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Board of Governors Minutes

Board of Governors

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6-21-2023

## **The Minutes of the Marshall University Board of Governors Meeting, June 21, 2023**

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**  
**June 21, 2023**

Present: Chairman Patrick Farrell, Shawn Ball, Kip Bodnar (ph), Kathy D'Antoni, Donnie Holcomb (ph), Isabella Griffiths, Carol Hurula, Ginny Lee (ph), Angel Moore (ph), Sam Moore, Chad Pennington (ph), Robin Riner (ph), Geoff Sheils, Bill Smith

Absent: Chris Miller, Jim Smith

**I. Call to Order**

Chairman Farrell, after determining a quorum was present and the livestream was connected, then called the Meeting to Order.

**II. Minutes Approval**

Upon a motion by Bishop Moore, seconded by Mrs. Hurula, the meeting minutes of the regular meeting of April 26, 2023, were unanimously approved.

**III. Classified Staff Council Update**

Tony Waugh, Chair of the Classified Staff Council, thanked the Board of Governors for inviting him to speak. He said that regardless of where we are employed, or what job duties we perform, we all serve the mission, vision, and strategic goals of the University. As President Smith heard during the listening sessions, salaries were mentioned more than once by staff members and have been a concern for many years. We are thankful that he and his team decided this year to apply salary increases across the board. This increase in pay benefited those at the lower range the most by a little more than 8%. It has not established our beginning entry rate for a pay grade 1 to \$21,350 which equates to \$10.95 an hour.

He stressed that we are all working to grow enrollment, to strengthen our financial position as a university. We know many measures are underway to transform our programs to meet the needs for students of today and tomorrow. By increasing enrollment and managing our

resources, the University will be better equipped to address the salary concerns, as well as all our funding principles.

We are dedicated to doing our part, and are not sitting back watching, we are at the forefront of helping get things done. We are excited to be part of the TEAM, because together, we can accomplish great things.

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

##### **Academic and Student Affairs Committee, Kathy D'Antoni, Chair**

##### **Action Items**

The Academic and Student Affairs Committee had two Action Items:

- Approval of Updated Policy No. AA-12 Academic Dishonesty

This policy establishes the definitions, sanctions, reporting and appeal processes for student academic dishonesty. The recommended revision replaces a statement about the role of advisory/counsel at a hearing based on advice from university counsel. The policy needs to allow students to have counsel to participate in hearings. The new language states explicitly that students who obtain counsel do so at their own expense. The new language also revises the "Graduate College" and "Graduate Dean" to match the current organizational structure. There is no anticipated additional cost to the institution for implementing this policy.

The resolution below was read. Upon a motion by Mr. W. Smith, seconded by Bishop Moore, no discussion, with a vote of aye, none opposed, and the motion carried.

*Resolved, that the Marshall University Board of Governors approves AA-12 Academic Dishonesty as presented.*

Upon approval of this resolution, a comment period will remain open until 5:00 pm Friday, July 28, 2023. If substantive comments are received, a final policy will be presented to the Board for approval at a subsequent meeting. If no substantive comments are received, the policy will be considered approved in its current form with an effective date at the end of the comment period.

- Approval of Updated Policy No. SA-2 Student Academic Rights

This policy establishes the academic rights and responsibilities of students. The Recommended revision replaces a statement about the role of advisor/counsel at a hearing based on advice from university counsel. This policy needs to allow students to have counsel and participate in

hearings. The new language states explicitly that students who obtain counsel do so at their own expense.

The resolution below was read. Upon a motion by Mrs. Hurula, seconded by Ms. Griffiths, no discussion, with a vote of aye, none opposed, and motion carried.

*Resolved, that the Marshall University Board of Governors approves SA-2 Student Academic Rights as presented.*

### **Information Items:**

### **UPDATES**

**Provost Avi Mukherjee** gave the Provost's Update.

Provost Mukherjee discussed the academic year, noting there are new faces, new ideas and new projects. He highlighted the following items, adding that the full report from all colleges are included in the agenda:

Marshall University has been awarded a \$6+ million grant from the National Science Foundation's EPSCoR program. This grant will establish the WV Network for Functional Neuroscience and Transcriptomics (WV-NFNT), a collaborative effort among neuroscientists and bio informaticists. The aim is to position WV as a prominent hub for impactful neuroscience research. This project involves a diverse group of faculty members from various disciplines, including Biological Sciences, Chemistry, Education, Computer Science, and the School of Medicine.

Homer Hickam, renowned author and retired NASA engineer, delivered an inspiring and insightful lecture as the esteemed featured speaker for the first post-Covid installment of the Margaret Kathryn Sovine Billups Lecture Series hosted by the College of Education and Professional Development on May 4-5.

Marshall University Aviation earned early recognition as a member of the Federal Aviation Administration Safety Team (FAAST) in May 2023. They will contribute to aviation safety by developing interventions, supporting innovation, and addressing local concerns, in collaboration with the aviation community and beyond.

Four distinguished faculty members, representing 123 years of teaching and scholarship, are retiring this year. Dr. Bill Palmer, professor of History, is retiring after 39 years at MU. Dr. Donna Sullivan, professor of Sociology, is retiring after 18 years at MU. Dr. Pam Mulder, professor of Psychology, retired after 30 years at MU. Dr. Gwyneth Hood, professor of English, retired after 35 years of teaching.

MU Athletic Training faculty member Jenni Wheeler-Johnson was inducted into the WV Athletic Trainers' Association Hall of Fame. She is the first female inducted into the prestigious group whose members have excelled at caring for athletes throughout the region. She has been part of the Athletic Training Staff since 2019.

Dr. Maribea Barnes-Marsano will serve as the Dean of the Governor's School for the Arts in July. Dr. Olen York will serve as the Dean of the Governor's School of Entrepreneurship also being held in July.

### **Isabella Griffiths, Student Body President**

Ms. Griffiths welcomed our new Student Body President and Vice President, Walker Tatum and Nevaeh Harmon. They ran on a slogan "Herd, Let's R.I.S.E." and the platforms resources, involvement, safety, and equity. My last two updates included the conclusion of the search committee for assistant dean of student affairs and introduction of next year's student leaders at the final state advisory council meeting. Walker and Nevaeh have hit the ground running with legislative interims, orientations, Community Cares Week, and the West Virginia Student Leadership Conference. Nevaeh also recently won Miss West Virginia competing alongside several peers from Marshall. We are so excited for her and wish her the best of luck at nationals!

### **School of Medicine Update – Beth Hammers**

Ms. Hammers gave a report to the Board highlighting the Graduate Medical Program. She noted that 87 resident physicians and fellows will complete their training at the School of Medicine later this month. More than 51% go on to pursue advanced training, 49% enter private practice and/or academic medicine. Likewise, more than 103 incoming resident physicians and fellows will officially begin their training July 1 at the Joan C. Edwards School of Medicine, including the first group of rural general surgery residents at Logan Regional Medical Center. Marshall's newest cohort of trainees represents 60 medical schools across 14 different states and 22 countries. The School of Medicine now has 289 total trainees across 26 programs, the largest in the school's 46-year history.

She briefly mentioned Project Marco and the due diligence being done. She noted that Dr. Bisher Mustafa will serve as interim chair of Internal Medicine, effective July 1, 2023.

The School of Medicine's largest scholarship fundraiser is set for August 26, 2023. Standing out in Our Field begins with a reception at 6, followed by dinner and dancing from 7-11pm at the Barboursville Soccer Complex. This event generates on average \$100,000 annually for medical student scholarships.

The MD Class of 2027 White Coat Ceremony is August 4, at the Keith Albee Performing Arts Center.

She thanked everyone that helped in finding the New Dean (Dr. David Gozal) of the Joan C. Edwards School of Medicine.

### **Athletic Committee**

Geoff Sheils, Vice Chair of the Athletic Committee, gave a report on the Athletic Committee.

#### **Information Items:**

Athletic Director Spears gave a short synopsis noting updates:

Marshall Moments – we've had some real Marshall Moments since his arrival. He named them and ended with how happy he is to serve President Smith and the MU Board of Governors.

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

Compliance Update

Capital Projects Update

Athletic Teams Update

Budget Update – Review and Support a Long-Term Sustainable Business Model

### **Finance, Audit and Facilities Planning Committee, Geoff Sheils, Chair**

Following are the action items brought from the Finance, Audit and Facilities Planning Committee:

#### **Action Items:**

- Approval of Campus Development Master Plan

Ms. Jacobs-Jones presented this item. In accordance with Policy No. FA-11 – Capital Project Management, Marshall University is required to prepare a 10-year Campus Master Plan. The Plan's recommendations address five key areas:

- a) Space Optimization
- b) Safe Circulation
- c) Landscape Activation
- d) Enhancements to Each Distinct Campus Zone
- e) Building Renewal

The resolution below was read.

*Resolved, that Marshall University Board of Governors does hereby approve the Campus Development Master Plan as presented.*

Upon a motion by Dr. D'Antoni, seconded by Mrs. Hurula, no discussion was needed, with a vote of aye, none opposed, and the motion carried.

- Approval of FY2024-29 Capital Project List

Ms. Jacobs-Jones presented this item. The annual fiscal year 2024-29 Capital Project Budget Request forwarded to Marshall University by the Higher Education Policy Commission requires each spending unit to submit a listing of capital projects. After board approval, this capital expenditure projects list for 2024-29 appropriation requests will be forwarded, as required, for submission to the West Virginia Budget Office.

The resolution below was read.

- Approval of Resolution Authorizing Application for the State Institutions of Higher Education Deferred Maintenance Grant

Upon a motion by Mr. Sheils, seconded Bishop Moore, no discussion was needed, with a vote of aye, none opposed, and the motion carried.

Ms. Jacobs-Jones presented this item. The University is seeking a resolution from the Board indicating its support for the submittal of the grant application(s) for the State Institutions of Higher Education Deferred Maintenance Grant for a list of thirty-one (31) projects by Marshall University; demonstrating its support to prioritize these projects as the highest priority with regard to deferred maintenance at Marshall University; and authorizing the President to execute the application(s) for the State Institutions of Higher Education Deferred Maintenance Grant and any other documentation necessary to effectuate submittal of the grant application(s).

The resolution below was read.

*Resolved, by the Board of Governors of Marshall University as follows:*

*The Board of Governors demonstrates its support of the submittal of the grant application(s) for the State Institutions of Higher Education Deferred Maintenance Grant for the attached list of thirty-one projects by Marshall University; and,*

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

*The Board of Governors authorizes the President to execute the application(s) for the State Institutions of Higher Education Deferred Maintenance Grant and any other document necessary to effectuate submittal of the grant application(s) as more fully set forth on the Attached "Resolution Authorizing Application For The State Institutions of Higher Education Deferred Maintenance Grant" (as Exhibit A to these minutes)*

Upon a motion by Mr. Sheils, seconded by Mr. Holcomb with discussion, a vote of aye, none opposed, and the motion carried.

- Update on Purchase of New Videoboards

Mr. Stroud, Chief Legal Officer and General Counsel presented this item. The following resolution was read.

*Resolved, that the Marshall University Board of Governors affirms its prior approval of the university entering into purchase and other agreements to acquire the necessary equipment and installation of new videoboards for Marshall University's athletic facilities. The board further authorizes the President of the University to execute the necessary documents to effectuate the purchase and installation thereof.*

Upon a motion by Bishop Moore, seconded by Ms. Griffiths, no discussion was needed, with a vote of aye, none opposed, and the motion carried.

#### **Information Items:**

Information items updates were given by Mr. Tidd. The detail of his discussion is in the board package; however, highlights were given for the 3<sup>rd</sup> quarter financial statements, noting that operating revenue vs last year due to increased Grants and Contracts, increased other revenue and Auxiliary Revenue was offset by a decline in Student Tuition and Fees. Non-operating revenues vs. last year due to Federal CARES Grants received in FY22, were offset by increased Investment Income and increased State Appropriations. Operating expenses vs. last year were primarily due to increased supplies and other services, plus increased salaries and benefits, which were offset by lower scholarship and fellowship due to the HERF grants being recorded in FY22. Our Meketa Investments were up 6% growth year to date. Our Provident Debt Restructuring, which was approved at the April Board Meeting, should close in July, with a \$1m reimbursement back to the University. This will mean a reduction of debt service payments, removal of the swap exposure, fixed interest rates, and long-term budget certainty. The Budget Model redesign will be shown in fall. The year end audit begins in July. Full audit field work will begin in September. Financial statements will be delivered on October 15, 2023.

Mr. Sheils noted that the Audit Update was given at the Committee Meeting.

#### **V. President's Report – Brad D. Smith as delivered by President Smith**

- Before proceeding with my report, I'd like to take a moment to thank you for your outstanding leadership, partnership and support as the Chair of the Board of Governors.



- During your tenure, you skillfully navigated the university through a pandemic, a presidential transition and an athletic conference change, and that is simply the tip of the iceberg.
  - At every step along the way, you remained principles-based and even-keeled, instilling calm and confidence in the future of this institution.
  - On behalf of myself and all of Herd Nation, thank you!
- Good afternoon, everyone. I thought I'd begin my report by recapping where we left off in our last Board of Governors meeting, and with that context, focus my update on 3 areas:
    - The continued strengthening of our talent & bench
    - Our strategic collaboration with our peers & state leaders
    - And our appreciation for this community & all who serve this institution
- Let me begin by recapping the strategic context we discussed in our last meeting, reminding us of the environment in which we are operating, and the steps we have taken to position Marshall University to navigate and excel in this environment.
    - Marshall University is privileged to serve one of our flagship institutions of higher education in the Great Mountain State.
    - We have a storied history with a strong foundation upon which to build.
    - While we have a strong foundation upon which to build... we are operating in an age of continuous reinvention/disruption
    - Over the past 18 months, we been adapting to thrive and excel in this period being defined by:
      - The shifting student pipeline and preferences, ranging from the reduced number of high school seniors and fewer who express interest in attending college, to their struggle with affordability, flexibility and whether a college degree will help them achieve their life goals.
      - We've also begun to adapt to shifts in higher education with an increased focus on pragmatic versus prestige, offering in-demand programs that are available on-demand, with increasing emphasis in online and hybrid learning options with certificates & micro-credentials.
      - And we've been implementing strategic initiatives to reverse a 13-year decline in enrollment while charting a path to eliminate our \$28M operating deficit by 2027.

- Our gameplan is Marshall for All, Marshall Forever – a strategic roadmap to future prosperity ... prosperity for our students, for our employees, for our state and for our institution.
  - Our gameplan is broken down into **3 strategic phases**:
    - The first is to optimize our current execution to promote long-term financial sustainability
    - The second is to transform to lead with the best,
    - And the third is to leapfrog, becoming the reference case that other universities will study.
- The value proposition we will deliver is access to an **affordable, flexible, and achievement**-oriented education for all who aspire to a more prosperous life.
- Our plan is grounded in our **enduring Vision and Creed** and establishes 2037 bi-centennial goals that include:
  - 100% placement rates for our graduates into jobs or a continuing education, with zero students graduating with student loan debt.
  - Doubling our research, grants and contracts to \$150M, up from \$63M today, while tripling the number of start-ups incubated in our emerging innovation center.
  - In doing so, delivering a 30X return on investment for every state dollar invested in Marshall (up from 14X return today). This will contribute roughly \$2.5 Billion in economic impact.
  - We have broken these 15-year goals into 3-year milestones which align with the state's recently implemented performance-based funding formula.
  - And to deliver on these results, we have defined a **strategic roadmap** with **five student-first priorities**.
  - The end result will be a 21<sup>st</sup> century prosperity platform that offers an **in-demand curriculum** through **on-demand access**, with **areas of distinction**.
- **Make no mistake, we have heavy lifting ahead of us ...**

- But as evidenced by the reports you heard earlier from our Provost, Chief Financial Officer, Athletic Director & others...
- We are already seeing the green shoots emerge and we're building momentum.
- This is not a turn-around, it is a transformation ...
- One that we believe, if we execute with excellence, will position Marshall to become an exemplar in higher education ...
- And in doing so, provide a roadmap to future prosperity for our students, our employees, our communities and for the country. **Marshall For All, Marshall Forever!**
- **With that recap of strategic context, let me shift to the first of my 3 brief updates ... beginning with our talent:**
  - At this time last year, we were in the early days of recruiting world class talent to fill critical roles on the President's Cabinet due to retirements, interim leaders or mobility moves into other roles.
  - Fast forward to today, and each of those roles has been successfully filled as we announced two exciting additions to the team this week.
  - The first announcement is that Dr. David Gozal has accepted the position as Dean of the Joan C Edwards School of Medicine and VP of Health Affairs.
    - Dr. Gozal joins us from the University of Missouri (UM), where he served as the Marie M. and Harry L. Smith Endowed Chair and Chairman of the Department of Child Health. He also served as the Physician-in-Chief of the University of Missouri Health Children's Hospital.
    - David's work at University of Missouri followed leadership positions at Tulane University, University of Louisville, and the University of Chicago.
    - His research interests include sleep disruption & disorders, and his work has been continuously supported by grants from the NIH since 1992.
    - In fact, he has published over 840 peer-reviewed original articles with more than 75,000 citations, making him one of the most highly cited researchers in his discipline.
    - David will be joining us full-time on July 31<sup>st</sup>.
  - The second equally exciting announcement this week is the addition of Brandon Dennison as Marshall University's Vice President of Economic and Workforce

## Development.

- Brandon is a nationally renowned social enterprise expert, a native of southern West Virginia and brings an unparalleled passion, infectious energy, and keen knowledge of Appalachia to this important role.
- As the founder and CEO of Coalfield Development, he has spent his professional career rebuilding Appalachia.
- In his new role at Marshall University, he will oversee Marshall's Advanced Manufacturing Center, previously known as RCBI; he will bring together the efforts of our Southern WV Brownfields Center, the Center for Environmental, Geotechnical, and Applied Sciences and Marshall's Sustainability Department; and he will strengthen the Alliance for the Economic Development of Southern West Virginia.
- Brandon will continue to serve as Coalfield Development's Executive President, assisting the team in developing the long-term strategy for the nonprofit, while helping to select and train a new CEO to lead Coalfield Development this Fall.
- These announcements round out similar talent development and recruitment announcements that have occurred throughout the year in all areas of the campus community, from academics to athletics.
- I believe we have assembled a team of All-Stars and are now putting in the work to become an All-Star Team.
- **Which takes me to my second topic – our collaboration with our peers and state leaders in service to our shared goals of increasing prosperity for all who reside in our state and the greater Appalachian Region.**
  - We continue to work closely with our peers in the K-12 School System, as well as in higher education.
    - These efforts include partnering to stand-up a nursing program at Glennville State University ...
    - Working on Cybersecurity efforts with West Virginia State University
    - Advancing our partnership with Mountwest Community and Technical College and reaching out to other institutions in the state to assist them as they build their own aviation programs

- And our continued collaboration with WVU on a variety of initiatives under our Universities United banner ...
  - We understand and embrace that we are a part of a larger ecosystem, and that we will only grow stronger by working together.
- Which takes me to our collaboration with our state leaders
  - Since our last meeting, Marshall has hosted delegations from Turkey, Israel, Ireland and from states across the country as we seek to build global partnerships, create jobs and advance joint economic development efforts.
  - We were privileged to host the State's leaders for the May Interim Legislative Session on our campus and were inspired by the vision and collaboration occurring across our state.
  - And we are packing our bags for the next leg of our Choose West Virginia Tour as we take the West Virginia story to Seattle next week ... following on our successful visits to Silicon Valley, New York, Washington, DC and Charlotte ...
  - Following Seattle, we have a planned trip to Boston just around the corner.
  - These trips are reshaping the narrative for West Virginia, inspiring companies to look at West Virginia as a business-friendly location to open offices or host their headquarters and is inviting remote workers to choose West Virginia as their forever home.
  - You need to look no further than the recent numbers across the state to see these efforts are paying off...
  - A direct result of working together as a team.
- **Which takes me to my final topic ... our appreciation for this community & all who serve this institution**
  - Much has been written about the importance of a town and gown relationship between a university and its host community ...
  - Marshall University and Huntington embraced that notion 186 years ago ... but our connection was taken to an entirely new level as we rebuilt together in the years following the tragic plane crash in 1970.

- We are now inseparable ... so goes Huntington, so goes Marshall ... and vice versa.
- And that commitment was once again on display last month when we hosted our second annual Community Cares Week.
- After last year's successful introduction of this program, that invited community members to join us on campus for some good old fashioned Spring cleaning ... working on projects from painting and landscaping, to power-washing and housekeeping ...
- We set our sights even higher.
- Our goal was to increase this year's participation by 20% above last year's amazing turnout of 451 volunteers.
- But we under-estimated the Power of We!!!
- When it was all said and done, the number of volunteers who leaned in to support the program this year increased by 60% ... with 724 volunteers, 33 business sponsors, 9 alumni chapters and many others
- Who contributed 1,958 hours of service ... planting more than 650 flowers, shrubs and trees ... spreading nearly 1,800 bags of mulch ... placing 20 tons of landscape rocks ... and applying more than 75 gallons of paint.
- The end result is an award-winning campus became even brighter ... just in time to welcome families for orientation this past week.
- Whether it was the contributions of the volunteers who helped with projects on one of our campuses, the Boy Scouts with troop 12 who completed an Eagle Scout project, or our alumni chapters who completed projects in their own local communities and staked a sign that read The Herd Was Here ...
- Our community reminded us that this is the people's university ... we are inseparable ... and we are blessed to benefit from the support and commitment we receive each and every day.
- This is not ... I Am ... or You Are ... it is truly ... We Are Marshall!

Thank you and GO HERD!

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

Upon a motion by Dr. D'Antoni, seconded by Mr. W. Smith, the Board entered Executive Session under the authority of WV Code § 6-9A-4 to discuss naming opportunities and real estate matters.

After a brief session, the Board entered open session, and Chairman Farrell thanked everyone for their patience. He confirmed the livestream was up. He noted that no votes were taken during Executive Session.

Jack Cook was inducted into the Marshall Athletics Hall of Fame in 1994. He was the winningest coach of any sport in school history, with a record of 4222-344-3.

Brought before the Board is the approval of naming the Marshall University Baseball Field the Jack Cook Field. The following resolution was read for consideration by the Board:

*Resolved, that the baseball field located at the Marshall University Baseball Stadium is hereby named the "Jack Cook Field." It is further resolved that the President of Marshall University is hereby directed to take all necessary steps to effectuate the renaming.*

Upon a motion by Mr. Sheils, seconded by Mrs. Hurula, no discussion, a vote of aye, none opposed, and the motion carried.

Brought before the Board is the approval of naming the Marshall University Baseball Stadium Players' Clubhouse the "Alex Lawrence Clubhouse" due to a gift to be used toward the construction of the players' clubhouse area. The following resolution was read for consideration by the Board:

*Resolved, that the players' clubhouse to be located at the Marshall University Baseball Stadium is hereby named the "Alex Lawrence Clubhouse" in accordance with the gift agreement as presented to the Board. It is further resolved, that the President of Marshall University is hereby directed to take all necessary steps to effectuate the renaming.*

## **VI. Chairman Farrell's Report**

Chairman Farrell recognized Chris Miller and Isabella Griffiths noting that this is both of their last meetings as board members. He presented both of them with a personalized merit clock. He reminded board members of the Retreat and Board Meeting on August 7 and 8, 2023. More information will be forthcoming.

## **VII. Report from the Nominating Committee**

Chairman Farrell asked if there were any nominations from the floor. No one spoke. He continued that the Nominating Committee brings forth the following:

Geoff Sheils as Chairman  
William Smith as Vice Chairman  
Kathy D'Antoni as Secretary

With no nominations from the floor, he closed nominations. He asked for a motion. A motion was made by Bishop Moore, seconded by Mr. Holcomb. No other discussion transpired, a vote of aye, none opposed and the motion carried.

He welcomed Chairman Sheils to the podium.

Chairman Sheils thanked the Board. He recognized Chairman Farrell and the unbelievable job the past five years. He has withstood personal attacks but persevered with a vision to better Marshall University and an amazing ability to get everything done. He was the right person in the right place.

#### **VIII. Adjournment**

Hearing no objection or further business, the Board Meeting was adjourned.

Respectfully submitted,

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Chris Miller, Secretary