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Board of Governors Minutes

Board of Governors

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10-19-2022

## **The Minutes of the Marshall University Board of Governors Meeting, October 19, 2022**

Marshall University Board of Governors

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**MINUTES**  
**Marshall University Board of Governors**  
**Microsoft Teams Meeting at**  
**Shawkey Dining Room/Memorial Student Center**  
**Livestream and In-Person**  
**October 19, 2022**

Present: Chairman Patrick Farrell, Shawn Ball, Kipp Bodnar, Kathy D’Antoni, Donnie Holcomb, Isabella Griffiths, Carol Hurula, Ginny Lee, Chris Miller, Robin Riner, Geoff Sheils, Bill Smith, James C. Smith

PH: Angel Moore, Chad Pennington

Absent: Sam Moore

**I. Call to Order and Swearing in of New Members**

Chairman Farrell, after determining a quorum was present, called the Meeting to Order. The Honorable Judge Greg Howard was there to swear in our new members: Isabella Griffiths, Ginny T. Lee, Kipp Bodnar, and James C. Smith. Chairman Farrell welcomed the group and noted that Ms. Lee, Mr. Bodnar and Mr. Smith all came from a long distance to be with us today.

**II. Minutes Approval**

Upon a motion by Mr. Miller, seconded by Ms. Lee, the minutes of the meeting on August 9, 2022, and the special meeting held on September 20, 2022, were approved.

**III. Committee of the Whole**

Approval of mission weights for the West Virginia Higher Education Policy Commission higher education funding formula.

The mission weights approved in September omitted a rule that the weight for “Students Accumulating 60 hours” must be greater than the weight for “Students Accumulating 30 hours.” The mission weights approved today move 1% from “Students Accumulating 30 hours”

TO “Students Accumulating 90 hours”. With minor corrections from the prior special meeting held on September 20, 2022, the following resolution was considered:

*Resolved, that Marshall University board of Governors does hereby approve the mission weights displayed below for the West Virginia Outcomes-Based Funding Formula.*

<b>Mission Weights (Current Year)</b>	<b>Marshall</b>
Students Accumulating 30 hrs	6.0%
Students Accumulating 60 hrs	7.0%
Students Accumulating 90 hrs	9.0%
Associate Degrees Awarded	20.0%
Bachelors Degrees Awarded	35.0%
Master's Degrees and Post-Master's Certificates Awarded	1.0%
Doctoral / Law Degrees Awarded	1.0%
Expenditures on Research and Development	10.0%
Awards per 100 FTE	8.0%
Learning and Working	3.0%
<b>Total</b>	<b>100.0%</b>

Upon a motion by Ms. Hurula, seconded by Mr. Jim Smith, the resolution was approved, and motion carried.

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

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

There were no action items brought to the Board.

##### **UPDATES:**

**Provost Avi Mukherjee** gave the Provost’s Update. He updated that there are ten searches in process now: Dean of Honors, Director of Nursing, Mass Communications and AVP in Enrollment Management. He gave a quick synopsis of the following updates:

- Professor Dan Hollis was one of 5 finalists for the Faculty Merit Foundation of WV 2021 Professor of the Year Awards.
- Grants for BBB of \$6 million that Dr. Asad Salem will coordinate; \$3.045 million for Civil Engineering being coordinated by Dr. G. Michaelson.
- The first Doctor of Nursing Practice class started this fall. The new BA/BS to BSN program begins in January 2023.
- Dr. Robin Riner & Dr. Christina Franzen received a WV Humanities Grant for their project, “Testament: Recovering Identity After the War”

Other highlights were included as part of the agenda.

**Isabella Griffiths, Student Body President**, gave a student government update discussing their weekly meetings. Their advisor, Matt James, has taken another job at Foundation in the Alumni Department as the Director of Alumni Relations. She noted that she was very honored to have been chosen to carry the MACE during President Smith's Investiture Ceremony. She gave a brief update about Homecoming and Mr. Marshall and Miss Marshall. Ms. Griffiths gave a reminder about the Plane Crash Ceremony that will be on November 14.

**Buffy Hammers, CEO of Marshall Health**, gave the School of Medicine report. Ms. Hammers said that she was happy to report that the School of Medicine receives \$1.1 million three year grant from the Appalachian Regional Commission's POWER Initiative to launch a new program that takes an innovative multigenerational approach to workforce development. The project will focus on workforce development readiness and job placement for individuals and families across a 15 county region in southern West Virginia who have become disengaged from the workforce due to a downturn in the coal industry, limited development of new industry and the pandemic. Dental residency is approved for expansion. This is a big deal. She relayed that the 34<sup>th</sup> Annual Health Sciences Research Day is October 28. Standing out in our field raised more than \$100,000 for medical student scholarships during its largest scholarship fundraiser held on August 27 at Barboursville Soccer Complex. A Provider Directory was given to each member.

The full reports with more detail can be found as part of the board updates.

### **Athletic Committee**

Action items from the Athletic Committee were as follows:

- A.) Approval of Affiliate Membership in Missouri Valley Conference – Women's Swimming and Diving

Sunbelt Conference does not sponsor women's swimming and diving. Membership fee is \$6,000. 1-3 year term of affiliate membership to be determined by Missouri Valley governance structure. If Sunbelt adds women's swimming and diving in the future, there is potential of an early termination fee.

The following resolution was considered for approval:

*Resolved, that the Marshall University Board of Governors approve affiliate membership for women's swimming and diving to participate in the championship in the Missouri Valley Conference.*

Upon a motion by Mr. Bill Smith, seconded by Dr. D'Antoni, with no opposition, the motion carried.

B.) Approval of 2022-2023 Championship Participation – Men’s Track Indoor and Outdoor

The following resolution was considered for approval:

*Resolved, that the Marshall University Board of Governors approve participation in the 2022-2023 Sunbelt Championship- Men’s Track Indoor and Outdoor (and sports sponsorship beyond 2022-2023 seasons)*

Upon a motion by Dr. D’Antoni, seconded by Ms. Griffiths, with no opposition, the motion carried.

*Information Items:*

- Budget Update: A budget update was given by Debra Boughton, Executive Associate Athletic Director for Championship Planning and Resources.
- A Capital Projects Update was given by Christian Spears, Athletic Director.
- Athletics Teams Updates was given by Christian Spears, Athletic Director.
- Big Green Financial Update was given by Debra Boughton, Executive Associate Athletic Director for Championship Planning and Resources. The Audit was done by The Fyffe Jones Group, AC. They gave an unmodified audit opinion on the audited financial statements from August 31, 2021. They reported that the comparative information is consistent in all material respects with the audited financial statements from which is has been derived.

**Finance, Audit and Facilities Planning Committee**

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

A.) Approval of Amendments to the Classified/Non-Classified Employee Salary Policy. The amendment to MUBOG FA-6, Classified/Non-classified Employee Salary Policy alters section 2.1.2 and removes section 2.3. There is no expected additional cost to the University for the implementation of this policy.

The following resolution was considered for approval:

*Resolved, that the Marshall University Board of Governors approves the amended Policy No. FA-6. Classified/Non-classified Employee Salary Policy. Further Resolved, that the*

*policy is approved as final at the conclusion of the comment period if no substantive comments are received.*

Upon a motion by Ms. Hurula, seconded by Mr. Miller, with no discussion, a vote of aye, and no opposition, the motion carried.

B.) Approval Phase II of Construction of Baseball Stadium

On January 24, 2022, The MUBOG approved the acquisition of three parcels of land and the construction of a baseball stadium adjacent to the softball complex on 22<sup>nd</sup> Street and 2<sup>nd</sup> Avenue. The University has secured additional funding for Phase I of the project and now seeks approval for Phase II of this project, which includes the addition of two metal buildings that would contain the visiting team locker room, batting cages and storage. The cost of Phase II would be at a cost not to exceed \$3.4 million for acquisition, installation, and buildout of the buildings.

*Resolved, that the Marshall University Board of Governors approves the construction of Phase II of the baseball stadium. The Board further authorizes the President of the University to execute the necessary documents to effectuate the construction thereof.*

Upon a motion by Mr. Sheils, seconded by Mr. Jim Smith, a vote of aye, with no opposition, the motion carried.

Information items updates were given by Mr. Jason Baldwin, Interim CFO. He gave a quick synopsis of what was discussed by CLA during the Finance, Audit and Facilities Planning Committee Meeting.

Brandi Jacobs-Jones, Senior Vice President for Operations, gave an Operations Update noting the highlights. To name a few these were Byrd Biotech Cage Washer, Horizontal Mine Shaft, MU Health Chiller, Smith Hall Cooling Towers, and the Smith Hall Elevator Replacement. She discussed the Master Plan giving an update on the phases. The Plan will be conducted over three phases: Analysis: Bringing Information Together. Scenario Planning: Exploring Potential Futures. Synthesis: Developing a Roadmap. The final project will be presented to the MUBOG on June 21, 2023. Quality assurance and quality control for our dining, providing real time feedback to our dining facilities. Excited about those initiatives.

Perry Chaffin gave the Internal Audit update. Mr. Chaffin filled in and helped out during the audit. He detailed his activities since the last meeting, activities before the next meeting and his ACUA professional development activity.

## V. President's Report – Brad D. Smith

It has been an exciting start to the new Academic Year as you've heard from the various reports from our Provost, Athletics Director and others. President Smith focused on two topics:

1. Progress in developing and strengthening our team.
2. Summarizing progress in addressing the high-level themes that emerged from the First 100 Day Listening Tour.

Since last January, we've been busy filling vacant, soon-to-be vacant or interim positions with top talent for each of these roles.

We've completed 8 out of 9 Cabinet-level searches, with 1 upcoming search on-deck.

Since our last board meeting, the three most recently completed searches are:

- **Dave Traube** joined the team on October 10 as our Marshall's Chief Marketing and Communications Officer. Dave is joining us from the University of Charleston, where he led a marketing and communications team as the Vice President of Communications and Marketing. He is an accomplished marketing executive with a proven track record in digital assets and creating visually stimulating campaigns that tell inspiring stories. Dave is a son of Marshall University, and it is exciting to welcome him back home.
- **Jodie Penrod**, who will be joining the team on November 7 as Marshall's newest Chief Information Officer. She is an experienced and creative innovator who is extremely knowledgeable in systems for academics and academic medicine. Most recently, she served as the senior director of technology for the Ohio University Heritage College of Osteopathic Medicine in Athens, Ohio. In that position, she provided oversight of all information technology services for the college's three academic campuses and multiple hospital-based teaching centers across the state of Ohio. She graduated from Embry-Riddle Aeronautical University with a bachelor's degree in aerospace engineering. She has a master's degree from Missouri University of Science & Technology in Systems Engineering and is expected to complete her doctorate in instruction technology from Ohio University in 2023.
- **Matt Tidd** will be assuming the role of Chief Financial Officer on November 7. He comes to us from West Virginia University, where he most recently served as the Chief University Budget Officer. In that position, he led transformational projects spanning various financial aspects of the university, including its regional campuses. He is well-versed in higher education finance and the strategic importance of real-time data, reporting and planning requirements. He has implemented a five-year planning model and has helped guide the transition to more incentive-based budgeting approaches, which are strategic efforts underway at Marshall as well. Prior to joining

WVU in 2017, he worked for Mylan Pharmaceuticals, as well as Marriott International. He is a licensed certified public accountant with undergraduate and graduate degrees from WVU.

Finally, a search for the next Dean of the Joan C. Edwards School of Medicine will kick off in January. As we prepare for this search, the School of Medicine continues to be in the capable hands of Dr. Bobby Miller, our vice dean of medical education, who is serving in the interim role.

We are on pace with our goal to have a fully-staffed leadership team in place and we're now beginning the work of transitioning from a Team of All Stars who have been recently assembled, to an All-Star Team in the coming months.

### **Progress since the 100 Day Listening Tour**

In the time since conducting our extensive First 100 Days Listening Tour, we've distilled those ideas into a set of actionable priorities and have begun executing on them. Our #1 priority is to grow enrollment, reversing a decade-long decline when enrollment peaked in 2010, and has since fallen by 22%.

Our strategic enrollment management plan that shifts our mindset from admissions to recruitment ... moves beyond a singular focus on high school seniors to recruiting 10 future student personas ... and is supported by tailored student experiences to address their unique needs.

We have extended our discounted metro tuition rates to encompass a 100-mile radius ... which now includes 59 counties in Ohio and Kentucky.

We have invested in building our team with world-class talent at all levels, which I shared earlier. This has included the appointment of three new members to our Board of Governors who bring global leadership, education technology and digital marketing experience to the board room.

We also completed a pay equity study and are taking action to ensure competitive and equitable pay practices across the university. In support of these efforts, we've named a Chief Talent and DEI Officer at the Cabinet level and we're strengthening our commitment and execution of our shared governance model in the belief that we are stronger together.

These actions are being guided by our enduring financial principles that we've declared:

- Grow students, not fees
- Invest in our team
- Take care of our house



- Manage our strategic resources, ensuring financial resiliency in the event of a major economic downturn or mkt disruption such as a pandemic.

On the theme of financial resiliency, as I shared in my Investiture address on September 16, 12 years of declining enrollment and the pandemic have weakened our financial position. It will take a collective effort, but we see a way forward.

We are wrapping up a strategic planning process to define that path forward as a Prosperity Platform in the 21<sup>st</sup> Century. The theme that is emerging is **Marshall for All, Marshall Forever!**

- **Marshall For All** builds on the work underway to begin serving a broader range of students...
  - Recruiting the 10 student personas we've identified with tailored experiences ... from high school students to working adults, military veterans and international students ... maintaining an emphasis on those who have been overlooked and underserved.
  - It will include those seeking to become an advanced welder through our Robert C. Byrd Institute,
  - To aspiring pilots or aviation maintenance technicians through our Aviation division, or those pursuing a certificate to learn select skills to earn a pay raise,
  - Marshall For All signals that we will be an inclusive prosperity platform to accelerate the success of any individuals with the aspiration and determination to try.
- **Marshall Forever** recognizes learning is a lifelong pursuit.
  - In a world being defined by the Knowledge Doubling Curve, where all human knowledge is on pace to double every 12 hours, we must move away from the notion of *higher* education, and begin embracing the notion of *continuous* education
  - Our aspiration is to serve lifelong learners through flexible options that provide continuous access to in-demand knowledge through on-demand choices empowering them to live life, work full-time jobs and continue to learn ... through an on-demand learning environment that is flexible for their schedules and tailored to their needs.
- **Marshall For All, Marshall Forever** is fortified by a "Dream Bigger" idea ... a debt-free education.
  - While the cost of higher education has become the subject of great national concern, affordability has remained a strength for Marshall

today. However, 63% of Marshall's students graduate with an average student loan debt of \$26,000.

- Marshall is a gateway institution that welcomes talented students who come from humble beginnings ... and we cannot send them into the world with crippling student loan debt.
- Our goal is that no Marshall student will graduate with student loan debt in the next decade.

Participating students being required to complete a FASFA form each year. Their families will be asked to cover the eligible family contribution (or EFC) portion of their tuition and fees and students will be required to participate in a financial literacy program ... paid internships or work opportunities ... while being challenged to complete their degree in four years. With those obligations met, Marshall will assist the student with securing all federal, state and scholarship dollars available to cover any remaining tuition, room and board, fees, and books. The cost to scale such a program to all participating students will be around \$300 million over the next decade. We have just completed the Marshall Rises campaign that raised more than \$176M in a handful of years.

We are going to begin piloting this journey in the Fall of 2023 with an initial group of 100 students. We will learn, adjust, and scale the program to more students as program funding allows.

It is October and we promised last spring that bulldozers would begin moving dirt on our long-anticipated baseball stadium. Many thanks to Mayor Williams, Governor Justice and all our alumni, strategic partners and patrons who have stepped forward to bring this dream to reality. In spring 2024 the dream of seeing student athletes compete on their home field will indeed become reality.

#### **V. Executive Session under the authority of WV Code § 6-9A-4**

Upon a motion by Mr. Miller, seconded by Dr. Riner, the board entered Executive Session under the authority of WV Code §6-9A-4 to discuss naming opportunities.

After a brief session, the Board entered open session and the following resolution was read:

Resolved, that the Marshall University Board of Governors accepts the naming opportunities for the Athletics Department, the Lewis College of Business, the College of Health Professions, and the College of Education and Professional Development.

These requests were presented in Executive Session with public disclosure to come at a later date. This action is taken in accordance with the Marshall University Board of Governors Policy

GA-10 “Naming of Units and Facilities” and the recommendations have been vetted and recorded by the Marshall University Foundation Inc.

Upon a motion by Mr. Sheils, seconded by Ms. Hurula, with a vote of aye, no opposition, and the motion passed.

**VI. Chairman Farrell’s Report**

Chairman Farrell talked more about financial stability and helping college to be more affordable to students. He is excited for “Marshall for All, Marshall Forever” and the priorities that President Smith mentioned in his report. He noted that there is work to do. He extends thanks to all.

**VII. Announcements**

Chairman Farrell reminded everyone to put the new date of April 26 on the calendar for the April board meeting.

The next board meeting will be December 14, 2022, in the Shawkey Room.

**VIII. Adjournment**

Without objection, the Board Meeting was adjourned.

Respectfully submitted,

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Chris Miller, Secretary