

Marshall University Classified Staff Council Minutes October 17th, 2024, Virtual Meeting via Microsoft Teams

Members Present: Jesse Baldwin, Nina Barrett, Lacie Bittinger, Mark Brumfield, Karena Burriss, Maegan Gruber-Basenback, Samantha Holiskey, Carol Hurula, Dena Laton, Heather Lowe, Spencer Lupashunski, Becky Lusher, Nick Martin, Anita Mathis, Cody Mills, Larry Morris, Lisa Ransbottom,

Members Absent: Kyrsten Hodge,

Members Absent (Excused):

Guests: Jason Akins, Mike Adkins, Pam Adkins, Ryan Adkins, Brandi Anders, Sam Aretz, Raddar Atchley, Christopher Atkins, Bonnie Bailey, Cara Bailey, Dustin Baldwin, Hailey Bibbee, Michelle Biggs, Sharon Booth, John Bowen, Johnny Bradley, Mark Brame, Kathy Brannock, Jennifer Brown, Amy Buchanan, Brent Burgess, Cody Call, Pat Campbell, Sonja Cantrell-Johnson, Paul Carico, Perry Chafin, Courtney Chapman, Mary Chapman, Judy Clark, Latrenda Clay, Kassandra Contreras, Katie Counts, Dean Crawford, Jon Cutler, Meg Cyrus, Tiffani Daniels, Amy Marie Davis, Sarah Davis, Maggie DeLong, Philip Delpiere, Kimberly Dingess, Bob Dorado, Carey Dunfee, Ashley Edmonds, Travis Edmonds, Katrina Eskins, Amy Ethel, Bruce Felder, Toni Ferguson, Grace Gooding, Lisa Harrold, Justin Hawthorne, Courtney Hessler, Eric Himes, Linda Holmes, Darlene Howell, Brandi Jacobs-Jones, Jimmy Jarrell, Paige Kennedy, Chris Key, Beverly King, Wesley Kite, Simone Kompanek, Erin LaFon, Christopher Lapole, Amy Lester, Sybil Lockard, Darian Marcum, Kelly Marcum, Ashley Marion, Kevin Maynard, Michael McDade, Cristina McDavid, Otesha McGhee, Char McKenna, Garnet McKinley, Teresa McSweeney, Mitzi Meade, Teresa Meddings, Rebecca Meek, Susan Midkiff, Amad Mirzakhani, Brian Morgan, Avinandan Mukherjee, Nathan Mullins, Katherine Murphy, Heather Murray, Robbie Nance, Becky Neace, Seth Nichols, Carleen O’Neill, Rebecca Pack, Ginny Painter, Dicky Parker, Leah Payne, Jodie Penrod, Daniel Persinger, Kelli Price, Willa Price, Tabby Puckett, Jessica Rhodes, Christine Risch, Alice Roberts, Jennifer Robinette Angie Rose, Emily Roush, Kandice Rowe, Megan Russell, Shawn Schulenberg, Matthew Schwarz, Tyler Sharp, Elizabeth Sheets, Kristin Simms, Brad Smith, Lindsay Smith, Tracy Smith, Julia Spears, Wes Spradlin, Sharon Stackpole, Robyn Stafford, Sherri Stepp, Kasey Stevens, John Taylor, Robin Taylor, Erica Thomas, Matt Tidd, Sarah Ulrich, Javey Vance, Laura Walker, Mary Waller, Tony Waugh, Amy Weaver, Tracie Wheeler, Caitlin White, Sabrina Williamson, Jessica Woodrum, Howard Young, Miriah Young, Jodi Zimmerman

Chair Tony Waugh called the meeting to order. Parliamentarian Becky Lusher verified there was a quorum.

John Marshall Service Award

- Stacy Good was awarded the John Marshall Service Award for her exceptional work in the Chemistry Department.

President Brad Smith



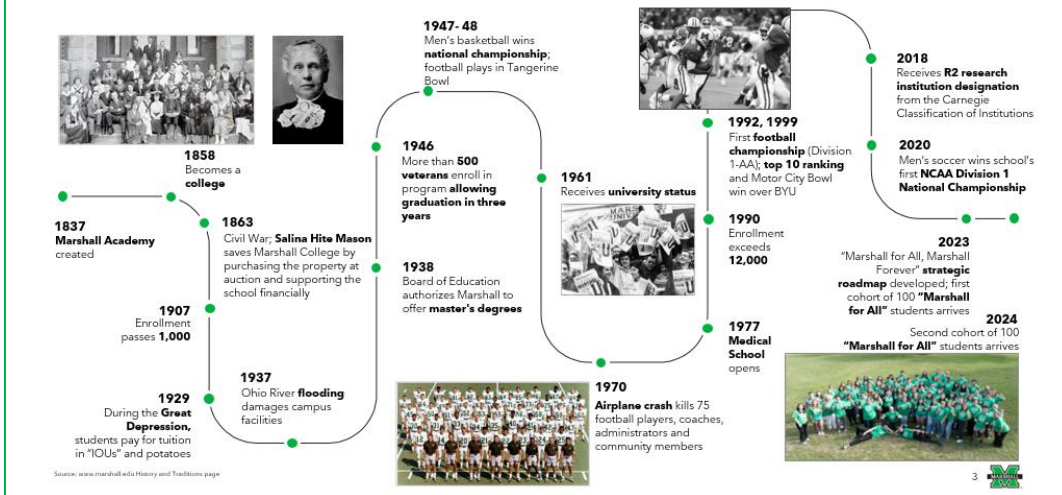
Marshall for All, Marshall Forever

Marshall University Foundation Board

October 17, 2024

Our Storied History

187 YEARS OF GROWTH AND ADVANCEMENT



- History
 - Marshall was founded in 1837 and we have graduated 120,000 alumni in that time.
 - We started out as a one room academy in 1837, became a college in 1858, a university in 1961, and in 2018 the Carnegie Foundation designated us as an R2 institution, meaning Marshall is a doctoral university with high research activity. Only 6% of the nation's universities carry that distinction.
- Athletics
 - We endured the tragic plane crash, but rose from the ashes.
 - We've won bowl games and national championships.

- We have pro athletes, pro coaches, Heisman Trophy finalists and Hall of Fame inductees.

Marshall University A VIBRANT ECOSYSTEM

- Public research university - R2
- 10 colleges | 2 professional schools
- 12,014 total | 2,971 graduate students
- 75% are from West Virginia
- 48% are first-generation college
- Admitted from 44 countries
- 1,858 full-time faculty and staff

**Marshall University
Academics**

- Huntington
- South Charleston
- Point Pleasant
- West Virginia International Yeager Airport/Huntington Tri-State Airport

**Marshall University
Athletics**

**Joan C. Edwards
School of Medicine**

**Marshall University
Foundation Inc.**

**Marshall University
Research Corporation**

Marshall Health Network

- What really makes Marshall Special?
 - We've never forgotten who we are.
 - We are student focused and community oriented.
 - We are an ecosystem and serve over 12,000 students.
 - Three-fourths come from West Virginia.
 - Half are the first in their family to go to college.
 - We have 1858 dedicated faculty and staff to serve our students through a variety of physical locations and online.
 - We have a great School of Medicine, Research Corp, and athletic program, as well as a vibrant foundation.
 - We now have an academic health system that has taken the Marshall name, making it the Marshall Health Network.

Marshall University OUR ROLE AND IMPACT

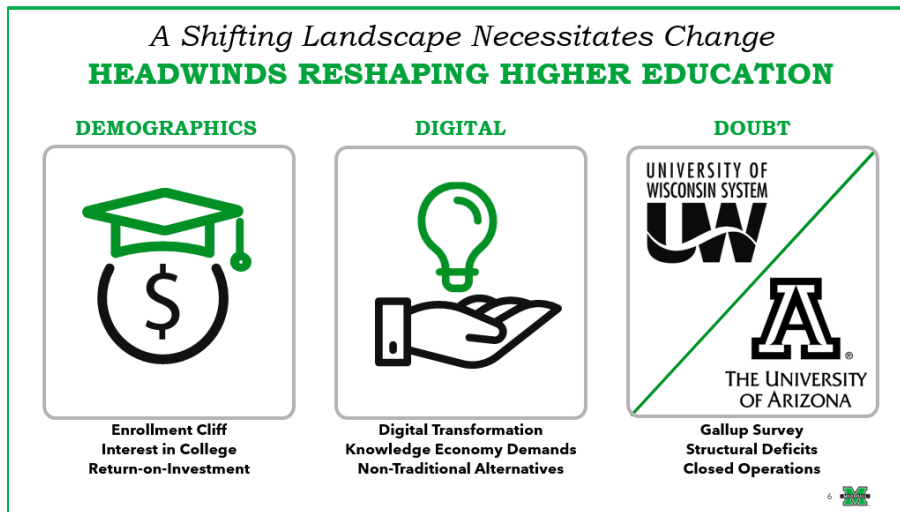
WE ARE ... A Prosperity Platform to Accelerate Individual Success, Innovative Ideas and Economic Impact

INDIVIDUAL SUCCESS	INNOVATIVE IDEAS	ECONOMIC IMPACT
<p>2,500 Graduates/Year 75% from West Virginia 48% First Generation</p> <p>120,000 Alumni: Admirals & Generals, Governors, Fortune 500 CEOs, Emmy/Tony/Pulitzer Prize Award-Winners, Doctors, Lawyers, Scientists, Educators, Professional Athletes & Coaches, Heisman Trophy Finalists and Hall of Fame Inductees</p>	<p>Research Scholarship Creativity</p> <p>\$73M Research, Grants & Contracts Carnegie R2 (7% of Institutions) Cybersecurity Forensic Science Addiction Science Obesity Gerontology Rural Health Neuro-Divergent Learning Digital Humanities Design Thinking Entrepreneurship Innovation District</p>	<p>Educate Innovate Collaborate</p> <p>61% Graduates Remain in WV 300+ Companies Helped/Year 900+ People Trained/Year Flight School Aviation Maintenance \$1 Invested Yields 18X Return \$1.2B Economic Impact/Year "Choose West Virginia" Tour</p>

Sources: Center for Economic and Business Research, West Virginia Higher Education Policy Commission Funding Formulas





- We are a prosperity platform that accelerates individual success, innovative ideas, and have economic impact.

- A “platform” is a surface that is higher than it’s surrounding region. When someone steps up to the platform, they can reach higher heights.
- Reaching greater heights is what Marshall does for our students with our ideas, research, scholarships, creativity, etc.
- We have been impactful in giving money back to the State as a return on their investment. Two years we gave the State a 14x return, and now that number is at 18x return.

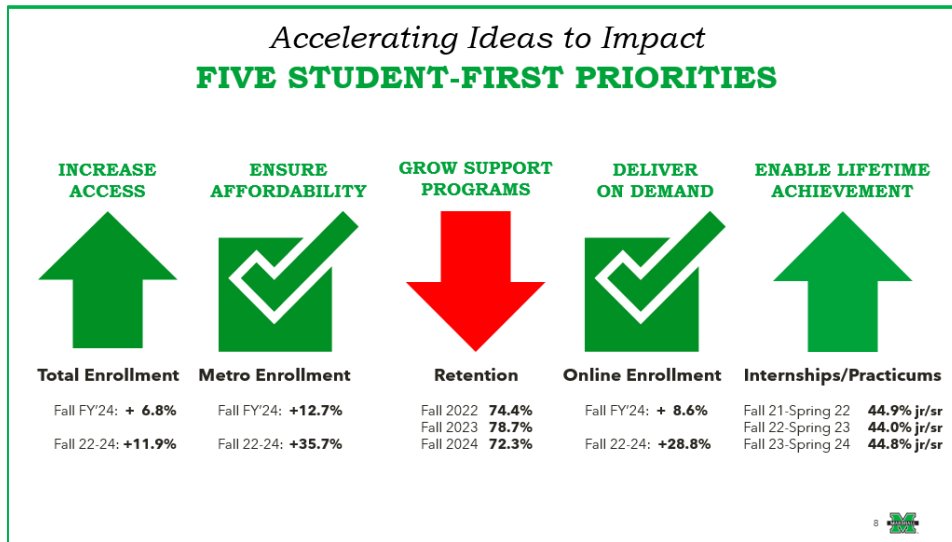


- Headwinds and Higher Education – there are headwinds in higher education, and the nation in general, that include demographics, digital, and doubt.
 - Demographics – American families are getting smaller and having fewer children. The number of high school seniors graduating will decrease by 15% for the next 10 years. This is also called the enrollment cliff.
 - Digital – Multiple online learning platforms that can be a competition for higher education.
 - Doubt – The Gallup Research Company has done surveys for decades, including asking how many American families believe that going to college is important for their future.
 - In the 90s, 92% of American families said yes.
 - In 2015, 57% of American families said yes.
 - In 2023, only 36% of families said yes.
 - Colleges and universities are having to restructure, and in some cases, lay off faculty and staff.
 - Research done by the James G. Martin Center for Academic Renewal reveals a number of colleges are closing their doors.
 - Between 2010-2014 40 colleges closed their doors or merged with another.
 - After 2015, another 131 colleges closed their doors or merged with another.

Our PLAN-ON-A-PAGE

VISION	 <p>“To inspire learning and creativity that ignites the mind, nurtures the spirit, and fulfills the promise of a better future”</p>				
CREED	Educational Open Civil Responsible Safe Well Ethical Pluralistic Socially Conscious Judicious				
2037 GOALS	 <p>Individual Success 100% Placement Rates for Graduates Zero Students Graduate with Student Loan Debt</p>	 <p>Innovative Ideas \$150M Research, Grants, Contracts 3X Start-Ups Incubated</p>	 <p>Economic Impact 30X Return for Every \$1 Invested 3X GDP Impact in West Virginia (\$2.3B)</p>		
STAKEHOLDER GOALS	<p>Students Offer an affordable education with a distinctively supportive and flexible experience to ensure lifelong prosperity</p>	<p>Team Empower faculty and staff to do the best work of their lives</p>	<p>West Virginia Improve the well-being of all West Virginians by creating breakthrough opportunities and solutions</p>	<p>Financial Stakeholders Build a resilient and sustainable institution to outlast headwinds</p>	
STRATEGY	<p align="center">Marshall for All, Marshall Forever In-Demand Curriculum • On-Demand Delivery • Distinctive Value Proposition</p>				
PRIORITIES	Increase access	Ensure affordability	Grow support programs	Deliver on demand	Enable lifetime achievement
METRICS	<ul style="list-style-type: none"> Strategic Enrollment Mgt. Plan New student enrollment Target segments enrollment Recruitment contacts Conversion rates Stopped-out/returning students 	<ul style="list-style-type: none"> Student debt load Debt-free cohorts/retention Internships and jobs M4A fundraising campaign Undergraduate ROI 	<ul style="list-style-type: none"> HerdConnect mentorship Center for Student Success 1st yr retention/6 yr graduation E2E student experience AI-based customized support 	<ul style="list-style-type: none"> In-demand programs & microcredentials HyFlex/Hybrid courses AI assessment/application Online degree programs 	<ul style="list-style-type: none"> Customized training - MAMC Academic pathways selected Career Engagement participation Lifelong learning

- Marshall for All, Marshall Forever Roadmap – a plan to reimagine and reinvent ourselves while still staying true to who we are.
 - We looked at and are not changing our vision and creed, as it stands the test of time from over 25 years ago.
 - We made goals to reach by our 200th anniversary in 2037.
 - Individual success – graduate 100% of our students with a job and no debt.
 - Innovative ideas – to grow from \$73 million of research grants and contracts today to \$150 million in 2037, as well as increasing the number of start up companies by 3x.
 - Economic impact – to grow the \$18 return on investment from the State to a \$30 return on investment by 2037.
 - Three-year plans
 - We have three year plans for everything from pay raises to tuition.
 - Strategy
 - Make sure what we are teaching is in demand.
 - Our classrooms are now available on demand, whether online or face-to-face.
 - We chose 6 areas to be distinctive.
 - Student first priorities – to bring the vision to life.
 - Increase access to more students.
 - Ensure we’re affordable.
 - Grow support programs for students.
 - Deliver on demand.
 - Enable lifetime achievement.



- Marshall for all, Marshall forever 2-year update.
 - Enrollment
 - Fall 2024 has an increase of 6.8% on top of last year’s 4.5%.
 - This means a reversal of a 13 year enrollment decline.
 - We’ve grown total enrollment by almost 12%.
 - Affordability
 - We’ve reduced rates for those in the Kentucky and Ohio counties
 - Metro enrollment in Fall 2024 grew 12.7%, which makes the growth over the last two years almost 36%
 - This has been so successful that the Board of Governors agreed to expand it by another 50 miles, which will capture Columbus, Cincinnati and Lexington.
 - Growing Support Programs
 - We took our retention rate from about 71% to 74% and then 79% this fall.
 - We dip back to around 72%, which is likely due to a handful of conditionally admitted students who were not as successful. We’re working on how to better help them to be more successful.
 - On Demand
 - Grew almost 9% this year, and 29% in the last two years.
 - Enable Lifetime Achievement
 - We’re trying to get students internships or practicums to help them get experience that employers want to see.
 - We are encouraging our alumni to mentor our students and help to get them internships.

Accelerating Ideas to Impact
SIX AREAS OF DISTINCTIVE EXCELLENCE

CYBERSECURITY & FORENSICS	HEALTH SCIENCES	ADVANCED MANUFACTURING	ADVANCED ENERGY	AVIATION	ENTREPRENEURSHIP
					
"Academic Center of Excellence"	Academic Health System	Robotics "Marshall Inside"	Hydrogen & Nuclear SMR's	Pilots/Maintenance Techs	Center for Business and Innovation
Groundbreaking May 2024 Opening Fall 2026	Addiction Obesity Gerontology Rural Health	\$4.7M Grant-Funded Activity/Year Doubled footprint in South Charleston	Early Explorations Strategic Partnerships	Fall 2021 18 students 2 aircraft Fall 2024 237 students 9 aircraft/1 rotorcraft 5 airports	Grand Opening January 2024 950+ Trained in Design Thinking Innovation District

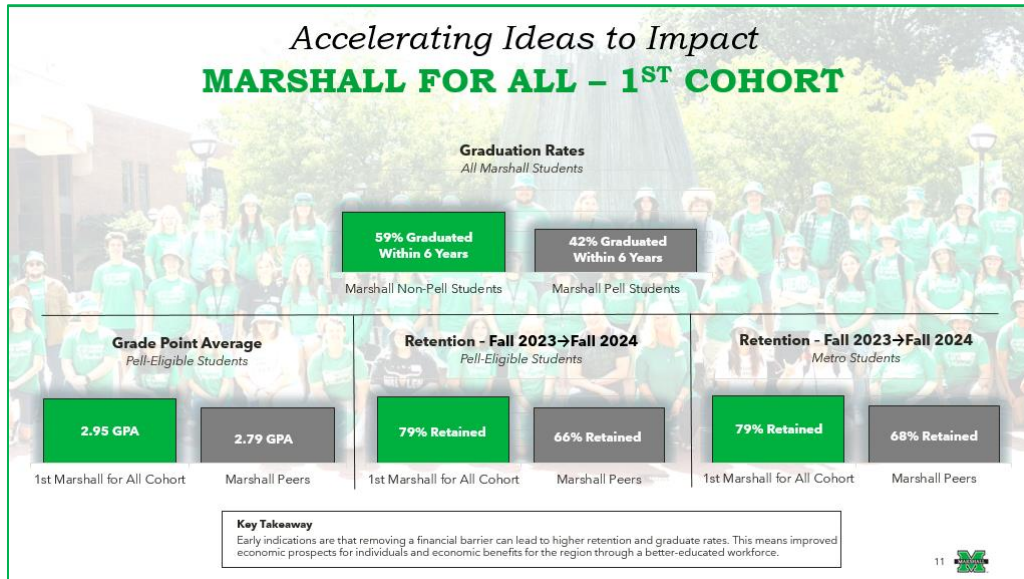
- Six Areas of Excellence
 - Cybersecurity
 - Health Care
 - The local health care system renamed itself the Marshall Health Network.
 - Advanced Manufacturing
 - We obtained a grant to help get our advanced manufacturing center scaled up.
 - We're doubling the footprint of those who wanted to learn to be welders and robotics and machinists in South Charleston.
 - Advanced Energy
 - We're working with the State to help figure out the next chapter of energy after coal and natural gas.
 - We're leaning into hydrogen, small modular reactors and nuclear.
 - Aviation
 - In fall 2021 we had 18 students and two aircrafts.
 - This fall, we have 237 students, nine aircrafts, a helicopter and five airports.
 - Entrepreneurship
 - The innovation district started with the College of Business and Innovation.

Accelerating Ideas to Impact
INVESTING TO BUILD FOUNDATIONAL CAPABILITY

10-YEAR CAMPUS MASTER PLAN	DESIGN THINKING/ GENERATIVE AI	MARSHALL FOR ALL, MARSHALL FOREVER
		
Community Cares Week "Shock and Awe" Execution	President's Task Force on AI SREB: AI in Education	100% Jobs Placement Zero Student Loan Debt 2nd Cohort of 100 Students

- Deferred Maintenance
 - We went to the legislature last year to say we needed deferred maintenance money.

- The legislature passed a \$200 million deferred maintenance bill, but said they would not give it all at once.
- We will continue to work project-after-project and ask for money each time.
- Artificial Intelligence
 - A presidential task force on artificial intelligence is being led by Shawn Schulenberg and Billy Gardner.
 - We are ensuring that faculty have in their syllabi what you can and cannot do with AI in their classroom.
 - We’re running tests on different tools to see how we can be more efficient.
 - President Smith is serving as co-chair for the southeast part of the United States with the Governor of South Carolina on how AI is going to go into the elementary through high schools in the 15 states and the Southeast as well. The group is called SREB, The Southern Region Education Board.



- Marshall for All, Marshall Forever
 - It is Marshall’s desire to eventually have 100% of students come through Marshall and come out with no debt.
 - We brought our first 100 Marshall for All students in last fall, and another 100 this year.
 - “Pell Eligible” students listed in the chart below, refers to students whose families demonstrate an extreme financial need and receive the Pell Grant. In comparing the Pell vs. Non-Pell students, the Non-Pell students had a higher graduation rate.
 - Pell students – 42% graduation rate
 - Marshall will try to help these students by getting rid of the financial burden and giving them an internship or a work study. They will also go through a financial literacy course.
 - Non-Pell Students – 59% graduation rate
 - Students from challenging situations are actually doing better when they are part of this cohort.

Manage our Strategic Resources

PROMOTE LONG-TERM SUSTAINABILITY

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/operational resiliency.
 - ✓ Invest available resources to new market-driven opportunities.

STRATEGIC INITIATIVES

"Save-to-Serve"

- Identify/take action:
 - Savings opportunities
 - Spending habits
 - Areas of waste
- Guided by Budget Work Group
 - Monthly meetings
 - Purchasing best practices
 - Spending deep dives
- Goal of \$7M in savings over four years

Incentivized Budget Model

- Resources aligned with strategic goals
- Shared financial governance
- Culture of trust, responsibility, accountability
- Data informed

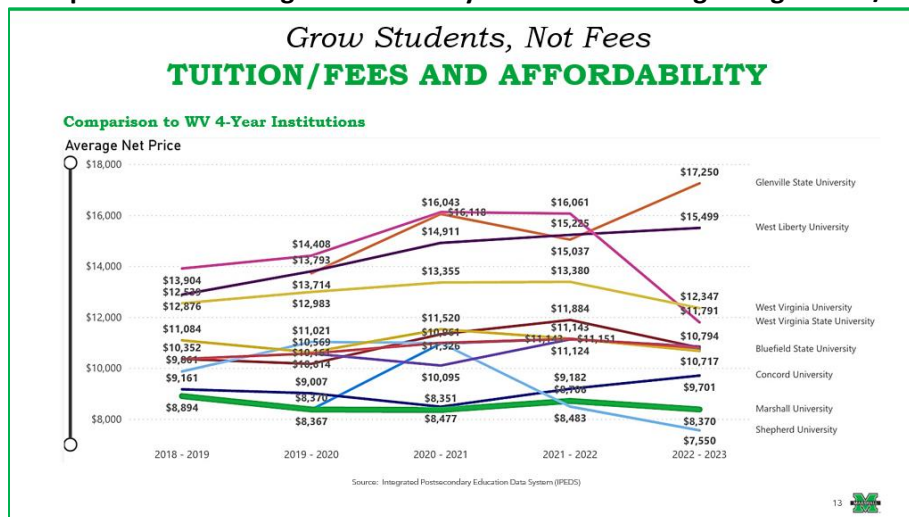
FINANCIAL ROADMAP FY24-27

DRAFT ACTIONS IN DEVELOPMENT

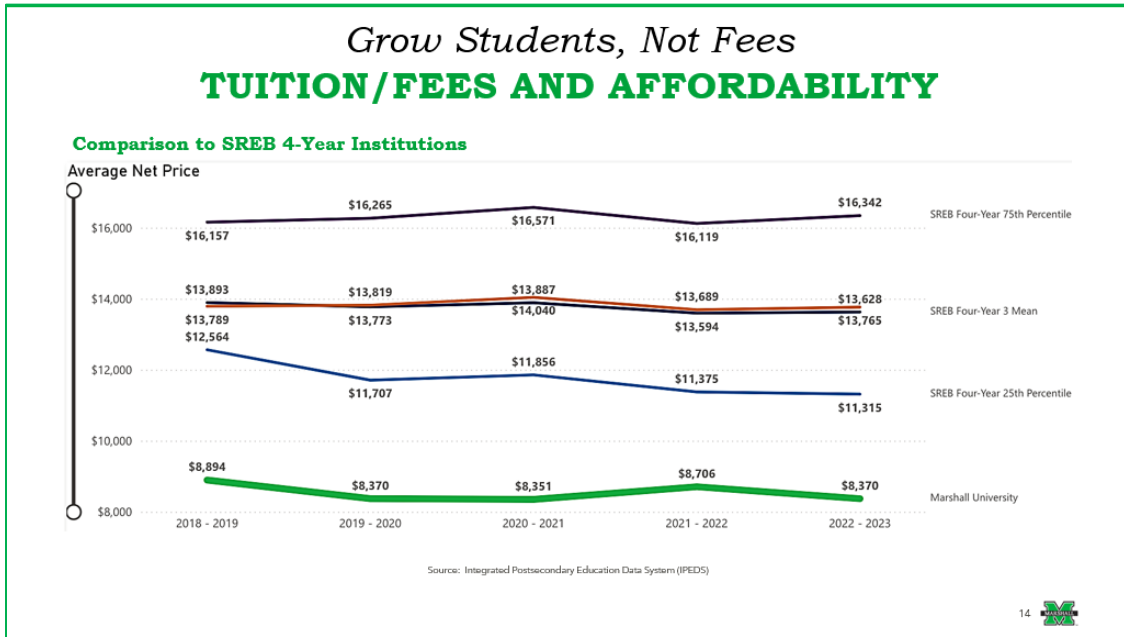
Promoting long-term sustainability

- Enduring Financial Principles
 - Grow Students, not fees.
 - Invest in our team.
 - Take care of the house.
 - Manage our strategic resources.
- Strategic Initiatives
 - Save-to-Serve
 - Incentivized Budget Model
 - We are decentralizing the budget model so everyone will own their own budget.
- Financial Roadmap
 - This snapshot said we were losing \$28 million this year, and Marshall said give us three years and we will not only get to the break even line, but also raise salaries along the way.

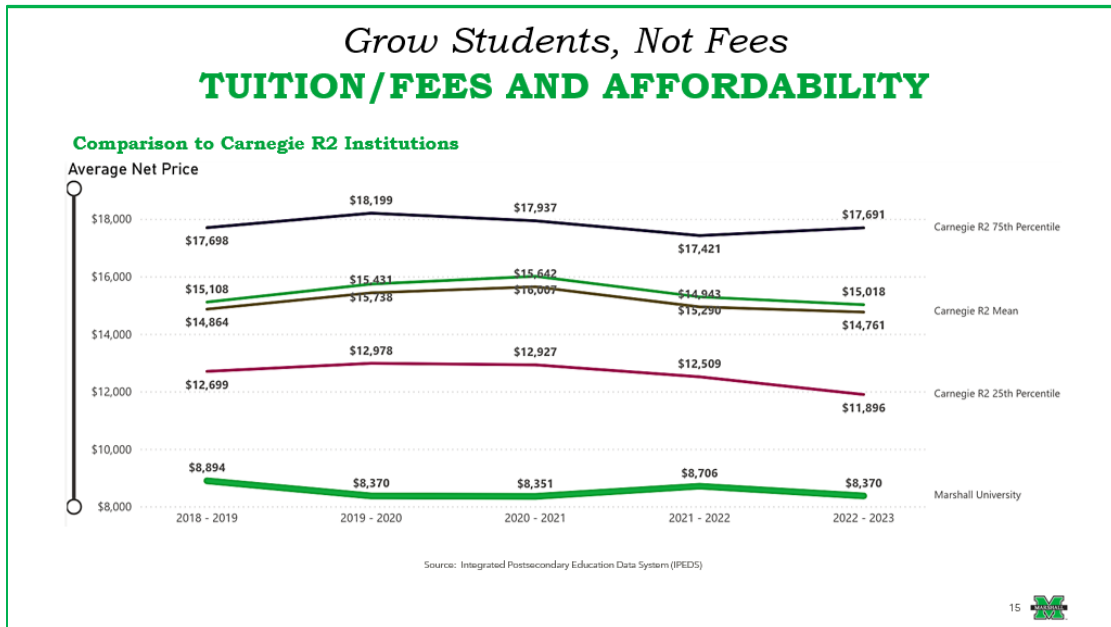
How Marshall compares to West Virginia's other 4-year institutions regarding tuition/fees:



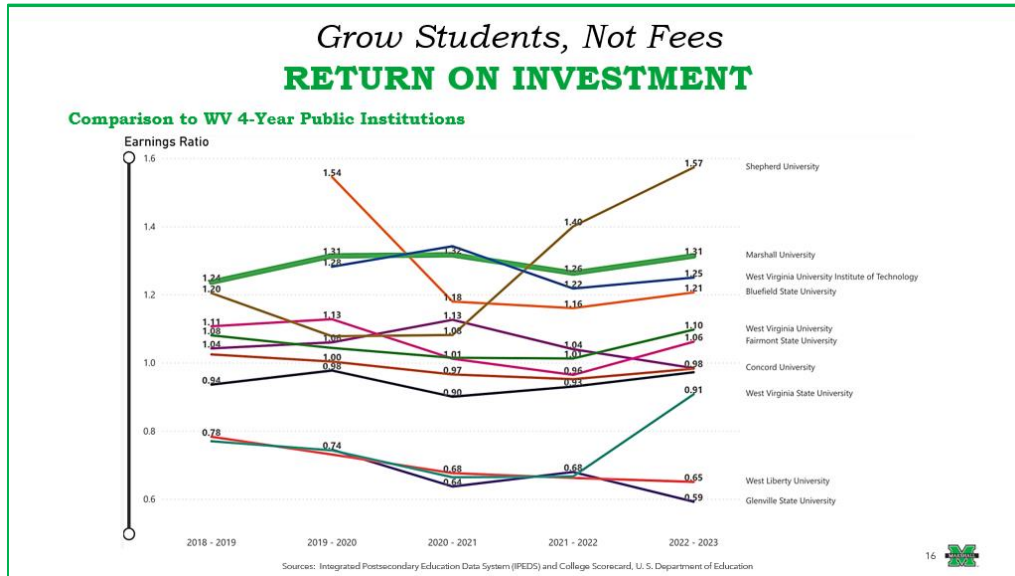
How Marshall compares to 100 other schools in the Southeastern part of the country regarding tuition/fees:



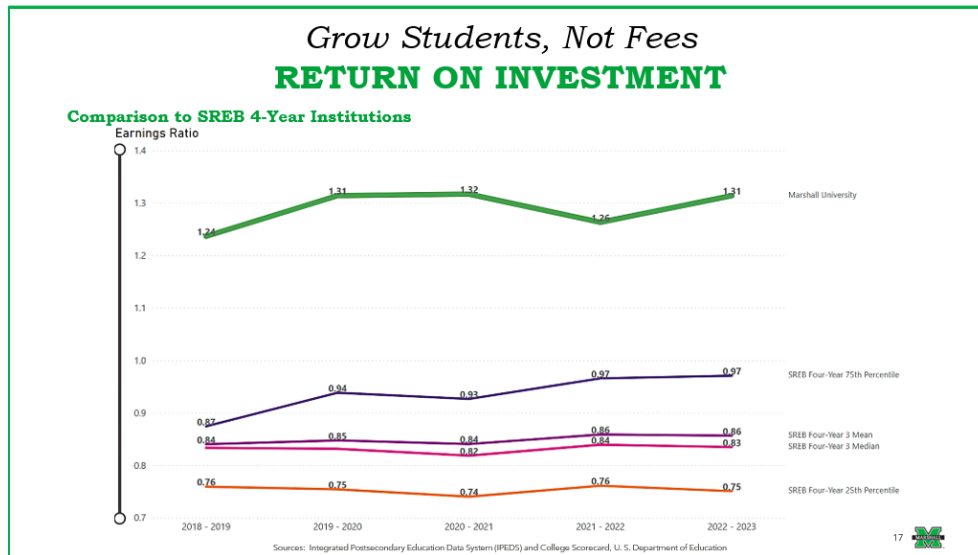
How Marshall compares to other research institutions regarding tuition/fees:



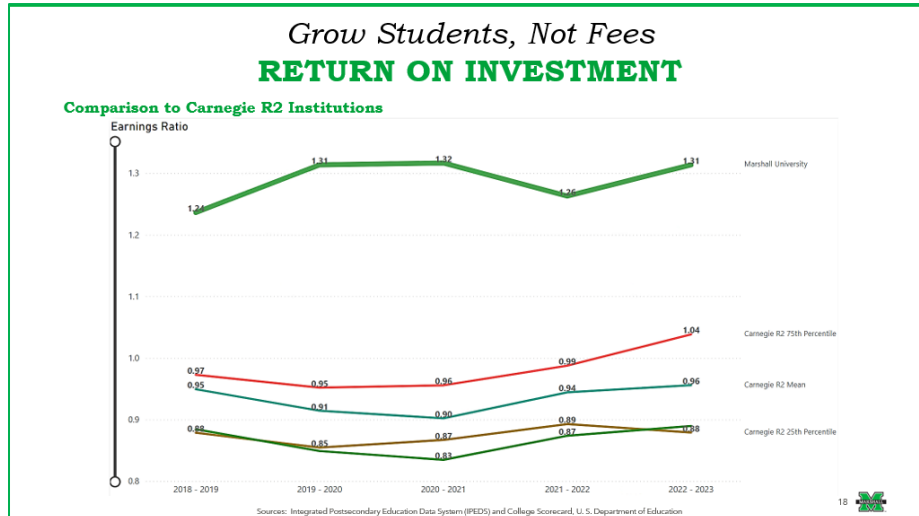
How Marshall compares to West Virginia's other 4-year institutions regarding return on investment.



How Marshall compares to the 100 other schools in the Southeastern part of the country regarding return on investment.



How Marshall compares to other research institutions regarding return on investment.



Invest In Our Team
PAY RAISES → MARKET RATES

FY25 ACTIONS	PROGRESS	FY26-28 CONSIDERATIONS
<p>State Funded Salary Increases</p> <ul style="list-style-type: none"> ~\$1,000 Lump Sum +1% Base Increase <p>Market Equity Adjustments</p> <ul style="list-style-type: none"> \$1.25M from Save-to-Serve Distributed based on Compa-ratio (position relative to mid-point) <p>Introducing:</p> <ul style="list-style-type: none"> Total Rewards Statements Performance Management 	<ul style="list-style-type: none"> New market-based system Paygrade midpoints ↑14-31% Nearly everyone received market-based salary increase Avg. raise July/August 2024: <ul style="list-style-type: none"> Faculty = 4.33% Classified Staff = 5.75% Non-Classified Staff = 4.14% Only \$900K to 80% goal for all <i>And that's not the end!</i> 	<p>State Funded</p> <ul style="list-style-type: none"> \$1.5M Appropriation <p>Market Equity Adjustments</p> <ul style="list-style-type: none"> Performance-Based

- Deferred Maintenance
 - The State allocated Marshall \$21 million for deferred maintenance, but only gave us the first \$5 million to use.
 - “Project Shock and Awe” was developed.
 - We tore down Laidley Hall and made it a green space
 - We updated Smith Hall 263 to an on demand classroom.

Take Care of the House
PROJECT “SHOCK AND AWE”

\$21.4M from State for deferred maintenance

First round of funding (\$5.4M) received December 2023

All 21 approved projects under way

- Next, the bathroom hallway in the Memorial Student Center will be updated.

- Signage was improved and color was made consistent from one to the next all across campus.



- Budget
 - We are decentralizing the budget, and each unit will be part of the budget planning process.
 - The budget advisory committee is made up of 16 representatives from the 5 different campus groups: Classified Staff, Non-Classified Staff, Faculty, Student Government, and Graduate Council.
 - The committee will get information from all of the units, they will help draw up a budget in conjunction with the units which will ultimately go to the Executive Budget Committee, consisting of the President, CFO, and Provost.
- **Q:** Have you considered using class rank as a metric for how well a student can potentially do?
 - **A:** Brian Morgan answered that data has been inconsistent with class rank because it wasn't always recorded, but he will add that to their data set.

Avi Mukherjee – Provost

- Enrollment
 - We have surpassed 12,000 students this year.
 - We have three census dates:
 - 1st – internal census occurring three weeks from the start of the semester, September 9th.
 - 2nd – HEPC State census, which was submitted on October 15th.
 - 3rd – National census, which will occur on January 15th.
 - Fall 2025 target:
 - 10,000 applications and 2,000 first time freshmen.
 - We are currently at 2763 applications.
 - Graduate enrollment
 - Fall 2024 graduate enrollment has a small growth but is also much lower than what was projected.
 - Fall 2025 graduate enrollment looks more promising as we already have 391 applications, which is 130% of what we had last year.
 - Distance/E-Courses

- We have 126 applications for fall 2025 already, which is an increase of 93% from where we were last year.
- Metro Enrollment
 - We have increased our metro area for Fall 2025 by defining it as a 150 mile radius from the Marshall University Campus and into Kentucky and Ohio.
- Green & White Days
 - Friday, October 18th – High School green and white day with 360 students expected.
 - Academic showcase in the Rec Center from 9:30-10:30am.
 - No college experience session
 - Saturday, October 19th – General green and white day with families and parents.
 - Academic showcase from 11am-12:30pm
 - College experience session from 2:30-3:30
- Articulation Agreements
 - Marshall University has signed a new articulation agreement in addition to the existing ones with other community colleges to ensure a seamless transfer for students from two-year colleges to four-year universities. These agreements are with:
 - Mountwest Community Technical College
 - Southern West Virginia Community and Technical College
 - New River Community and Technical College
 - Bridge Valley Community and Technical College – New this week
 - 41% of U.S. undergraduates are enrolled in community colleges, and 83% express interest in transferring to a four-year school, but only 33% do so within a year, with just 16% earning a bachelor’s degree in six years.
 - In West Virginia, the transfer rate from two-year to four-year colleges is only 21%, and just 7% graduate with a bachelor’s degree in six years. However, the state has seen growth in post-COVID transfers.
 - The Bachelor of Applied Science (BAS) is a newly introduced option for students who have completed the Associates of Applied Science (AAS) at a two year college.
 - The BAS program is highly flexible, and has a large number of options between majors, minors, certifications and areas of interest.
 - This is in addition to the Regents Bachelors (RBA) program, which is already very popular, but requires a certain number of years after high school before going into the program.

Bruce Felder – Human Resources

Mr. Felder was unable to attend the meeting, but sent the following updates:

HR Updates for joint staff meeting 10/17/2024

1. **The 2nd Annual Engagement Survey** will go live on Tuesday, October 22, 2024. This is what we call our virtual listening tour and your voice matters. Please watch your email and participate. Employees hired after August 1, 2024 will not participate this year, but will be included next cycle.

2. **Annual Health and Wellness Fair** is today from 10:00am – 2:00pm in the Memorial Student Center. I hope everyone had an opportunity to go over and get a Flu Shot and visit a couple of booths. Special Thanks to our partners at Marshall Health Network for helping organize and sponsoring this event.
3. We will be doing a **phased** rollout and release of our new **Total Reward Statement** beginning next week. All employees will receive an electronic TRS statement that is accessible from any device before the November joint staff meeting. An informational slide deck with Q&A will be provided prior to the release of the statements.
 - a. A Total Reward Statement (TRS) is a personalized document that provides an overview of your complete compensation package. It includes not only your base salary, but also all the benefits, perks, and non-monetary rewards that the University offers, such as health insurance, retirement contributions, paid time off, wellness programs, professional development opportunities, and more.
4. Payroll and HR Services have partnered to roll-out training on our **Time Clock Plus system**. These sessions will be two part – with HR reviewing information on leave management and Payroll covering time entry management for non-exempt employees. If you recall, some managers who have never managed hourly and/or non-exempt staff needed this training, particularly in light of FLSA changes that occurred in July and expectedly will happen again in January. Register for these sessions on the HR website for the following dates. October 29 * November 13 * December 11 * January 22

Jodie Penrod – Information Technology

- Jodie announced that all faculty and staff now have access to Adobe Creative Campus, which includes Adobe Acrobat Pro and Adobe Express, a tool similar to Canva. The service can be accessed using Marshall usernames and passwords, and it includes Firefly AI for image generation.
- She also introduced the new My MU support page, highlighting self-service articles and the ability to track support cases.
- Jodie mentioned the IT activity wheel for planned outages and updates on network changes, emphasizing weekly maintenance windows on Sundays from 4 AM to 8 AM.
- The MU IT project dashboard is available for staff to review ongoing projects, and mandatory Information Security awareness training will be rolled out soon. This training, lasting about an hour, will cover phishing awareness. Jodie encouraged feedback and thanked everyone for their hard work.
- Jodie encouraged trying out copilot.microsoft.com, which is Microsoft's version ChatGPT.
- **Q:** Has there been any thought given to having AI trainings for staff?
 - **A:** Yes. Shawn Schulenberg and Julia Spears are working on multiple micro credentials. We will also be hiring a Technology Education and Training Manager.
- Notes from the meeting chat:
 - Microsoft CoPilot: <https://copilot.microsoft.com>
 - Adobe Express: [Adobe Express](#)
 - MUIT MyMU Support: [Contact Support \(marshall.edu\)](#)
 - MUIT Actviity Wheel: [MU IT Activity Wheel \(marshall.edu\)](#)

- MUIT Project Dashboard: [MUIT Project Dashboard - Power BI](#)
- AI Microcredential [Marshall University \(geniussis.com\)](#) Choose the Introduction for Generative AI - Marshall Faculty/Staff/Students

Approval of Minutes

- The September 18th, 2024, minutes were tabled until the next meeting.

Shared Governance Charter

- Carol Hurula made a motion to approve the draft of the shared governance charter. Samantha Holiskey seconded the motion.
- Further discussion:
 - Carol stated that they worked very hard to get fair representation for staff because it originally had one staff member to multiple faculty members.
 - Samantha Holiskey asked if there was a way to have a voice in pointing out things a building needs work on. Council suggested communicating with the Staff Council Physical Environment Committee, or submitting an online work order: [Maintenance Request \(maintenancecare.com\)](#).
- Motion to approve the draft of the Shared Governance Charter passed. The draft copy is attached after the minutes.

Carol Hurula – Board of Governors

BOG Representative – Carol Hurula

** This is my interpretation of each meeting, presentation, and individual reports. Notes are written in my words and are not verbatim words of speakers. I have attempted to share the updates as closely as possible to the content. Any questions or clarification, please notify me.*

BOG Meeting on Wednesday, October 9th – Brad D. Smith Center for Business & Innovation.

Committee of the Whole

- Approval of minutes for August 6, 2024.

Academic and Student Affairs Committee /Provost Update: Avi Mukherjee and BOG Committee Chair – Kathy D’Antoni

- Tabled in committee the Adoption of the Shared Governance Charter.

Student Representative Update: Brea Belville, SGA President.

- Kicked off the academic year with all on-campus students housed on campus without having to move into contingent housing plan.
- Several events took place in September (Recovery & National Suicide Prevention Month).
- Hosted QR Suicide Training. 15 new students trained.
- Both SGA President & Vice President attended the Universities United Event in Washington, DC.

- Continuing partnership with athletics to continue student leader of the game initiative. All Access Pass & student recognized on the field. To promote equal opportunity for all students and not just SGA Leadership created an online application where a student can self-nominate or nominate others.
- October kicked off 1st Provost Student Advisory Board Meeting. Students shared their Marshall experience in an incredibly raw & real way. Valuable moving forward to identify & work on areas for improvement.
- Homecoming week was very busy. SGA hosts two events each year; Homecoming Parade and Fountain Ceremony.
- SGA partnering with WVU for Month of Service. Taking donations for non-perishable items, books, and hygiene products. WVU & MU competition. Donations to benefit MARCO's Market, Thrift Store, Branches and AD Lewis Center.
- Fall break starts Thursday, October 10th.
- WV Business Roundtable coming up next for Lewis College of Business where Berea will be in attendance.
- Fountain Ceremony planning for November 14th update.

School of Medicine Update: Dr. David Gozal (handout provided)

Athletic Committee (Christian Spears & BOG Member Bishop Moore)

- Approval of Affiliate Membership in American Athletic Conference – Women's Swimming & Diving.
- Athletic Team Updates.
- NCAA Legislation Updates.
- All M Capitol Projects – creative, graphic design, primarily student ran (marketing majors). Rodney Kasey overseeing.
- Golf performance/practice facility at Guyan Country Club for men & women's teams. Fundraising raised \$750K for project.
- Renovating offices for School of Health & Movement Sciences as promised by Athletics – Ball Family donation of funds going toward project for renovating offices.
- Cam Henderson Center parking lot enhancement (Coaches, Staff, Game Day VIP parking).
- Game Plan: Pace, Process, Planning, Performance, and Pride.
 - Pace - single source information for student athletes.
 - Process – Encompass admissions of incoming students through portal.
 - Planning – HERD intern program. Work study, Mike Valentine, Lead.
 - Performance – All American Display in Buck Harless Study Center.
 - Pride – Student athletic tickets virtual via phone app.
- Budget Update.
- Plan on a page (just as MU). Reviewed with Board.
- Core Guarantees – Student Athlete experience. Graduates – if they leave prior to graduation, they have opportunity to come back and complete at no cost (does not include those that transfer to another university).
- ESPN+ partnership with our CIO office for MU commercials only when on our broadcast.
- Athletic Team updates (handout)

Finance, Audit, and Facilities Planning Committee (Matt Tidd & BOG Committee Chair – Donald Holcomb)

- Approval of the Authorization of Reallocation of Funds from State Institutions of Higher Education Deferred Maintenance Grant Program. Due to savviness of team members involved in projects from the 21 million dollars plus funding for deferred maintenance, we were able to have some projects come in under budget as well as creating opportunity and ability to expand the scope of some of our other projects. Working with WVHEPC, Governor's Office, & Auditors Office to submit a reallocation of funds update for approval. Anytime we expand the scope and reallocate funds requires BOG approval, (not seeking new funds from state). Three projects; S. Charleston campus roof repair & replacement as well as glass block wall, further investment into JCE Playhouse, and replacement of student and band bleachers gives an additional opportunity to replace LED tables that line the basketball court.
- Approval of Additions to the List of Counties Eligible for Metro Tuition Rates.
- Finance Update. (handout)
- Brandi Jacob Jones (handout provided)
- Perry Chaffin provided an audit update.

Presidents Update (Brad D. Smith) *summarized highlights.

- September 25th hosted our annual State of the University Address in Washington DC. Roughly 300 participants in attendance as we celebrated and thanked our congressional delegation and bid farewell to Senator Joe Manchin.
- At today's BOG meeting we discussed several key recommendations to further accelerate our collective efforts and support our Marshall For All, Marshall Forever.
- We reviewed our encouraging fall enrollment which is up 5.2% and up 12% overall for the past 2 years, reversing a 13-year decline.
- Facts are friendly even if they tell us what we don't want to hear. (student retention decline & we have fallen in love with a new approach to address retention).
- Remaining true to our principle to grow students not fees. We put forth a proposal today to expand metro rates from current 100-mile radius to 150-mile radius, encompassing Cincinnati, Columbus, and Lexington areas. Need a modest increase in students to break even as we extend the tuition rate another 50 miles.
- Reviewed our financial progress as we course correct what had been a 28-million-dollar deficit, with a commitment to return to a net positive position by 2027. Because of our collective efforts to grow our way out by eliminating waste and inefficiency for our save-to-serve efforts, last fiscal year we finished with a bottom-line deficit of 14.7 million versus a budgeted deficit of 28 million.
- We will be on pace to improve our FY25 budget number and reduce our deficit even further.
- Investing in our team by redirecting 2.5 million from this year's save to serve effort to increase our employees' salaries by further closing the gap in our quest to have every employee on campus paid at least at 80% of their midpoint of their paygrade by 2027.
- We raised the midpoint from 14% to 31% depending on their position of the employees.
- Enabling a transition to a performance-based incentive rolling out later this year.

- Final stages on proposing a newly constituted shared governance charter. Will provide a framework that codifies our approach to shared governance at Marshall University as we strive to become the gold standard in higher education.
- Appreciate the coaching and feedback contained in his three-year evaluation.
- Annual employee engagement survey will be coming out shortly. All stakeholders watch for it in your inbox and take the time to participate and provide feedback.
- “Uncle Brad story-time” and what we do matters at Marshall University. Due to having COVID, he had to cancel a much-anticipated fundraising trip to Montana to meet with several foundations to share the Marshall for All, Marshall Forever story. He received a package while at home quarantining that contained two children’s books sent by Muriel Summers, bestselling co-author and Global Ambassador for Stephen Covey foundation; of whom he had shared the Marshall For All game plan during a team’s meeting that week. The Spy Glass (A Book About Faith), by Richard Paul Evans. Brad read the story and how it applies to the We are Marshall for All, We are Marshall Forever. 21st century prospective platform.

Entered into Executive Session:

- Return from executive session, no votes or action taken.

Chairman Report: (Mr. Geoff Sheils)

- Another meaningful board meeting. Thanks to all that helped put the meeting together.
- 12,000 enrollments can’t be understated, thanks to Provost Avi and all involved.
- Thanked the Board for completing the president’s evaluation.
- Pleased to announce that the Board of Governors formerly recognizes today the outstanding job that Brad Smith has done as the President of Marshall University. The board unanimously came to this conclusion after reviewing over 1,400 surveys submitted by faculty, students, staff, community members, alumni, governmental officials, community partners, and peer university college presidents. Results were overwhelmingly positive from each of the constituent group. Reinforcing the board’s confidence that Marshall University is on the right trajectory. We are most grateful for his vision, commitment, untiring dedication in leading this great university in a short time much has been accomplished.
- Renewed energy & renewed excitement within the University Community as we remain anchored in student first priority by increasing access, ensuring affordability, while delivering an on-demand curriculum that enables lifetime achievement.
- At the October 21st event two years ago, introducing Brad as Marshall University’s 38th President, current Board member, Patrick Ferrell remarked, Brad Smith is undoubtedly the right person, at the right place, and at the right time to lead Marshall University. Truer words may never have been spoken.
- As Marshall faces enormous headwinds that will reshape higher education in the coming years, the board of Governor’s is eager to work with President Smith to help him execute his vision of transforming this great university.
- Shawn & David Ball will be having a press conference coming up tomorrow at 10am in the Brad D Smith Center for Business & Innovation, and in Beckly on Friday at 10am at Woodrow Wilson High School Auditorium and 2pm in Charleston at Ball Toyota Event Center where they will be

announcing their annual donations to local school systems and Marshall University totaling \$650K. If you are able, please join us at one of the locations to help thank the Ball Family for their support of education and Marshall University!

Adjourn 2:40pm

Future Meeting Dates

December 4, 2024

February 5, 2025

April 9, 2025

June 11, 2025

Election for 1st Chair

- Nina Barrett nominated Lacie Bittinger for the position of 1st Vice Chair.
- The motion was seconded.
- Motion passed.

Committee Reports

Election Committee – Nina Barrett – No report.

Legislative Committee – Carol Hurula – No report.

Personnel/Finance Committee – No report.

Physical Environment Committee – Becky Lusher – No report.

Service/Staff Development Committee – The committee is working to plan this year’s Thanksgiving Dinner for students which will take place on Tuesday, November 26th.

Announcements

- **School of Health and Movement Sciences Renovation** – Samantha Holiskey gave an update in which she said that Athletic Training and Biomechanics are moving to the 3rd floor of Gullickson Hall. They will have a simulator lab for athletic training, and an ultrasound and upper extremity musculoskeletal lab.

Minutes taken and prepared by: _____
Katie M. Counts, Program Assistant, Classified Staff Council

Minutes approved by: _____
Tony Waugh, Chair, Classified Staff Council

Minutes read by: _____
Brad D. Smith, University President

MU Internal Audit BOG Informational Report October 9, 2024

1 ACTIVITY SINCE THE LAST MEETING

- 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

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

3 PROFESSIONAL DEVELOPMENT ACTIVITIES

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

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.

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 authority to formulate and recommend policies specifically with regard to 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 Planning 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. 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.

5.4. Final responsibility and dispute management

5.4.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.

5.4.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. The report should also include a reflective review of the work of the Ad Hoc Committee and the degree to which its goals are being met and work plan is being followed.

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:

President

Date

DRAFT

Appendix 1: Shared Governance Matrix

DRAFT

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					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)

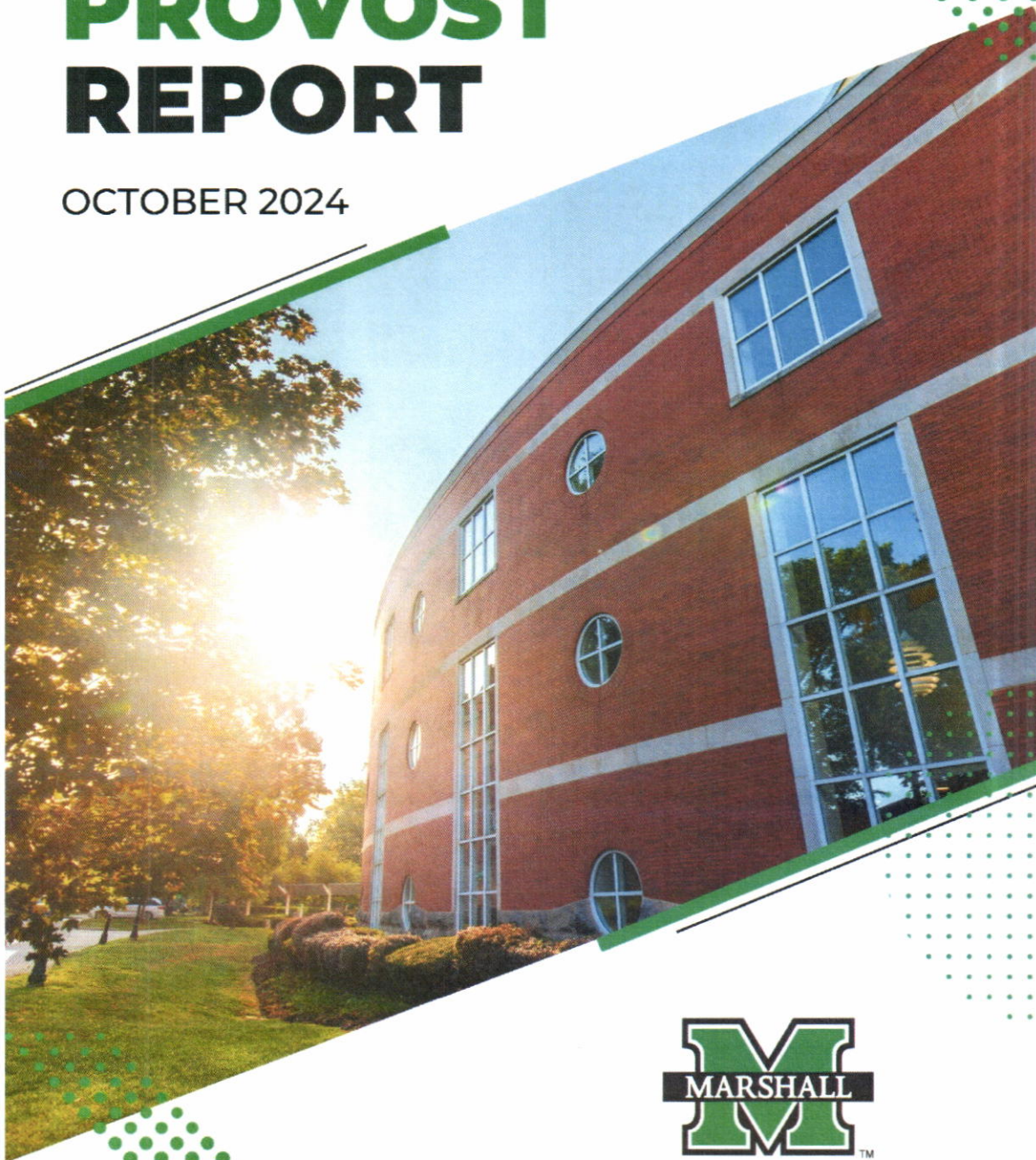
*Who approves the decision depends on the type of position being filled.

Appendix 2
Budget Decision-Making Model

DRAFT

PROVOST REPORT

OCTOBER 2024



ACADEMIC AFFAIRS



A Message from Academic Affairs

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.

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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.

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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



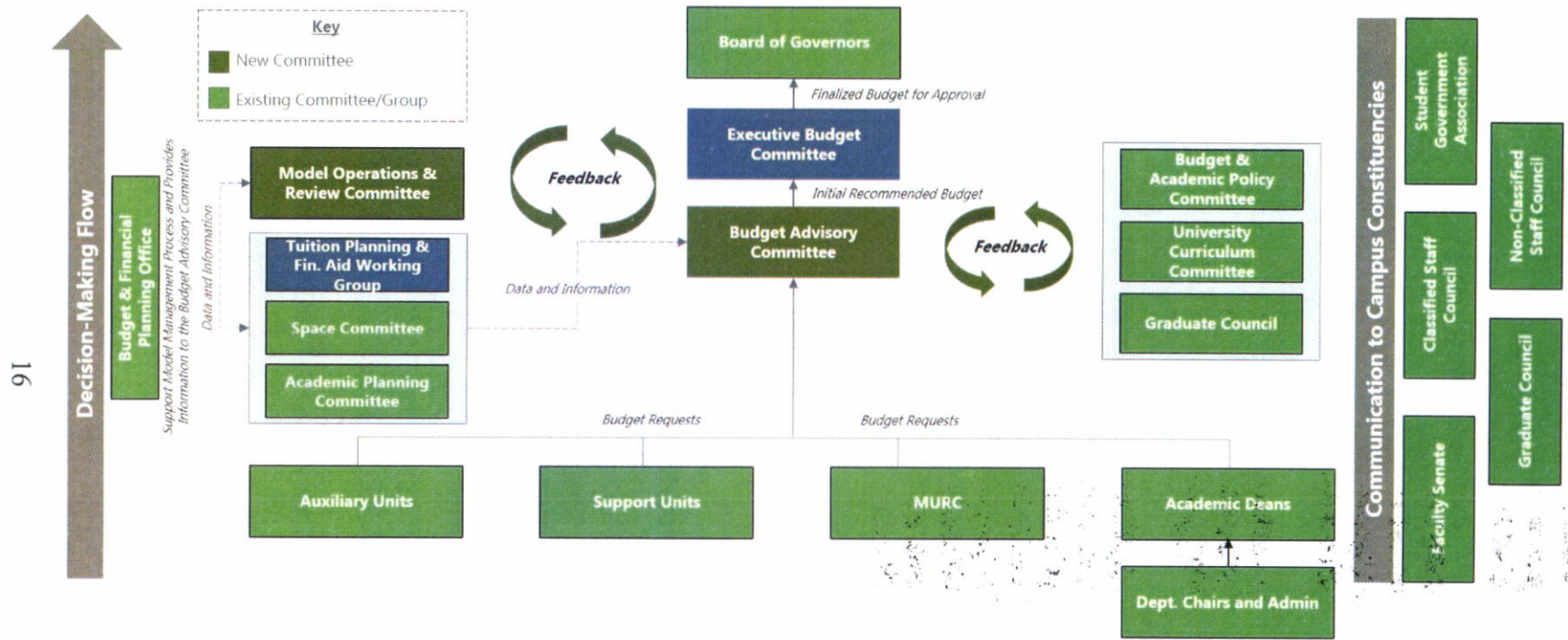
Karen McComas

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



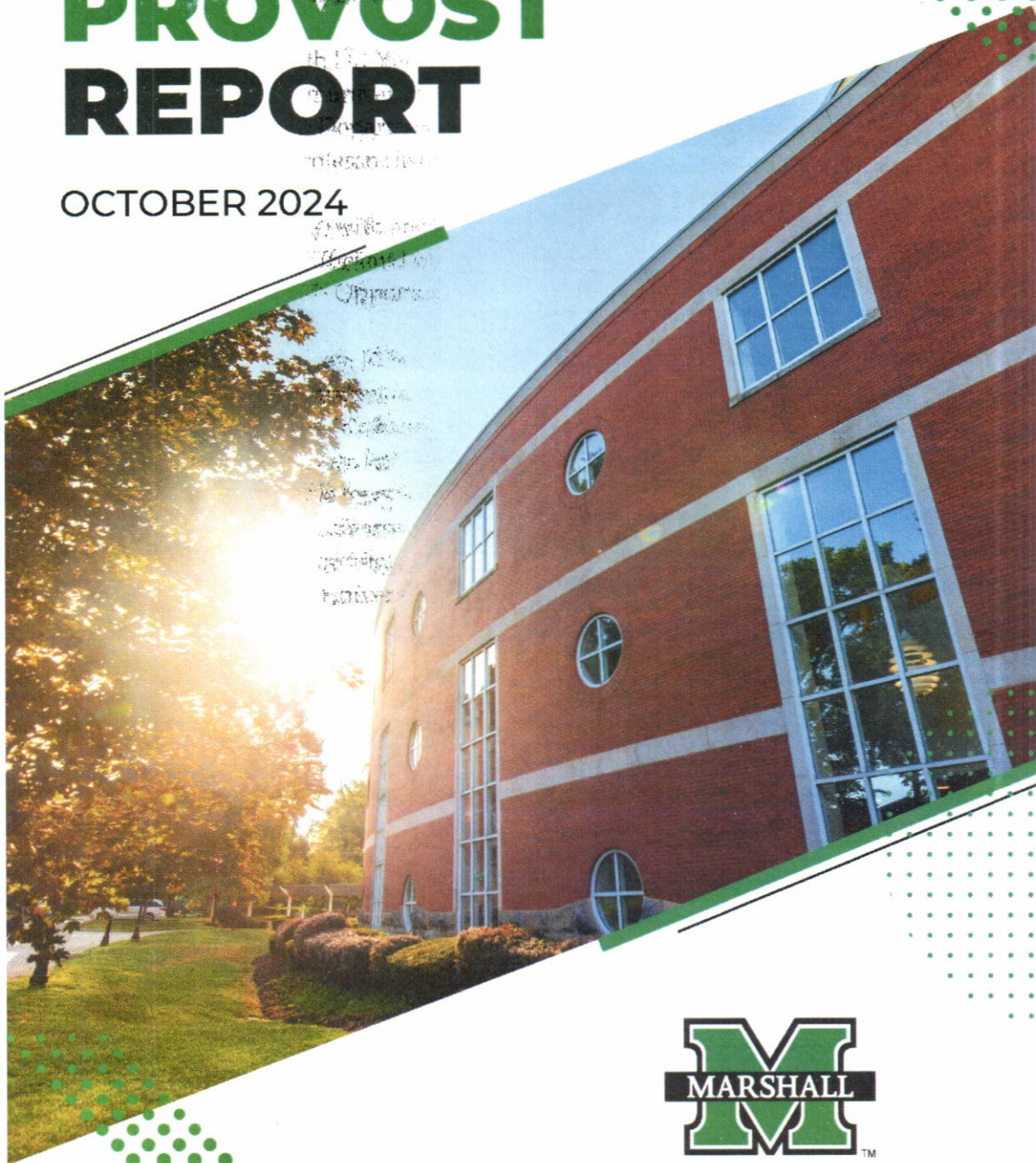
Marshall Budget Model Management Structure

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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Karen McComas

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Associate Vice President for Academic
Affairs & Associate Provost (interim)

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PROGRAM HIGHLIGHTS

- The Visual Arts Center celebrated its 10th 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 4th 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 Stroehler 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 Tijah 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 3rd 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 3rd 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)

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 Cochrane, 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 10th 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.

COLLEGE OF HEALTH PROFESSIONS (DEAN: DR. MICHAEL PREWITT)

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.

COLLEGE OF LIBERAL ARTS (DEAN: DR. ROBERT BOOKWALTER)

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 23rd 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 19th 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 *Euscorpius* (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." *Euscorpius*, **382**: 1-107.

- Tang, V., Z. Liu, M.R. Graham, V. Fet, F. Kovařík & F. Štáhlavský. 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 8th 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 hyflex. 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.

SCHOOL OF PHARMACY (DEAN: DR. ERIC BLOUGH)

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.

UNIVERSITY LIBRARIES (DEAN: DR. MONICA BROOKS)

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.

CENTER FOR STUDENT SUCCESS (DIRECTOR: DR. KATERYNA SCHRAY)

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.

INTERCULTURAL & STUDENT AFFAIRS (VICE PRESIDENT: DR. MARCIE SIMMS)

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) + Conduct

- 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.

ONLINE EDUCATION (DIRECTOR: DR. JULIA SPEARS)

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.



BOARD OF GOVERNORS REPORT | OCTOBER 9, 2024

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 Barboursville 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.