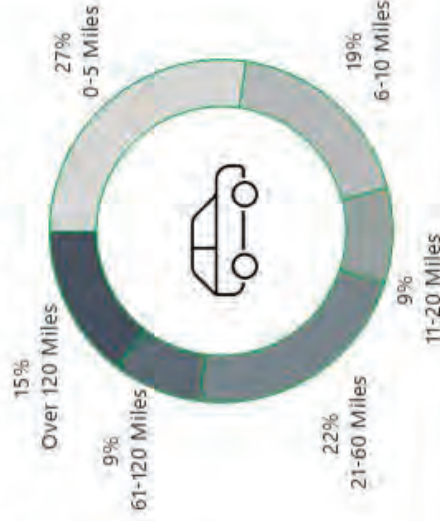
### % of Buyers

Suburban Blue Collar	33%
Cost Conscious Young Families	19%
Empty Nesters	12%
Invested Professionals	12%
College Grad Families	8%

### Age Band



### Distance to Campus





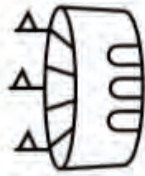
# Football vs. All

9/2/2023 to 11/25/2023

Broadcast on All

# Fanbase

## Traffic Slats



**117,076** Attendees  
78% Capacity

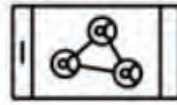


**403,000** TV Viewers



**101,599** Site Visitors  
**372,183** Page Views

\*Includes day before, day of, & day after game



**244,299** Engagements  
**1,261,382** Impressions

\*Includes day before, day of, & day after game

## Ticket Buyer Composition



36%

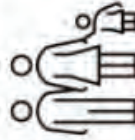


64%



16%

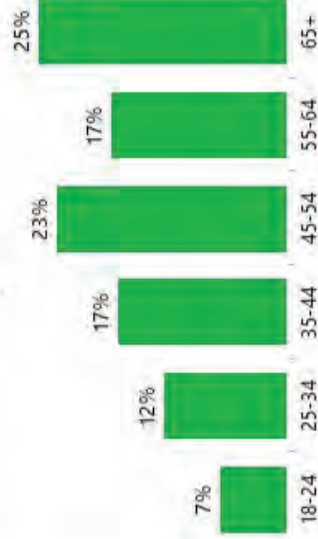
Household Income of \$150K+



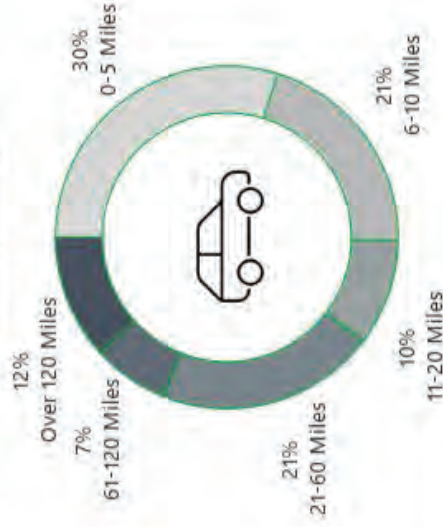
33%

Have Children  
Under 18

### Age Band



### Distance to Campus



## Fan Profiles



% of Buyers

Suburban Blue Collar	33%
Cost Conscious Young Families	20%
Invested Professionals	12%
Empty Nesters	12%
College Grad Families	8%



# ESPN+ Broadcast & Campus Connections

## Athletic Teams Updates



# NCAA HOUSE SETTLEMENT

## NCAA Legislation Updates



### Decision-Making Principles for Potential Changes in NCAA Model

- Meet Sun Belt Conference Priorities
- Consider Title IX Implications/Equity & Accountability
- Ensure 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/Rosters 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, and all sport programs will be allowed to offer full scholarships to each participant





# Committee on Infractions

## National Issues Updates





# Minority Opportunities and Interests Committee

## National Issues Updates



### Athletics Diversity and Inclusion Designees:

In 2019, the MOIC recommended approval of legislation, across all three divisions, for each athletic department and conference office to establish an athletics diversity and inclusion designee to serve as the primary contact and conduit for diversity and inclusion-related information between conference offices, campuses, athletic departments and the NCAA.

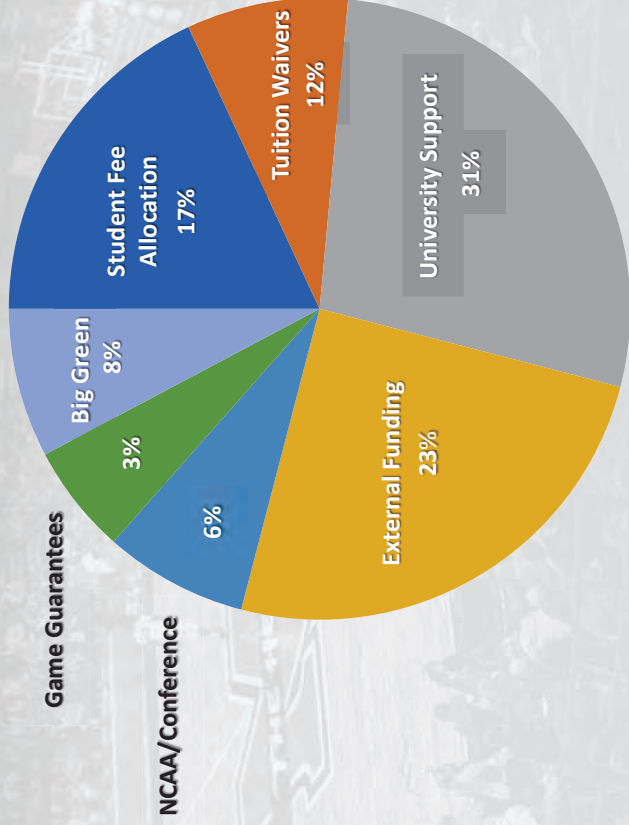


# FY2024 BUDGET CHARTS

## Revenue Generation Priorities

- Ticket Revenue Generation
- Game guarantees
- SBC distribution returns!
- \$39.6M
- 60/40 including student fee allocation

Actual Sources of Funds unaudited



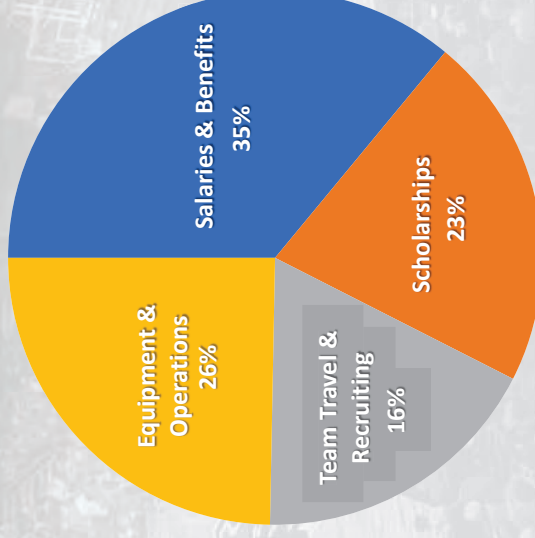


# FY2024 BUDGET CHARTS

## Expense Allocation Priorities

- Grant-in-Aid Review
- Training Table
- Right Size Staffing Model/Gender Equity Review and Response
- Coach Contract Incentives
- Facility Maintenance
- Fully fund post season-bowl game, post-season for all sports
- Travel expenditure review and response
- \$40.7M

Actual Uses of Funds unaudited





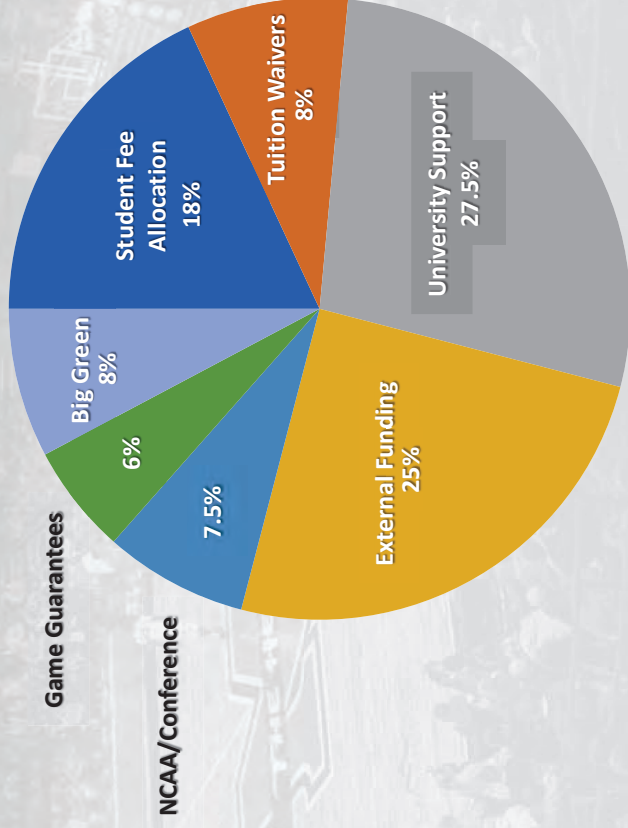


# FY2025 BUDGET CHARTS

## Revenue Generation Priorities

- Ticket sales and attendance
- Game guarantees
- Marshall Athletic Fund
- Licensing / Merchandise
- Future Goal 50/50 (48%/54%)
- \$37.5M

## Budgeted Sources of Funds



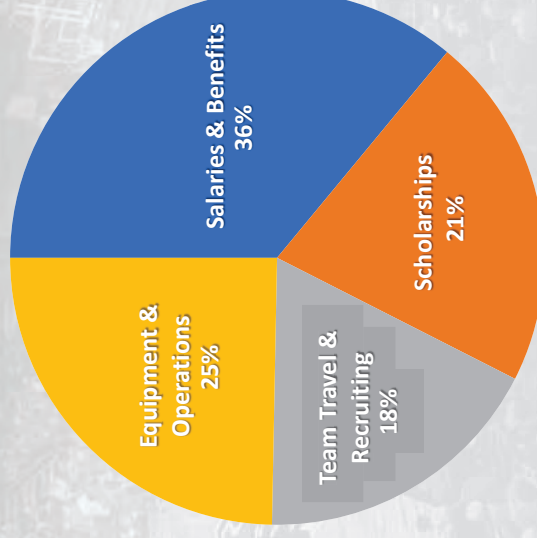


# FY2025 BUDGET CHARTS

## Expense Allocation Priorities

- Continued investment in Training Table for all sports
- Facility maintenance
- Fully fund post season-bowl game, post-season for all sports
- Travel expenditure review and response
- Student support focus areas
- \$37.5M

## Budgeted Uses of Funds



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



The NCAA 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 (US 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

# Budget Update Schedule



**First Quarter 2025 Financial Statement – December 2024**

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

**FY2024 NCAA Membership Financial Report Overview – February 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).



# BOARD OF GOVERNORS

Christian Spears  
Director of Athletics

Debra Boughton  
Executive Associate AD, Championship  
Planning and Resources



**Marshall University Board of Governors  
Meeting of October 9, 2024**

**ITEM:** Authorization of Reallocation of Funds from the State Institutions of Higher Education Deferred Maintenance Grant Program

**COMMITTEE:** Finance, Audit and Facilities Planning Committee

**RECOMMENDED RESOLUTION:** *Resolved*, that the Marshall University Board of Governors authorize 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.

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

**BACKGROUND:**

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.

*continued*

- 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.

See attachments for supporting documentation.

**DMGA 2024-2025**  
**Request for Additional Funding**

Institution: Marshall University Date: September 17, 2024

Project Name: South Charleston Roof Replacement HEPC #/Grant #: WVHEPC-M-008

---

**Project Funding distributions**

Initial request 25%

2<sup>nd</sup> request 25%

3<sup>rd</sup> request 25%

4<sup>th</sup> request 15%

Final request 10% - must include pictures of the project throughout construction.

**Special funding requests**

Request for additional funding above specified distributions – must include justification that demonstrates the need for a larger distribution.

Budget increase – must include justification for additional money to be added to the budget.

**Distribution request** (Check all that apply)

Initial  2<sup>nd</sup>  3<sup>rd</sup>  4<sup>th</sup>  Final

**Special request**

Distribution increase  Budget increase

**Funding**

Budget received: \$702,000 Current amount being requested: \$244,126



**Project Update**

**Percent Project Complete** Design  
(25%, 50%, 75% or 90%)

**Progress Report Enclosed (Y/N)** N

Progress reports must include benchmarks completed, photographs and a complete accounting of grant funds expended to be submitted to State Auditor’s Office

Benchmarks described (Y/N) \_\_\_\_\_

Photos enclosed (Y/N) \_\_\_\_\_

HEPC Invoice Enclosed (Y/N) \_\_\_\_\_

**Comments**

The South Charleston Roof Replacement Project has a total budget of \$702,000. Pickering Associates Inc were retained as the Architect and Engineering Firm at a cost of \$56,656. Core sampling was completed at a cost of \$800 thus leaving a balance of \$644,544 to complete the replacement of the Academic and Administration buildings roofs. Bid openings for replacement occurred on August 15, 2024. The successful bidder was Harris Bros Roofing Company with a bid of \$888,670. This is a variance of an additional \$244,126 needed for unforeseen circumstances. After examination of the roof on the Academic Building, it was determined that the joints in the glass block barrel vault and vertical wall over the stairwell were severely deteriorated and some of the blocks are not in their correct plane. This current condition creates the possibility of blocks falling. Because of safety concerns, this stairwell has been closed.

This a formal request to allow Marshall to use and transfer funding from those Deferred Maintenance projects that came in under budget to the South Charleston Roof Replacement Project to cover these additional costs.

Project Contact name: Brandi Jacobs-Jones

Date: 9/18/24

Confirmation that the information contained within this request is true, accurate and that the work and benchmarks completed, to date, were performed in a workmanlike manner and satisfactory is evident by your signature below.

**Signature of Authorized Organization – Representative Verifying Accuracy of Information**

Brad D. Smith  
Brad D. Smith (Sep 18, 2024 09:17 EDT)  
Signature

Sep 18, 2024  
Date

Brad D. Smith  
Printed Name

President, Marshall University  
Title

**Signature of Authorized WVHEPC Representative**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Title

**Signature of Authorized Governor’s Office Representative**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_

\_\_\_\_\_

Printed Name

Title

**Signature of WVHEPC Director of Facilities and Sustainability**

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Signature

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Date

---

Printed Name

---

Title







# M-008 Add Funding request So Chas Roof 091724

Final Audit Report

2024-09-18

Created:	2024-09-18
By:	Brandi Jacobs (jacobs2@marshall.edu)
Status:	Signed
Transaction ID:	CBJCHBCAABAA7o-QeDmTMwQk5vpBuaQk3JWqCSEgVtQg

## "M-008 Add Funding request So Chas Roof 091724" History

-  Document created by Brandi Jacobs (jacobs2@marshall.edu)  
2024-09-18 - 1:02:52 PM GMT- IP address: 206.212.5.4
-  Document emailed to bradsmith@marshall.edu for signature  
2024-09-18 - 1:03:11 PM GMT
-  Email viewed by bradsmith@marshall.edu  
2024-09-18 - 1:17:43 PM GMT- IP address: 104.47.51.126
-  Signer bradsmith@marshall.edu entered name at signing as Brad D. Smith  
2024-09-18 - 1:17:55 PM GMT- IP address: 206.212.5.5
-  Document e-signed by Brad D. Smith (bradsmith@marshall.edu)  
Signature Date: 2024-09-18 - 1:17:57 PM GMT - Time Source: server- IP address: 206.212.5.5
-  Agreement completed.  
2024-09-18 - 1:17:57 PM GMT



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**DMGA 2024-2025**  
**Request for Additional Funding**

Institution: Marshall University Date: September 17, 2024  
Project Name: Fine Arts Renovations HEPC #/Grant #: WVHEPC-M-009

---

**Project Funding distributions**

- Initial request 25%
- 2<sup>nd</sup> request 25%
- 3<sup>rd</sup> request 25%
- 4<sup>th</sup> request 15%
- Final request 10% - must include pictures of the project throughout construction.

**Special funding requests**

Request for additional funding above specified distributions – must include justification that demonstrates the need for a larger distribution.

Budget increase – must include justification for additional money to be added to the budget.

**Distribution request** (Check all that apply)

Initial  2<sup>nd</sup>  3<sup>rd</sup>  4<sup>th</sup>  Final

**Special request**

Distribution increase  Budget increase

**Funding**

Amount Budgeted: \$1,566,000 Current amount being requested: \$705.500



**Project Update**

**Percent Project Complete** \_\_\_\_\_ Design \_\_\_\_\_  
(25%, 50%, 75% or 90%)

**Progress Report Enclosed (Y/N)** \_\_\_\_\_ N \_\_\_\_\_

Progress reports must include benchmarks completed, photographs and a complete accounting of grant funds expended to be submitted to State Auditor's Office

Benchmarks described (Y/N) \_\_\_\_\_

Photos enclosed (Y/N) \_\_\_\_\_

HEPC Invoice Enclosed (Y/N) \_\_\_\_\_

**Comments**

The Fine Arts Renovation Project has a total budget of \$1,566,000. Pickering Associates Inc were retained as the Architect and Engineering Firm at a cost of \$116,000 leaving a balance of \$1,450,000 to complete the renovations. Bid openings for construction occurred on September 5, 2024. The successful bidder was Danhill Construction with a bid of \$2,155,500. This is a variance of an additional \$705,500 needed for the project. This additional amount is contributed to the increase in cost of materials. After review of the scope of work by Marshall Planning and Construction and Pickering Associates Inc, there appears to not be any possible cost savings or justification to eliminate any proposed work. In order to fix existing issues in the building, the scope of work cannot be altered.

This a formal request to allow Marshall to use and transfer funding from those Deferred Maintenance projects that came in under budget to the Fine Arts Renovation project to cover this additional cost.

**Project Contact name:** Brandi Jacobs – Jones

**Date:** 9/18/24

**Confirmation that the information contained within this request is true, accurate and that the work and benchmarks completed, to date, were performed in a workmanlike manner and satisfactory is evident by your signature below.**

**Signature of Authorized Organization – Representative Verifying Accuracy of Information**

Brad D. Smith  
Brad D. Smith (Sep 18, 2024 09:17 EDT)  
Signature

Sep 18, 2024  
Date

Brad D. Smith  
Printed Name

President, Marshall University  
Title

**Signature of Authorized WVHEPC Representative**

\_\_\_\_\_  
Signature  
  
\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Date  
  
\_\_\_\_\_  
Title

**Signature of Authorized Governor’s Office Representative**

\_\_\_\_\_  
Signature  
  
\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Date  
  
\_\_\_\_\_  
Title

**Signature of WVHEPC Director of Facilities and Sustainability**

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Signature

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Date

---

Printed Name

---

Title







# M-009 Add Funding request Fine Arts 091724

Final Audit Report

2024-09-18

Created:	2024-09-18
By:	Brandi Jacobs (jacobs2@marshall.edu)
Status:	Signed
Transaction ID:	CBJCHBCAABAAD6QE67taboPRtdsSIP7sUEkfbIVmmjWZ

## "M-009 Add Funding request Fine Arts 091724" History

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2024-09-18 - 12:54:57 PM GMT- IP address: 206.212.5.4
-  Document emailed to bradsmith@marshall.edu for signature  
2024-09-18 - 12:55:54 PM GMT
-  Email viewed by bradsmith@marshall.edu  
2024-09-18 - 1:17:05 PM GMT- IP address: 104.47.57.126
-  Signer bradsmith@marshall.edu entered name at signing as Brad D. Smith  
2024-09-18 - 1:17:29 PM GMT- IP address: 206.212.5.5
-  Document e-signed by Brad D. Smith (bradsmith@marshall.edu)  
Signature Date: 2024-09-18 - 1:17:31 PM GMT - Time Source: server- IP address: 206.212.5.5
-  Agreement completed.  
2024-09-18 - 1:17:31 PM GMT



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**DMGA 2024-2025**  
**Request for Additional Funding**

Institution: Marshall University      Date: August 23, 2024

Project Name: WVHEPC – M- 026 Student/Band Bleacher Replacement

HEPC #/Grant #: \_\_\_\_\_

---

**Project Funding distributions**

Initial request 25%                      \$100,000

2<sup>nd</sup> request 25%

3<sup>rd</sup> request 25%

4<sup>th</sup> request 15%

Final request 10% - must include pictures of the project throughout construction.

**Special funding requests**

Request for additional funding above specified distributions – must include justification that demonstrates the need for a larger distribution.

Budget increase – must include justification for additional money to be added to the budget.

**Distribution request** (Check all that apply)

Initial   X                        2<sup>nd</sup>                             3<sup>rd</sup>                             4<sup>th</sup>                             Final       

**Special request**

Distribution increase                             Budget increase                             Other   X         

**Funding**

Amount received:   \$100,000   Current amount being requested:   \$0



**Project Update**

**Percent Project Complete** 15

(25%, 50%, 75% or 90%)

**Progress Report Enclosed (Y/N)** Y

Progress reports must include benchmarks completed, photographs and a complete accounting of grant funds expended to be submitted to State Auditor's Office

Benchmarks described (Y/N) Y

Photos enclosed (Y/N) Y

HEPC Invoice Enclosed (Y/N) Y

**Comments**

Due to the demolition and replacement of the bleachers and platform coming under budget, the University is seeking approval to use the remaining project funds to replace the existing tables in the Henderson Center. These tables are over 20 years old, have exceeded their life expectancy, and replacement parts or technology are no longer available. The cost to replace the tables is \$77,951, which fits within the remaining budget for the bleacher replacement project. The University obtained three competitive quotes, and NEVCO is the preferred vendor, as the institution has previously purchased and used their equipment, ensuring compatibility with existing technology.

**Project Contact name:** Brandi Jacobs-Jones  **Date:** 9/14/24



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Signature

---

Date

---

Printed Name

---

Title







# Additional Funding Request Form WVHEPC -26

Final Audit Report

2024-09-14

Created:	2024-09-14
By:	Brandi Jacobs (jacobs2@marshall.edu)
Status:	Signed
Transaction ID:	CBJCHBCAABAAbZTmhX1jgRmiyVIU9ZBuUQdxKdKE22u9

## "Additional Funding Request Form WVHEPC -26" History

-  Document created by Brandi Jacobs (jacobs2@marshall.edu)  
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-  Document emailed to bradsmith@marshall.edu for signature  
2024-09-14 - 2:43:56 PM GMT
-  Email viewed by bradsmith@marshall.edu  
2024-09-14 - 3:01:09 PM GMT- IP address: 104.28.111.127
-  Signer bradsmith@marshall.edu entered name at signing as Brad D Smith  
2024-09-14 - 3:02:16 PM GMT- IP address: 73.152.101.52
-  Document e-signed by Brad D Smith (bradsmith@marshall.edu)  
Signature Date: 2024-09-14 - 3:02:18 PM GMT - Time Source: server- IP address: 73.152.101.52
-  Agreement completed.  
2024-09-14 - 3:02:18 PM GMT



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## **West Virginia Higher Education Policy Commission Deferred Maintenance Projects**

Grant Number (GRNT):

Sub-Grantee Name: WVHEPC – M- 026 Student/Band Bleacher Replacement

Award Amount: \$400,000

Contact Person (institution/college-): Brandi Jacobs-Jones/Marshall University

Progress Report for 1<sup>st</sup> 25 %   X   2<sup>nd</sup> 25%            3<sup>rd</sup> 25%            \_\_\_\_\_ or other

### **Project Overview:**

The student/band bleachers in our basketball facility are in a state of disrepair and result in safety concerns for students. Frequent maintenance is required. The funding has allowed for replacement of the bleachers.

### **Activities and Achievements:**

March – Collected information and quotes for demolition and replacement

June – Vendors selected, RM Huffman for installation, Notice to proceed issued to allow for ordering of bleachers; EP Leach and Sons for demolition

July – Demolition of bleachers and platform began

August – Demolition complete, awaiting arrival of bleachers

November – Target for installation of bleachers, prior to start of winter activities

December – Target delivery and installation of LED tables

**Proof of Progress:**

Attached photos

**Budget Update:**

Demolition of Bleachers	\$11,480
<u>Installation of new bleachers/ platform</u>	<u>\$259,582</u>
Renovation Subtotal	\$271,422
<i>Remaining balance of project funds</i>	<i>\$128,578</i>

**Challenges and Solutions:**



**Compliance:**

--

**Future Plans:**

--

**Any Other Changes:**

--

**Attachments:**

Images of bleachers, pre and post demolition.

Images of existing digital tables

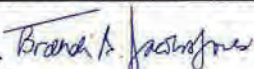
Purchase Orders and Invoices for demolition expenditures and new bleachers and platform

Quote for new digital table – CB Orange Athletic Solutions

**Request for Additional Funding:**

Due to the demolition and replacement of the bleachers and platform coming in under budget, the University is seeking approval to use the remaining project funds to replace the existing tables in the Henderson Center. These tables are over 20 years old, have exceeded their life expectancy, and replacement parts or technology are no longer available. The cost to replace the tables is \$77,951, which fits within the remaining budget for the bleacher replacement project. The University obtained three competitive quotes, and NEVCO is the preferred vendor, as the institution has previously purchased and used their equipment, ensuring compatibility with existing technology.

**Signature/approval (title and date) :**

1.  9/14/24

Senior VP Operations, Marshall University

2.   
Brad D. Smith (Sep 14, 2024 11:03 EDT)

Sep 14, 2024

President, Marshall University

3.

4.







# WVHEPC.M.026.Progress Report 9.24

Final Audit Report

2024-09-14

Created:	2024-09-14
By:	Brandi Jacobs (jacobs2@marshall.edu)
Status:	Signed
Transaction ID:	CBJCHBCAABAAhTZNBFGyKwS3ZAB4CvGETeKeoVt5V7c1

## "WVHEPC.M.026.Progress Report 9.24" History

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-  Document emailed to bradsmith@marshall.edu for signature  
2024-09-14 - 2:58:14 PM GMT
-  Email viewed by bradsmith@marshall.edu  
2024-09-14 - 3:02:23 PM GMT- IP address: 104.28.48.171
-  Signer bradsmith@marshall.edu entered name at signing as Brad D Smith  
2024-09-14 - 3:03:01 PM GMT- IP address: 73.152.101.52
-  Document e-signed by Brad D Smith (bradsmith@marshall.edu)  
Signature Date: 2024-09-14 - 3:03:03 PM GMT - Time Source: server- IP address: 73.152.101.52
-  Agreement completed.  
2024-09-14 - 3:03:03 PM GMT



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**RESOLUTION AUTHORIZING APPLICATION FOR THE  
STATE INSTITUTIONS OF HIGHER EDUCATION  
DEFERRED MAINTENANCE GRANT**

IN THE MATTER OF AUTHORIZING Marshall University TO APPLY FOR A STATE INSTITUTIONS OF HIGHER EDUCATION DEFERRED MAINTENANCE GRANT FROM THE WEST VIRGINIA GOVERNOR'S OFFICE FOR DEFERRED MAINTENANCE AT Marshall University AND DELEGATING AUTHORITY TO THE PRESIDENT TO SIGN THE APPLICATION.

**WHEREAS** the West Virginia Governor's Office is accepting applications for the State Institutions of Higher Education Deferred Maintenance Grant; and

**WHEREAS** Marshall University desires to continue participation in this grant program as a means of providing needed maintenance to Marshall University campus facilities; and

**WHEREAS**, Board of Governors and Institutional Leadership have identified deferred maintenance improvements at Marshall University as a high priority need; and

**WHEREAS** the highest priority need identified includes the reallocation of funds for three projects:

- (1) LED light table (bleacher project, WVHEPC-M-026),
- (2) South Charleston Roof Replacement Project (requiring an additional \$244,126, WVHEPC-M-08), and
- (3) Fine Arts Renovation Project (requiring an additional \$705,500, WVHEPC-M-09).

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF GOVERNORS OF Marshall University AS FOLLOWS:**

The Board of Governors demonstrates its support of the submittal of the grant application for the State Institutions of Higher Education Deferred Maintenance Grant for these projects by Marshall University; and

The Board of Governors demonstrates its support to prioritize these projects as the highest priority with regard to deferred maintenance at Marshall University; and

The Board of Governors authorizes its President to execute the application for the State Institutions of Higher Education Deferred Maintenance Grant and any other documentation necessary to effectuate submittal of the grant application.

This Resolution shall be effective following its adoption by the Board of Governors.

Passed by the Board of Governors this 9<sup>th</sup> of October 2024

ATTEST:

\_\_\_\_\_  
Signature, Board of Governors Authorized Official

\_\_\_\_\_  
Printed Name Title

**Marshall University Board of Governors  
Meeting of October 9, 2024**

**ITEM:** Approval of Additions to the List of Counties  
Eligible for Metro Tuition Rates

**COMMITTEE:** Finance, Audit and Facilities Planning Committee

**RECOMMENDED RESOLUTION:** *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.

**STAFF MEMBER:** Matt Tidd  
Chief Financial Officer

**BACKGROUND:**

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.

# FY24 Financial Statements - DRAFT





# FY24 Financial Statements vs Prior Year

	FY24 Actuals	FY23	Actuals vs Prior Year
<b>Operating Revenues</b>			
Student Tuition and Fees	72,286,445	70,709,957	1,576,488
Grants and Contracts	110,202,296	96,475,641	13,726,655
Auxiliary Enterprise Revenue	38,530,813	33,607,348	4,923,465
Other Operating Revenues	16,986,641	16,666,652	319,989
<b>Total Operating Revenues</b>	<b>238,006,195</b>	<b>217,459,598</b>	<b>20,546,597</b>
<b>Operating Expenses</b>			
Salaries and Wages	159,747,236	149,301,897	10,445,339
Benefits	34,460,340	26,239,859	8,220,481
Supplies and Other Services	87,174,435	88,544,824	(1,370,389)
Utilities	11,137,263	10,443,580	693,683
Scholarships and fellowships	27,694,453	23,313,181	4,381,272
Depreciation	21,053,047	18,600,192	2,452,855
Other Operating Expenses	(482,080)	(857,376)	375,296
<b>Total Operating Expenses</b>	<b>340,784,694</b>	<b>315,586,157</b>	<b>25,198,537</b>
<b>Operating Income (Loss)</b>	<b>(102,778,499)</b>	<b>(98,126,559)</b>	<b>(4,651,940)</b>
<b>Nonoperating Revenues (expenses)</b>			
State Appropriations	116,417,617	70,029,954	46,387,663
Payments on Behalf	(1,999,099)	(1,756,521)	(242,578)
Federal Pell Grants	18,965,063	15,746,352	3,218,711
COVID Recovery	-	1,867,102	(1,867,102)
Gifts	1,803,583	1,616,600	186,983
Investment Income	11,382,979	10,721,771	661,208
Interest on indebtedness	(7,258,444)	(6,881,514)	(376,930)
Fees assessed by Commission for Debt Service	(284,712)	(332,392)	47,680
Other nonoperating revenues (expenses)	(673,302)	(53,357)	(619,945)
<b>Total Nonoperating Revenues (expenses)</b>	<b>138,353,685</b>	<b>90,957,995</b>	<b>47,395,690</b>
<b>Increase/Decrease in Net Assets</b>	<b>35,575,186</b>	<b>(7,168,564)</b>	<b>42,743,750</b>
<b>Excluding One-Time Support:</b>			
State Appropriations: Cybersecurity	(45,000,000)	-	(45,000,000)
Other Operating Revenues: ProAct Support/COVID Recovery	-	(6,783,102)	6,783,102
<b>Other Operating Revenues: PEIA/BRIM Support</b>	<b>(5,348,866)</b>	<b>-</b>	<b>(5,348,866)</b>
<b>TOTAL</b>	<b>(50,348,866)</b>	<b>(6,783,102)</b>	<b>(43,565,764)</b>
<b>Increase/Decrease in Net Assets Excluding One-Time Support</b>	<b>(14,773,680)</b>	<b>(13,951,666)</b>	<b>(822,014)</b>

## ANALYSIS

- **Operating Revenue (+\$20.5M)**
  - **Grants and Contracts (+\$13.7M):** Due to increased Federal and private grant activity at MURC (+\$13.2M) and increased Promise and WV Higher Education Grants at the General University (+\$3.8M) offset by decreases at the School of Medicine due to timing (-\$2.8M).
  - **Auxiliary Revenue (+\$4.9M):** Due to increased Athletic revenue (\$2.4M) and increased Housing revenue (\$2.5M).
  - **Tuition and Fees (+\$1.6M):** Due to enrollment and retention gains in Fall 2023.
  - **Other Revenue (+\$0.3M):** One-time support included in both FY24 (PEIA/BRIM) and FY23 (ProAct).
- **Non-Operating Revenues (+\$48.3M)**
  - **State Appropriations (+\$46.4M):** Increased appropriations in FY24 due to support for the Cybersecurity building (+\$45M) and employee raise program.
  - **Pell Grants (+\$3.2M):** Due to increase in Pell student enrollment in FY24.
  - **Investment Income (+\$0.6M):** Due to Meketa portfolio performance year over year.
  - **CARES (-\$1.9M):** Final CARES funding was received and expended in FY23.
- **Operating Expenses (+25.2M)**
  - **Salaries & Wages (+\$10.4M):** Due to FY24 raise program funded by the State (+\$2.0M), increases at MURC (+\$4.0M), and employee headcount growth (+\$4.4M).
  - **Benefits (+\$8.2M):** Increase due to increased PEIA premiums (+\$4.7M), lower OPEB expense credit in FY24 (+\$1.5M) and other increases, including increased employee tuition waivers, increased Social Security matching, and increased retirement contributions, all driven by increased employee headcount.
  - **Scholarships (+\$4.4M):** Due to increased enrollment in FY24 and increases in funded scholarships including Pell, Promise, and WV Higher Education Grants. Institutionally funded scholarships decreased year over year.
  - **Supplies & Other Services (-\$1.4M):** General University increased.
  - **Misc. Other (+\$1.1M):** Due to increases in Utilities and other operating expenses.
- **Non-Operating Expenses (+\$1.0M)**



# FY24 Financials vs Budget/Projection

	FY24 Actuals	FY24 Budget	Actuals vs Budget
<b>Operating Revenues</b>			
Student Tuition and Fees	72,286,445	69,732,047	2,554,398
Grants and Contracts	110,202,296	106,425,459	3,776,837
Auxiliary Enterprise Revenue	38,530,813	34,158,666	4,372,147
Other Operating Revenues	16,986,641	9,950,784	7,035,857
<b>Total Operating Revenues</b>	<b>238,006,195</b>	<b>220,266,956</b>	<b>17,739,239</b>
<b>Operating Expenses</b>			
Salaries and Wages	159,747,236	157,723,070	2,024,166
Benefits	34,460,340	37,272,997	(2,812,657)
Supplies and Other Services	87,174,435	91,980,048	(4,805,613)
Utilities	11,137,263	9,817,043	1,320,220
Scholarships and fellowships	27,694,453	21,406,036	6,288,417
Depreciation	21,053,047	16,450,000	4,603,047
Other Operating Expenses	(482,080)	-	(482,080)
<b>Total Operating Expenses</b>	<b>340,784,694</b>	<b>334,649,194</b>	<b>6,135,500</b>
<b>Operating Income (Loss)</b>	<b>(102,778,499)</b>	<b>(114,382,238)</b>	<b>11,603,739</b>
<b>Nonoperating Revenues (expenses)</b>			
State Appropriations	116,417,617	72,198,367	44,219,250
Payments on Behalf	(1,999,099)	-	(1,999,099)
Federal Pell Grants	18,965,063	15,600,000	3,365,063
COVID Recovery	-	-	-
Gifts	1,803,583	1,700,000	103,583
Investment income	11,382,979	4,000,000	7,382,979
Interest on indebtedness	(7,258,444)	(6,465,177)	(793,267)
Fees assessed by Commission for Debt Service	(284,712)	(328,617)	43,905
Other nonoperating revenues (expenses)	(673,302)	(71,000)	(602,302)
<b>Total Nonoperating Revenues (expenses)</b>	<b>138,353,685</b>	<b>86,633,573</b>	<b>51,720,112</b>
<b>Increase/Decrease in Net Assets</b>	<b>35,575,186</b>	<b>(27,748,665)</b>	<b>63,323,851</b>
<b>Excluding One-Time Support:</b>			
State Appropriations: Cybersecurity	(45,000,000)	-	(45,000,000)
Other Operating Revenues: ProAct Support/COVID Recovery	-	-	-
<b>Other Operating Revenues: PEIA/BRIM Support</b>	<b>(5,348,866)</b>	<b>-</b>	<b>(5,348,866)</b>
<b>TOTAL</b>	<b>(50,348,866)</b>	<b>-</b>	<b>(50,348,866)</b>
<b>Increase/Decrease in Net Assets Excluding One-Time Support</b>	<b>(14,773,680)</b>	<b>(27,748,665)</b>	<b>12,974,985</b>

## ANALYSIS

- **Operating Revenue (+\$17.7M)**
  - **Other Revenue (+\$7.0M):** Primarily due to one-time supplemental operating cash from the WVHEPC for PEIA/BRIM Insurance premium increases (\$5.3M).
  - **Tuition and Fees (+\$2.5M):** Due to enrollment and retention gains and price increases in Fall 2023.
  - **Auxiliary Revenue (+\$4.4M):** Due to increased Housing and Athletics revenue.
  - **Grants and Contracts (+\$3.8M):** Due to increased Federal and private grants at MURC.
- **Non-Operating Revenues (+\$53.1M)**
  - **State Appropriations (+\$44.2M):** State Appropriations are in line with Budget.
  - **Pell Grants (+\$3.4M):** Due to increase in Pell student enrollment in FY24.
  - **Investment Income (+\$7.4M):** Due to Meketa portfolio performance vs conservative budget estimate. Important to note this is non-cash revenue.
- **Operating Expenses (+6.1M)**
  - **Salaries and Benefits (-\$0.8M):** Due to increased headcount vs Budget.
  - **Scholarships (+\$6.3M):** Due to increased enrollment in FY24 and increases in funded scholarships, including Pell, Promise, and WV Higher Education Grants. Institutionally funded scholarships were flat to Budget.
  - **Supplies & Other Services (-\$4.8M)**
  - **Misc. Other (-\$5.4M):** Due to increases in Depreciation and Utilities.
- **Non-Operating Expenses (-\$1.4M)**
  - **Interest (-\$0.8M):** Primarily due to Subscription Based Information Technology Agreement (SBITA) GASB implementation.



# FY25 Projection



# FY25 Projection vs Budget

	FY25 Budget	FY25 Proj	Budget vs Proj
<b>Operating Revenues</b>			
Student Tuition and Fees	74,679,000	76,213,376	1,534,376
Grants and Contracts	110,150,350	114,733,271	4,582,921
Auxiliary Enterprise Revenue	35,085,472	39,108,775	4,023,303
Other Operating Revenues	10,299,061	10,299,061	-
<b>Total Operating Revenues</b>	<b>230,213,884</b>	<b>240,354,484</b>	<b>10,140,601</b>
<b>Operating Expenses</b>			
Salaries and Wages	159,623,070	163,247,236	3,624,166
Benefits	38,642,899	39,179,337	536,437
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	26,753,006	2,939,825
Depreciation	18,600,192	18,600,192	-
Other Operating Expenses	-	-	-
<b>Total Operating Expenses</b>	<b>337,725,953</b>	<b>345,920,065</b>	<b>8,194,111</b>
<b>Operating Income (Loss)</b>	<b>(107,512,070)</b>	<b>(105,565,581)</b>	<b>1,946,489</b>
<b>Nonoperating Revenues (expenses)</b>			
State Appropriations	75,435,405	75,435,405	-
Payments on Behalf	-	-	-
Federal Pell Grants	17,500,000	18,965,063	1,465,063
COVID Recovery	-	-	-
Gifts	1,500,000	1,500,000	-
Investment Income	2,500,000	2,500,000	-
Interest on indebtedness	(6,881,514)	(6,881,514)	-
Fees assessed by Commission for Debt Service	(332,392)	(332,392)	-
Other nonoperating revenues (expenses)	-	-	-
<b>Total Nonoperating Revenues (expenses)</b>	<b>89,721,499</b>	<b>91,186,562</b>	<b>1,465,063</b>
<b>Increase/Decrease in Net Assets</b>	<b>(17,790,571)</b>	<b>(14,379,019)</b>	<b>3,411,552</b>

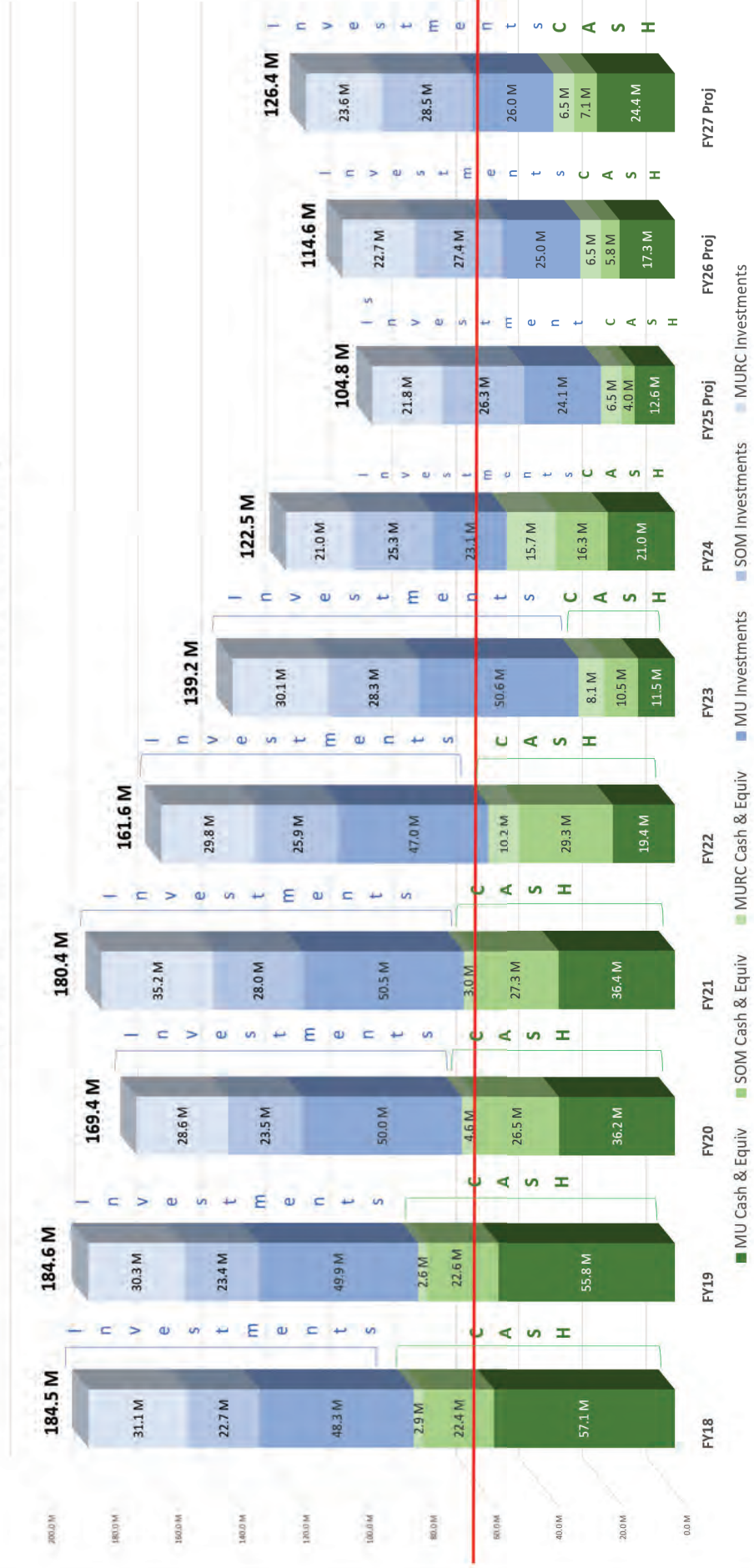
## ANALYSIS

- **Operating Revenue (+\$10.1M)**
  - **Tuition and Fees (+\$1.5M):** Due to Fall 2024 enrollment gains.
  - **Auxiliary Revenue (+\$4.0M):** Due to aligning FY25 with FY24 actual results.
  - **Grants and Contracts (+4.6M):** Due to aligning FY25 with FY24 actual results.
- **Non-Operating Revenues (+\$1.5M)**
  - **Pell Grants (+\$1.5M):** Due to continued increase in Pell student enrollment in Fall 2024.
- **Operating Expenses (+\$8.9M)**
  - **Salaries and Benefits (+\$4.2M):** Due to FY24 actuals higher than projected. The university still maintains a budgeted positions-only and backfills-only policy.
  - **Scholarships (+\$2.9M):** 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 and Investments

## Marshall University Financial Resiliency





# Investments - BOG



## Marshall University Board of Governors

Total Fund | As of July 31, 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.

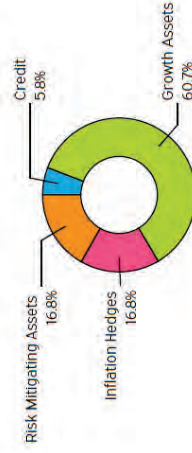
### Return Summary



Board of Governors Policy Benchmark

	1 Mo (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	Since Inception (%)
Total Fund	1.7	8.4	11.8	4.7	6.9	6.8
Board of Governors Policy Benchmark	2.0	9.0	12.1	5.1	8.3	7.8
Excess Return	-0.3	-0.6	-0.3	-0.4	-1.4	-1.0
60% MSCI ACWI / 40% Barclays Global Aggregate	2.1	7.5	11.3	1.4	6.1	6.7

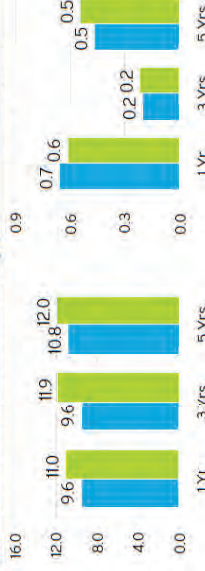
### Current Allocation



### Summary of Cash Flows

	Last Month	Fiscal Year-To-Date
<b>Total Fund</b>		
Beginning Market Value	23,134,123	23,134,123
Net Cash Flow	-15,648	-15,648
Net Investment Change	390,596	390,596
Ending Market Value	23,509,071	23,509,071

### Annualized Standard Deviation



### Sharpe Ratio



Fiscal Year begins July 1. Please see benchmark history page for benchmark detail.





# Investments - SOM



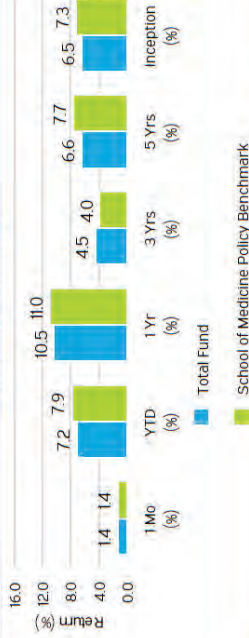
Marshall University Joan C. Edwards School of Medicine

Total Fund | As of July 31, 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



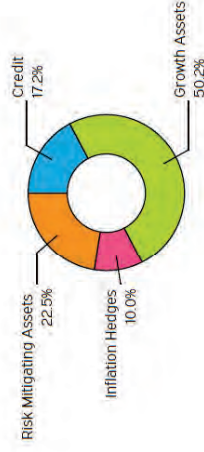
	1 Mo (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	Since Inception (%)
Total Fund	1.4	7.2	10.5	4.5	6.6	6.5
School of Medicine Policy Benchmark	1.4	7.9	11.0	4.0	7.7	7.3
Excess Return	0.0	-0.7	-0.5	0.5	-1.1	-0.8
60% MSCI ACWI / 40% Barclays Global Agrégate	2.1	7.5	11.3	1.4	6.1	6.5

## Summary of Cash Flows

	Last Month	Fiscal Year-To-Date
Total Fund		
Beginning Market Value	25,295,261	25,295,261
Net Cash Flow	-11,775	-11,775
Net Investment Change	365,789	365,789
Ending Market Value	25,649,275	25,649,275

Fiscal Year begins July 1. See benchmark history page for benchmark detail.

## Current Allocation



## Annualized Standard Deviation



## Sharpe Ratio



# FY25 – FY27 Financial Plan

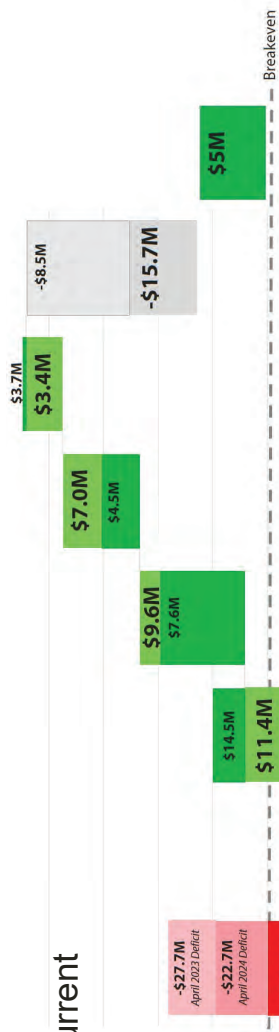
Key Assumptions		
REVENUES	Original	Current
✓ Grants and Contracts	3.5%	3.7%
✓ Net Tuition/Fees		
• FY25	+2.2%	+5.4%
• FY26	+2.5%	+4.8%
• FY27	+2.5%	+2.5%
• FY28	+2.5%	+2.5%
✓ State Appropriations		
• FY25	+\$3.3M	+\$3.3M
• FY26 – FY28	+\$1.5M	+\$1.5M
✓ Auxiliary Revenue		
• FY25	+1.8%	+1.8%
• FY26	+3.5%	+1.8%
• FY27	+3.5%	+1.8%
• FY28	+3.5%	+1.8%
EXPENSES		
✓ Salaries and Benefits		
• FY25	+\$3.5M	+\$3.5M
• FY26 - FY28	+\$1.5M State / \$2M Performance	
✓ Supplies and Other Services: <b>\$11.4M spend decrease</b> from FY24-FY27		

Original



DRAFT ACTIONS IN-DEVELOPMENT

Current



DRAFT ACTIONS IN-DEVELOPMENT

FY24 Deficit	Grants & Contracts	Save-to-Serve Reduction	Tuition & Fees	State Appropriations	Auxiliaries	Market-Based Salary & Benefits	FY28 Net Position (Projected)
-\$17.4M	\$12.8M (\$11.6M)	\$11.4M (\$4.7M Inflation)	\$9.6M (\$7.6M)	\$7.0M (\$4.5M)	\$3.4M (\$3.7M)	-\$8.5M	-\$5M

# Financial Plan

FINANCIAL PLAN ON A PAGE Marshall University (incl. SOM, MURC)										
	PAST			PRESENT			FUTURE			FY24 - FY27 CAGR
	FY22	FY23	FY24 DRAFT	FY25 Budget	FY25 Proj	FY26	FY27	FY28		
<b>Operating Revenues</b>										
Student Tuition and Fees	70,641,021	70,709,957	72,286,445	74,679,000	76,213,376	79,881,330	81,878,363	83,925,322	83,925,322	4.2%
Grants and Contracts	91,756,956	96,475,641	110,202,296	110,150,350	114,059,376	118,393,633	125,057,591	129,434,606	129,434,606	4.3%
Auxiliary Enterprise Revenue	28,822,606	33,607,348	38,530,813	35,085,472	39,108,775	40,477,582	41,894,298	43,360,598	43,360,598	2.8%
Other Operating Revenues	8,936,500	16,666,652	16,986,641	10,299,061	11,099,061	11,586,641	11,702,507	11,819,532	11,819,532	-11.7%
<b>Total Operating Revenues</b>	200,157,083	217,459,598	238,006,195	230,213,884	240,480,589	250,339,186	260,532,759	268,540,059	268,540,059	3.1%
<b>Operating Expenses</b>										
Salaries and Wages	143,858,724	149,301,897	159,747,236	159,623,070	163,247,236	166,747,236	170,247,236	173,747,236	173,747,236	2.1%
Benefits	23,843,404	26,239,859	34,460,340	38,642,899	39,179,337	40,019,337	40,859,337	41,699,337	41,699,337	5.8%
Supplies and Other Services	78,563,555	88,544,824	87,174,435	87,003,031	87,003,031	87,003,031	87,003,031	87,003,031	87,003,031	-0.1%
Utilities	9,476,423	10,443,580	11,137,263	10,043,580	11,137,263	11,360,008	11,587,208	11,818,953	11,818,953	1.3%
Scholarships and fellowships	33,194,612	23,313,181	27,694,453	23,813,181	27,694,453	27,694,453	27,694,453	27,694,453	27,694,453	0.0%
Depreciation	17,336,398	18,600,192	21,053,047	18,600,192	18,600,192	18,600,192	18,600,192	18,600,192	18,600,192	-4.0%
Other Operating Expenses	864,168	(857,376)	(482,080)	-	-	-	-	-	-	-
<b>Total Operating Expenses</b>	307,137,284	315,586,157	340,784,694	337,725,953	346,861,512	351,424,257	355,991,457	360,563,201	360,563,201	1.5%
<b>Operating Income (Loss)</b>	(106,980,201)	(98,126,559)	(102,778,499)	(107,512,070)	(106,380,922)	(101,085,071)	(95,458,698)	(92,023,142)	(92,023,142)	-12.3%
<b>Nonoperating Revenues (expenses)</b>										
State Appropriations	57,362,095	70,029,954	116,417,617	75,435,405	75,435,405	76,935,405	78,435,405	79,935,405	79,935,405	0.0%
Payments on Behalf	(536,627)	(1,756,521)	(1,999,099)	-	-	-	-	-	-	-
Federal Pell Grants	15,636,657	15,746,352	18,965,063	17,500,000	18,965,063	18,965,063	18,965,063	18,965,063	18,965,063	0.0%
COVID Recovery	28,129,899	1,867,102	-	-	-	-	-	-	-	-
Gifts	1,126,363	1,616,600	1,803,583	1,500,000	1,500,000	1,750,000	1,750,000	1,750,000	1,750,000	-1.0%
Investment Income	(10,506,501)	10,721,771	11,382,979	2,500,000	2,500,000	4,000,000	4,000,000	4,000,000	4,000,000	-29.4%
Interest on indebtedness	(6,605,863)	(6,881,514)	(7,258,444)	(6,881,514)	(6,881,514)	(7,258,444)	(7,258,444)	(7,258,444)	(7,258,444)	0.0%
Fees assessed by Commission for Debt Service	(377,002)	(332,392)	(284,712)	(332,392)	(332,392)	(284,712)	(284,712)	(284,712)	(284,712)	0.0%
Other nonoperating revenues (expenses)	2,533,273	(53,357)	(673,302)	-	-	-	-	-	-	-
<b>Total Nonoperating Revenues (expenses)</b>	86,762,294	90,957,995	138,353,685	89,721,499	91,186,562	94,107,312	95,607,312	97,107,312	97,107,312	1.6%
<b>Increase/Decrease in Net Assets</b>	(20,217,907)	(7,168,564)	35,575,186	(17,790,571)	(15,194,360)	(6,977,759)	148,614	5,084,170	5,084,170	
<b>Excluding One-Time Support:</b>										
State Appropriations: Cybersecurity	-	-	(45,000,000)	-	-	-	-	-	-	-
Other Operating Revenues: ProAct Building	-	(4,961,000)	-	-	-	-	-	-	-	-
Other Operating Revenues: PEIA/BRIM	-	-	(5,348,866)	-	-	-	-	-	-	-
Support	-	-	(50,348,866)	-	-	-	-	-	-	-
<b>TOTAL</b>	-	(4,961,000)	(100,697,732)	-	-	-	-	-	-	-
<b>Increase/Decrease in Net Assets Excluding One-Time Support</b>	(20,217,907)	(12,129,564)	(14,773,680)	-	-	-	-	-	-	-







# Marshall University

*Accelerating Individual Success, Innovative Ideas and Economic Impact*

October 9, 2024  
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: SHOCK AND AWE

HEPC Project Number	Project Name	Projected timeline	Life Cycle	Status
WHEPC-M-001	Electrical Sys Upgrades-Emergency Generators/Safety - Phase I	February 2024 to November 2025		
	Emergency Generators/Safety - Phase I-Public Safety		4	Design Phase Paused - Budgets have come in higher than anticipated, project paused
	Emergency Generators/Safety - Phase I-Drinko Library		4	Design Phase Paused - Budgets have come in higher than anticipated, project paused
	Emergency Generators/Safety - Phase I-Prichard Hall		4	Project advertised - Bid opening 8/22; Nitro Construction successful bidder
WHEPC-M-002	Campus Buildings Fire Alarm System Upgrades	February 2024 to January 2025		
	Corbly Hall		8	On Schedule - PO Complete, Work continues on upgrade, minor delay due to fire sprinkler head being activated; currently cleaning up existing wiring in main mechanical room
	Morrow Library		4	On Schedule - PO Complete, parts on order
	Myers Hall		4	On Schedule - PO Complete, parts stored on campus; next project following completion of Corbly Hall
	Prichard Hall		4	On Schedule - PO Complete, parts stored on campus
	Smith		4	On Schedule - PO Complete
	Sorrell		4	On Schedule - PO Complete
WHEPC-M-003R	Elevator Modernization	February 2024 to December 2025		
	Elevator Modernization-Corbly Hall		4	On Schedule - Site visits completed by potential vendors; final proposals rec'd 8/23/24
	Elevator Modernization-Harris Hall		4	On Schedule - Site visits completed by potential vendors; final proposals rec'd 8/23/24
	Elevator Modernization-Science Building		4	On Schedule - Site visits completed by potential vendors; final proposals rec'd 8/23/24
WHEPC-M-04	Chiller Replacement	January 2024 to October 2024		
	Smith Hall Chiller Replacement		4	On Schedule - Bids opened on 8/8, project came in lower than anticipated
	Drinko Library Chiller Replacement		4	On Schedule - Bids opened on 8/8, project came in lower than anticipated
WHEPC-M-005	Laidley Hall Demolition	February 2024 to May 2024	9	Demolition Complete
WHEPC-M-007	Henderson Center E Level Sanitary Pipe Replacement	February 2024 to December 2025	5	WB Fosson selected as vendor, under not-to-exceed contract for \$460,000
WHEPC-M-008	South Charleston Roof Replacement (Both Buildings) South Charleston Roof Replacement-Academic South Charleston Roof Replacement-Administration	February 2024 to April 2025	4 4 4	Replacement of glass block will increase project by \$227,000; bid opening 8/15, Harris Brothers was successful bidder On Schedule On Schedule

Project Life Cycle Phases			
1 - Project Initiation	5 - Construction	9 - Project Closeout	
2 - Planning	6 - Quality Control Assurance	10 - State and Local Agency Document Closeout	
3 - Pre Construction Site Assessment	7 - Project Monitoring and Control	11 - Final Payment	
4 - Design and Engineering	8 - Testing and Commissioning	12 - Post Construction Activities	



# Take Care of the House

## PROJECT: SHOCK AND AWE

HEPC Project Number	Project Name	Projected timeline	Life Cycle	Status
WHEPC-M-009	Fine Arts Renovations	February 2024 to October 2024	4	On Schedule - Pre-bid meeting occurred 8/22; bid opening 9/5; proposals came in over budget by \$705,500; seek to transfer funding from other projects that came in under budget
WHEPC-M-010	Morrow Library ADA Upgrades	February 2024 to December 2025	4	On Schedule - 100% completed drawings by architect due 9/13; advertising anticipated mid-October
WHEPC-M-011	Smith Hall Classroom Locks	May 2024 to September 2024	4	On Schedule
	Fine Arts Locks	May 2024 to September 2024	4	On Schedule
WHEPC-M-012	Erma Ora Byrd Floor Renovations	March 2024 to July 2024	4	Team is reviewing carpet samples; proposed bid 9/12
WHEPC-M-013	Smith Hall Concrete Work (Exterior ADA Ramp)	May 2024 to September 2024	4	On Schedule - Work began 6/17; concrete removal exposed erosion/damage of support beams, support beams are under review by structural engineer, awaiting report and recommendations from engineers to complete final portion of concrete work
	Henderson Center Concrete Work	May 2024 to August 2024	4	Project Paused due to SH concrete work
WHEPC-M-014	Holderby Hall Demolition	February 2024 to December 2025	3	On Schedule - asbestos assessment continues; Naylor/Wellman submitted Historic Property Inventory Forms for West Virginia State Historic Preservation Office's review. Abatement will begin in January 2025; actual demolition May 2025
WHEPC-M-015	Memorial Student Center Restroom Repairs & Renovations	February 2024 to December 2025	4	On Schedule - drawings complete; advertise September 2024; construction January 2025
WHEPC-M-016	Stormwater Improvements Phase I	February 2024 to December 2025	4	On Schedule - preliminary site survey conducted by Allagheny on 6/26, comprehensive reoccurring, once completed ZMM will begin work
WHEPC-M-017	MRI Building HVAC Replacement	January 2024 to November 2024	4	On Schedule - Bid opening 9/19
WHEPC-M-019	Classroom Repair/Renewal Campus-wide Phase I	February 2024 to February 2025	6	On Schedule - CH 366,355,353,464,466 demo, asbestos abatement completed; began electrical and ventilation repairs, sheetrock install; new sprinklers
	Restroom Repair/Renewal Campus-wide Phase I	March 2024 to March 2025	7	On Schedule - Ceramic tile install SM & SH
WHEPC-M-023	Old Main Structure Repairs - Phase I	January 2024 to November 2024	5	Neighborgall on site
WHEPC-M-024	Science Building Air Handler Units	January 2024 to December 2024	4	On Schedule - Design continues, obtaining estimates for 8 out of 17 AHU
WHEPC-M-025	Drinko Library Roof Replacement	March 2024 to February 2025	4	On Schedule - Design completed; bid opening scheduled
WHEPC-M-026	Student Band Bleacher Replacement	March 2024 to December 2025	3	Demo on-going; notice to proceed issued to order bleachers; awaiting arrival of bleachers, requesting expansion of project to include replacement of LED tables

Project Life Cycle Phases	
1 - Project Initiation	9 - Project Closeout
2 - Planning	10 - State and Local Agency Document Closeout
3 - Pre Construction Site Assessment	11 - Final Payment
4 - Design and Engineering	12 - Post Construction Activities

# MU Internal Audit

## BOG Informational Report

### October 9, 2024

#### 1 ACTIVITY SINCE THE LAST MEETING

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- A. Advisory Services – Nothing significant during this reporting period.
- B. Audit Projects – Year-End audit schedule preparation assistance for Compensated Absences, and for Tuition and Fee Revenue Analysis.
- C. Other – Miscellaneous accounting research.

#### 2 PLANNED ACTIVITIES BEFORE THE NEXT MEETING

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- 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

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- A. ACUA – Closer look at Athletics HR, Development, and Electronic Ticket Operations.