



Athletics Committee Meeting

April 8, 2026 | 10 a.m.

Shawkey Dining Room, Memorial Student Center



April 2026 Athletics Committee Meeting

AGENDA

10 a.m.

Athletics Committee
Jim Smith, Chair

Action Items

Approval of Athletics Budget for Fiscal Year 2026-2027 3
Gerald Harrison, Vice President and Director of Athletics

Information Items

Committee Annual Activity Calendar 5
Gerald Harrison, Vice President and Director of Athletics

Athletics Report - "Investment and Growth: Building Momentum Through Smart Investments" 6
Gerald Harrison, Vice President and Director of Athletics; Niesha Campbell, Deputy Director of Athletics / Chief Operating Officer / Senior Woman Administrator

Student-Athlete Success & Well-Being

Competitive Excellence & Winning the Right Way

Fan Experience & Community Engagement

Revenue Growth & Resource Development

Facilities & Capital Projects

**Marshall University Board of Governors
Meeting of April 8, 2026**

ITEM: Approval of Athletics Budget for Fiscal Year 2026-2027

COMMITTEE: Athletics Committee

RECOMMENDED ACTION: *Resolved*, that the Athletics Committee does hereby recommend that the Marshall University Board of Governors approve the proposed Athletics Budget for Fiscal Year 2026-2027, as part of the university's budget process

STAFF MEMBER: Gerald Harrison
Vice President and Director of Athletics

MARSHALL UNIVERSITY
DEPARTMENT OF INTERCOLLEGIATE ATHLETICS

FY27 Budget Presented to Marshall University Board of Governors Athletics Committee

REVENUES	FY 26		FY27	
Student Fees	\$6,775,000.00	17.3%	\$6,775,000.00	17.1%
Direct Institutional Support	\$13,325,530.00	34.1%	\$13,325,530.00	33.7%
Indirect Institutional Support	\$1,112,613.00	2.8%	\$1,112,613.00	2.8%
Herd Hospitality (Ticket Revenue & Facility Rentals)	\$6,784,537.00	17.4%	\$6,697,065.33	16.9%
Big Green Philanthropic Giving	\$3,752,405.00	9.6%	\$3,710,825.00	9.4%
Other Auxiliary (Conference distributions, game guarantees, licensing, sponsorship)	\$7,340,000.00	18.8%	\$7,896,642.00	20.0%
	\$39,090,085.00	100.0%	\$39,517,675.33	100.0%

EXPENSES				
Salaries & Benefits	\$13,766,877.00	35.2%	\$13,966,877.00	28.5%
Scholarships & Athletic Aid	\$8,914,411.00	22.8%	\$8,914,411.00	18.2%
Game Operations	\$2,533,220.00	6.5%	\$2,300,000.00	4.7%
Student-Athlete Experience (apparel/equipment, Herd Fuel/meals, team travel, medical expenses and insurance)	\$8,796,377.00	22.5%	\$8,306,387.00	17.0%
Other Operating Expenses	\$3,549,200.00	9.1%	\$4,500,000.00	9.2%
Athletics Facilities and Debt Service	\$1,530,000.00	3.9%	\$1,530,000.00	3.1%
	\$39,090,085.00		\$39,517,675.00	

Reoccurring Agenda

Student-Athlete Success & Well-Being

- Updates on academic performance, GSR/APR, career outcomes, mental health, nutrition, and holistic development programs.
- Progress on the Student-Athlete Success Center.

Competitive Excellence & Winning the Right Way

- Strategies to consistently contend for championships.
- Coaches Review/Report Card
- Commitment to NCAA compliance and integrity in all programs. NCAA Legislative updates.

Fan Experience & Community Engagement

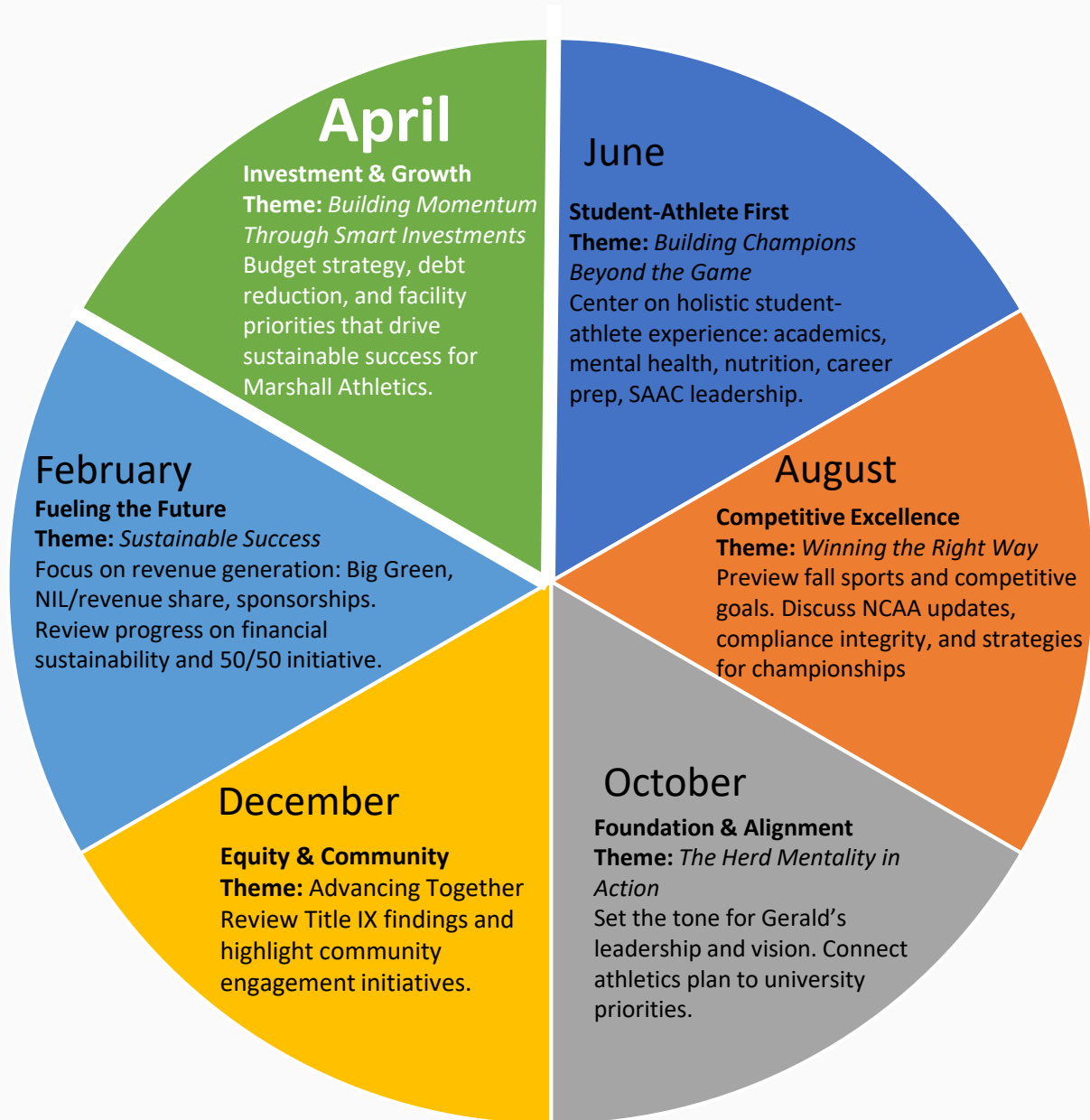
- Updates on enhancements to the game day atmosphere, traditions, and fan-first initiatives.
- Building deeper connections with Huntington, alumni, and the state of West Virginia.

Revenue Growth & Resource Development

- Budget review.
- Fundraising updates (Big Green, NIL, gifts, sponsorships).
- Revenue-share models, sustainability of funding streams, and facilities ROI.
- Progress on 50/50.

Facilities & Capital Projects

- Progress on debt reduction and strategic upgrades (stadium, baseball, Buck).
- Future facility priorities that support student-athletes and fans.





BOARD OF GOVERNORS

April 8, 2026

Gerald J. Harrison

Vice President & Director of Athletics

Niesha Campbell

Deputy Director of Athletics | Chief Operating Officer | Senior Woman Administrator



Our PLAN-ON-A-PAGE

VISION



“To inspire learning and creativity that ignites the mind, nurtures the spirit, and fulfills the promise of a better future”

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>
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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>
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STRATEGY

Marshall for All, Marshall Forever
In-Demand Curriculum • On-Demand Delivery • Distinctive Value Proposition

PRIORITIES

Increase access | Ensure affordability | Grow support programs | Deliver on demand | Enable lifetime achievement

METRICS

- | | | | | |
|---|--|---|--|---|
| <ul style="list-style-type: none"> • New student enrollment • Focused student segment enrollment • Recruitment contacts • Conversion rates • CRM integration | <ul style="list-style-type: none"> • Student debt load • Debt-free pilot cohort launch and year/year retention • Internships and jobs • Fundraising campaign | <ul style="list-style-type: none"> • First-year retention • MARCO mentorship project launch • E2E student experience monitoring in place | <ul style="list-style-type: none"> • Micro-credential course catalog • HyFlex course pilot • Micro-credential pilot • Degree programs online • Online education website | <ul style="list-style-type: none"> • Customized training for advanced manufacturing • Academic pathways selected • Career Engagement participation |
|---|--|---|--|---|

Department of Intercollegiate Athletics **PLAN-ON-A-PAGE**



University: “To inspire learning and creativity that ignites the mind, nurtures the spirit, and fulfills the promise of a better future.”

Athletics: “To be the most complete athletics department in the nation—where student-athletes advance through holistic development, cultivate lifelong growth, and leave a lasting mark on their communities.”

VISION

MISSION

Marshall Athletics exists to empower student-athletes to grow holistically, cultivate lifelong impact, and lead beyond the game through **The Herd Mentality**—while delivering unforgettable fan experiences that energize and unite our community, and generating sustainable resources to fuel competitive excellence across all programs.

Through **The Herd Mentality**, we honor tradition, embrace innovation, and foster a culture of academic and athletic excellence—empowering every Marshall student-athlete to lead with purpose, compete with integrity, and grow beyond the game.

GUIDING PRINCIPLES

Honor the Journey

Commit to personal growth and pursue your fullest potential.

Engage with Purpose

Show up fully in competition, in the classroom, and in the community.

Rise Through Innovation

Embrace creativity, challenge the norm, and shape what’s next.

Dedicate to Others

Invest in teammates, campus, and community through service and support.

CORE PILLARS & STRATEGIC PRIORITIES

Pillar 1: Student-Athlete Experience

Prioritize Holistic Development and Well-Being

- Enhance academic, wellness, nutrition, leadership, and career services while retaining top staff to maximize student-athlete support.
- Amplify student-athlete voices through SAAC and leadership opportunities.
- Win the right way by upholding NCAA compliance standards.
- Compete at the highest level with a consistent focus on championships.

Pillar 2: Fan Experience & Community

Fan-First, the *Best Show* in West Virginia

- Deliver unmatched game day atmosphere and traditions.
- Expand access and inclusivity for all fans.
- Strengthen digital engagement and storytelling. Tell our story—highlight achievements, traditions, and values that make Marshall unique.

Pillar 3: Revenue Generation

Build Sustainable Resources to Fuel Success

- Grow Big Green membership and annual giving.
- Expand sponsorships and maximize Learfield partnership.
- Create innovative NIL and revenue-share models for recruitment and retention.
- Pursue capital projects that enhance both fan and student-athlete experience.

METRICS

- Graduation Success Rate (GSR) and Academic Progress Rate (APR).
- Team GPAs above 3.0; department GPA 3.35+.
- Career/graduate school placement rates.
- Student-athlete satisfaction surveys.
- Employee surveys.
- 15+ hours of service per athlete.
- Bubas Cup (Sun Belt all-sports ranking).

- Attendance growth (average per game, % capacity).
- Fan satisfaction survey scores.
- Engagement rates on digital platforms.
- Average viewers per broadcast.
- Website clicks.
- Fan Engagement – Eloqua email open rates.

- Consistently rank among the top third of Sun Belt institutions in annual revenue generation.
- Annual fund growth and retention (% increase in Big Green membership).
- Sponsorship revenue and partner retention.
- 50/50 progress.

Reoccurring Agenda

Student-Athlete Success & Well-Being

- Updates on academic performance, GSR/APR, career outcomes, mental health, nutrition, and holistic development programs.
- Progress on the Student-Athlete Success Center.

Competitive Excellence & Winning the Right Way

- Strategies to consistently contend for championships.
- Coaches Review/Report Card
- Commitment to NCAA compliance and integrity in all programs. NCAA Legislative updates.

Fan Experience & Community Engagement

- Updates on enhancements to the game day atmosphere, traditions, and fan-first initiatives.
- Building deeper connections with Huntington, alumni, and the state of West Virginia.

Revenue Growth & Resource Development

- Budget review.
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Facilities & Capital Projects

- Progress on debt reduction and strategic upgrades (stadium, baseball, Buck).
- Future facility priorities that support student-athletes and fans.





AGENDA

- Student-Athlete Success & Well-Being
- Competitive Excellence & Winning the Right Way
- Fan Experience & Community Engagement
- Revenue Growth & Resource Development
- Facilities & Capital Projects

Student-Athlete Success & Well-Being

Pillar 1: Student-Athlete Experience

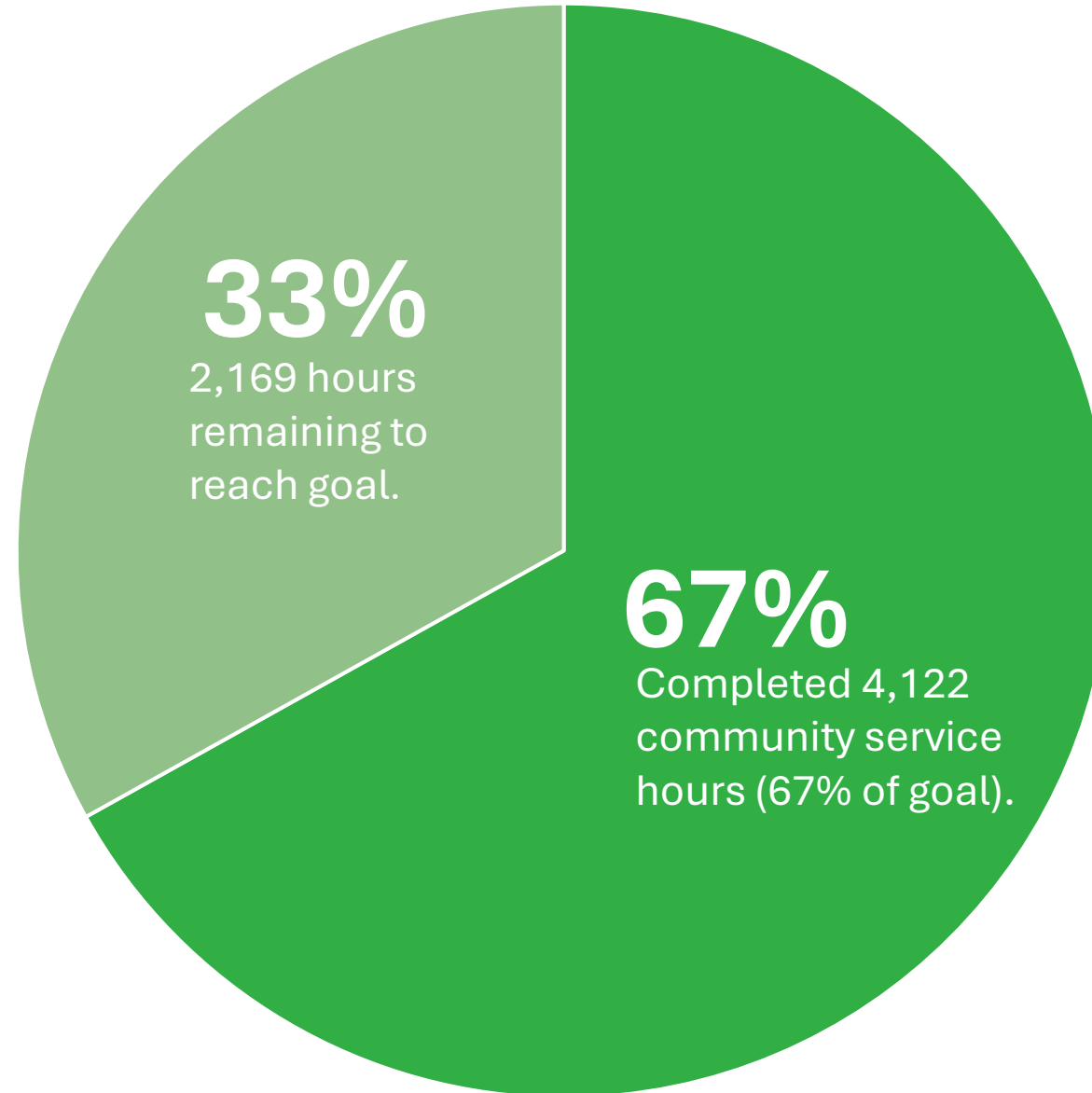


Updates on student-athlete
development.



Bryce Blevins
INSIDE THE HERD

COMMUNITY SERVICE





Up Next

- Upcoming Programs
 - April 13 - Marco's Awards
 - May 6 - Senior Sashing Breakfast
 - Fall 2026 - Financial Literacy & NIL Education: Budgeting, tax guidance, and NIL brand development



Competitive Excellence & Winning the Right Way

Pillar 1: Student-Athlete Experience



Winter Sports Recap
Spring Sports Updates
NCAA Legislation Updates

Winter Season Highlights

Men's Basketball - No. 2 seed in the Sun Belt Tournament, semifinal appearance. Head Coach Corny Jackson – Ben Jobe Award Finalist.

Women's Basketball - 23 wins, the third-most in program history.

Swim & Dive- Lauren McNamara – AAC 200 Butterfly Champion; Elyse Wood – AAC 100 Freestyle Silver Medalist.

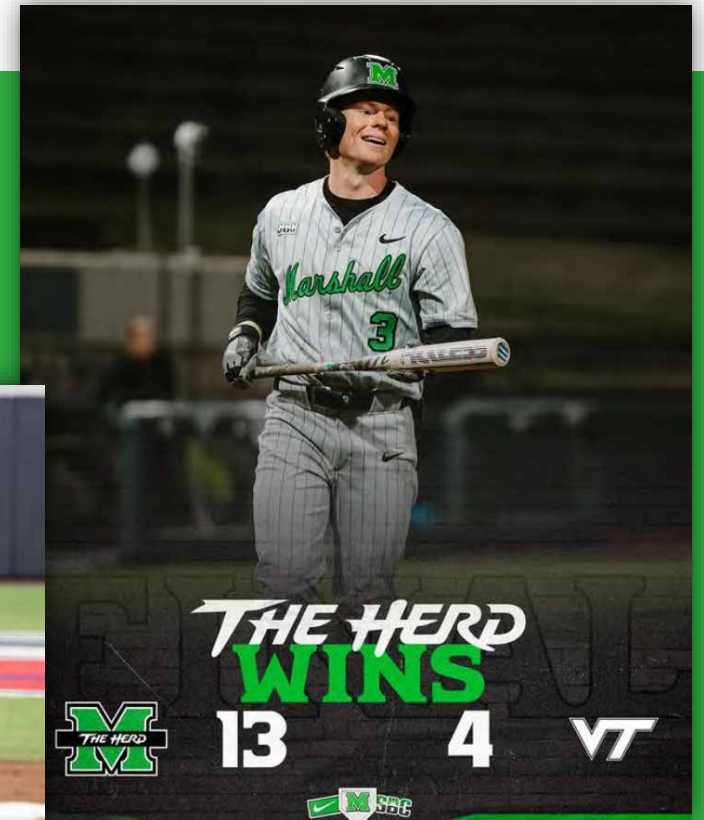
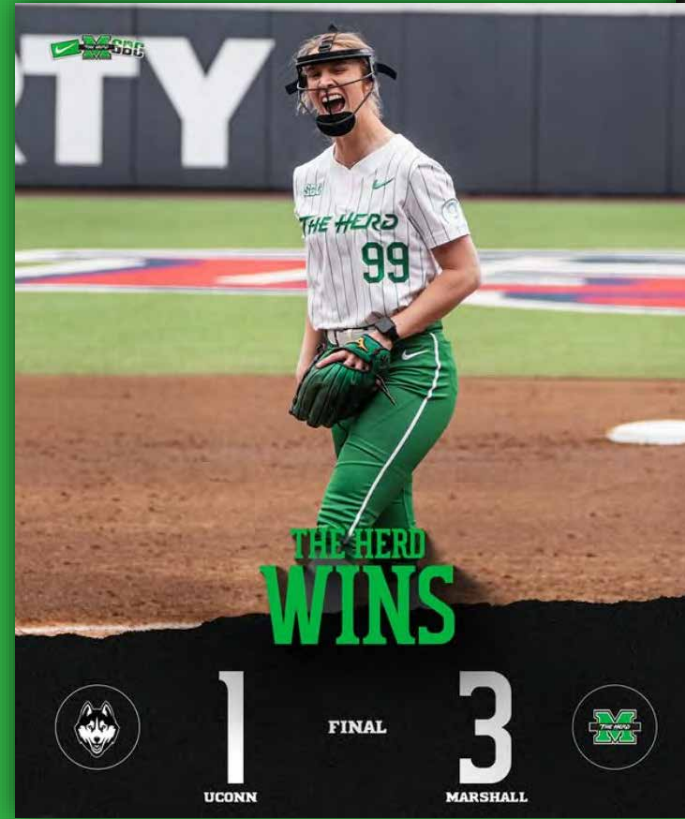
Track & Field (Indoor) - Lara Check – Sun Belt Champion (Long Jump); four additional SBC podium finishers.



Spring Season Off to a Strong Start

Baseball - Five-game winning streak over a two-week stretch, highlighted by a 13-4 win at Virginia Tech (March 3).

Softball - Opened the season on an 8-game winning streak.



NCAA Legislation

Winning the right way

Division I Tampering Enforcement Update

Tampering remains a major concern across Division I. The NCAA Division I Board of Directors has directed staff to increase enforcement, pursue meaningful penalties, and improve transparency and compliance education.

Key Rule:

Institutions may not communicate with a student-athlete at another school—or their representatives (including agents) unless the student-athlete has entered the NCAA Transfer Portal.

Moving Forward:

The NCAA is working to resolve cases more quickly and consistently, with stronger enforcement.



Fan Experience & Community Engagement

Pillar 2: Fan Experience

Updates on enhancements to the game day atmosphere, traditions, initiatives.

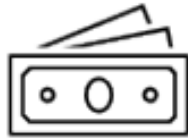


An aerial photograph of a city during the golden hour. A river flows through the center, surrounded by dense greenery. In the foreground, a large stadium with a green field and a corrugated metal roof is visible. The word 'MARSHALL' is printed on the field. The city buildings and parking lots are visible in the background.

HERD HOSPITALITY & ENTERTAINMENT

Highlights

Women's Basketball



Tickets

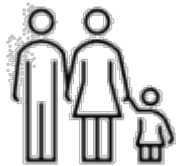
2024-2025

- Season Tickets: \$23,736
- Single Games: \$13,737
- **Total: \$37,473**

2025-2026

- Season Tickets: \$20,955
- Single Games: \$31,150
- **Total: \$52,105**

Percentage Increase: 39.1%



Attendance

2024-2025

21,197 (1,325 average)

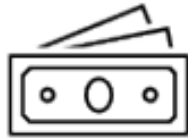
2025-2026

24,872 (1,554 average)



Highlights

Men's Basketball



Tickets

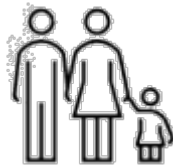
2024-2025

- Season Tickets: \$594,930
- Single Games: \$86,776
- **Total: \$681,706**

2025-2026

- Season Tickets: \$640,960
- Single Games: \$148,980
- **Total: \$789,940**

Percentage Increase: 15.9%



Attendance

2024-2025

67,900 (3,994 average)

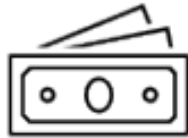
2025-2026

70,579 (4,152 average)



Highlights

Baseball



Tickets

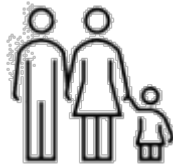
2024-2025

Total: \$193,234

2025-2026 (as of 3.15.26)

Total: \$195,965

We have already exceeded last year's total season ticket sales in just three home weekends.



Attendance (YTD)

2024-2025

13,146 (average 1,460)

2025-2026

14,258 (average 1,584)



New Revenue Initiatives

HerdHotels.com

A dedicated booking platform where fans and player families can reserve hotel stays, with a portion of each booking benefiting Marshall Athletics.

- Target Audience: Fans and student-athlete families
- Projected Revenue: \$20K-\$25K annually
- Cost to Athletics: No associated expense

The screenshot displays the HerdHotels.com website interface. At the top, it features the 'NONPROFIT TRIPS' logo and 'Marshall Athletics' branding. A navigation bar includes 'Register' and 'Sign In' buttons. The main header reads 'Support Marshall Athletes with Every Hotel Purchase'. Below this, a search bar is populated with 'Huntington, West Virginia, United States', dates 'Fri, Mar 20 - Sun, Mar 22', and '2 adults - 0 children - 1 room'. A dropdown menu shows 'General Fund' and a 'SEARCH' button. A secondary bar indicates '3M+ Hotels Worldwide', 'Personal, Business, or Team Trips', and '50% of proceeds to Marshall Athletics!'. The main content area shows '81 hotels found.' and a map. A prominent message states: 'Proceeds are generated for Marshall Athletics while you get the best rate. This commission exists no matter where you buy, but only Nonprofit Trips shares it back with the cause you care about.' Three hotel listings are visible: 1. Delta Hotels by Marriott Huntington Downtown: \$34+ to Marshall Athletics, 3.7 rating, \$159.30 per night, total \$479.24. 2. Pullman Plaza Hotel: \$22+ to Marshall Athletics, 3.7 rating, \$232.68 per night, total \$490.60. 3. TownePlace Suites by Marriott Huntington: \$57+ to Marshall Athletics, 3.7 rating, \$421.29 per night, total \$902.00. A fourth listing for Fairfield Inn & Suites by Marriott Huntington is partially visible, showing \$29+ to Marshall Athletics, 3.7 rating, \$222.40 per night, total \$476.00. A left sidebar contains filters for 'Your Favorites', 'Share this page', 'Popular filters' (No prepayment, Downtown Seattle, Less than 3 km, Parking, Free Wifi, Very Good: 8+, Hotels, Free cancellation), 'Star rating' (1-5), 'Guest rating' (1-5), 'Hotel Chain' (No Chain, JW Marriott, Sheraton, Westin, Le Méridien, Marriott Hotels & Resorts, St. Regis), and 'Meals' (Kitchen facilities, Breakfast included) and 'Facilities' (Parking, Restaurant, Pet friendly, 24-hour front desk).


Expanded giving opportunities within the ticket purchase process:

Integrated Annual Fund
giving link directly on the
ticket page



2026 Baseball Season
Marshall vs. WVU
Tue, Mar 24, 2026 • 6:00pm
Jack Cook Field

Tickets (1) \$28.99


 Level 1, Section 107
Row G: Seat(s) 11
[Change](#)

Total \$28.99

Additional delivery, order charges, and taxes may be applied at checkout.

Checkout

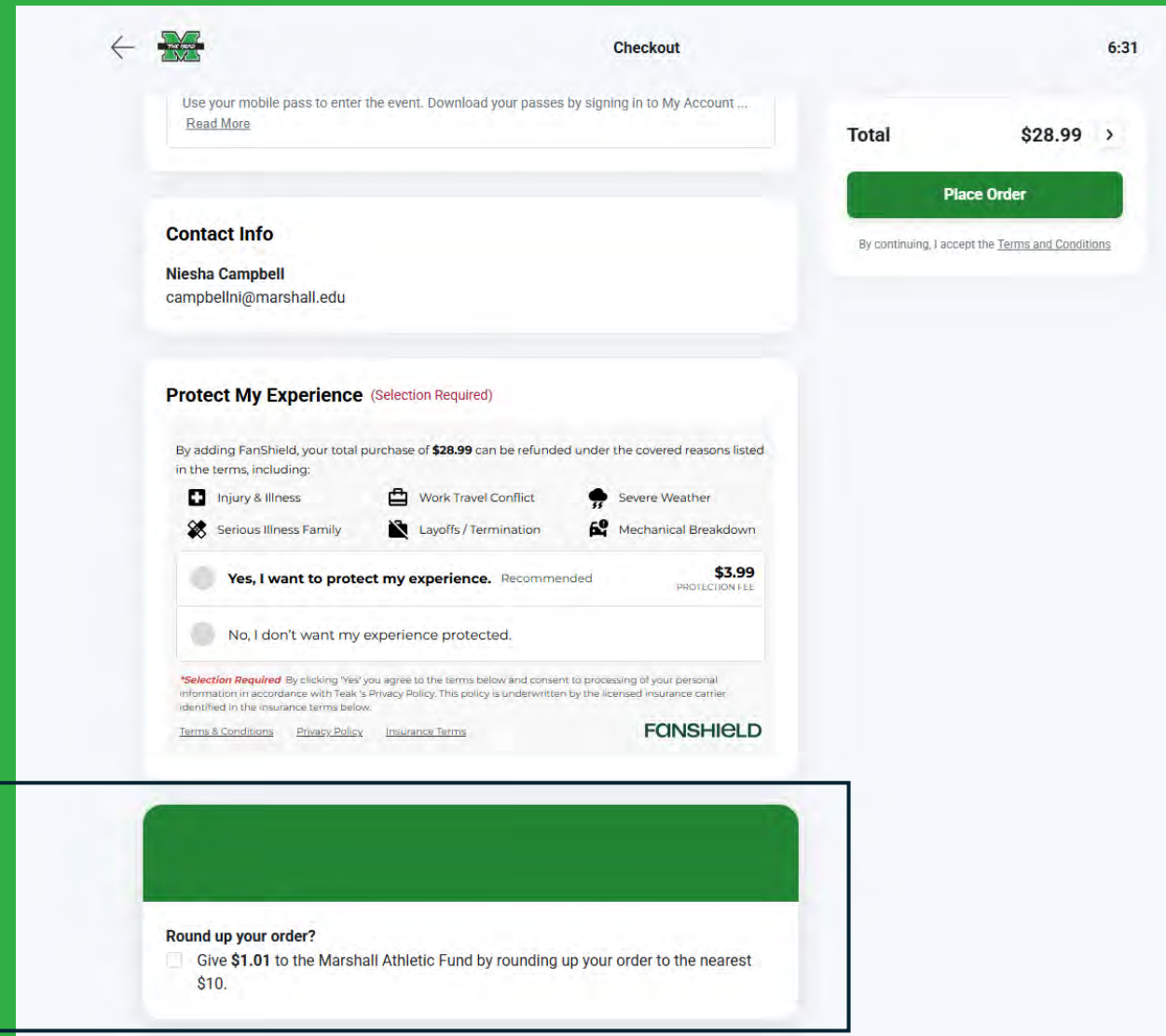
Make a Gift

 **Support Marshall Athletics!**
Make your impact on 400+ Student Athletes with a gift to the Marshall Athletic Fund

Gift Amount

\$5	\$15	\$25
\$50	\$100	Other Amount

Expanded giving opportunities within the ticket purchase process:



Added “round-up” option at checkout to support Herd Hospitality

Event Rentals

Herd Hospitality

Secured 10 facility/venue rentals this spring, generating \$10K+ in new revenue.





Marshall Football Ticket Growth Strategy

1. Fan Experience Enhancements
2. Season Ticket Renewal Strategy
3. Target Markets & New Fan Engagement



1 Fan Experience Enhancements

- Expanded hot food offerings, including the addition of Chick-fil-A
- Interactive concourse map to improve fan navigation and access to concessions
- Dedicated family section with value-priced concession options
- New point-of-sale system enabling ticket bundling and “round-up” giving feature



MARSHALL
FOOTBALL

2026 HOME SCHEDULE

 SEP 12 WE ARE MARSHALL <small>Wear Green vs Middle Tennessee!</small>	 SEP 26 MARSHALL HOMECOMING <small>Stripe The Joon vs Gardner-Webb!</small>	 OCT 10 WE ARE HERD STRONG
 OCT 20 HERD HOUSE PARTY	 NOV 14 PLAY FOR THE 75 <small>Wear Black vs App State!</small>	 NOV 21 SALUTE TO SERVICE <small>Wear White vs Georgia State!</small>

800-THE HERD
HERDZONLINE.COM

Health NETWORK
THE HERD
SBC

2 Season Ticket Renewal Strategy

Primary Renewal & Revenue Growth Focus:

- **2025 Season Ticket Holders (2,081 accounts)** - Core renewal audience and top priority for retention

Targeted Growth Segments:

- **Former Season Ticket Holders (2021-2024 | 1,221 accounts)** - Focused win-back campaign to re-engage lapsed supporters
- **High-Value Single-Game Buyers (3+ games | 103 accounts)** - Priority conversion to full season tickets, followed by mini-plan options



Season Ticket Renewal Strategy

Football-Only 2025 Season Ticket Holders (1,415 accounts) - Opportunity to expand into multi-sport engagement and increased value

- **Marshall Saturday Pass (\$250/seat)**
 - Includes Football + Men's Basketball + Women's Basketball + Baseball
 - Target: 10% conversion from Football-only season ticket holders (~140 accounts)
 - Projected Revenue: ~\$35,000

**MARSHALL
SATURDAY
PASS**

SATURDAY PASS

**TICKET TO ATTEND ALL 2026-27
SATURDAY HOME GAMES FOR:**

- MEN'S BASKETBALL
- WOMEN'S BASKETBALL
- BASEBALL

THE HERD
SBC

800-THE HERD
HERDZONE.COM

Season Ticket Renewal Strategy

New Lead Conversion Strategy

- **Live Interest Form Leads (70+ and growing)** - Immediate follow-up with a 1-hour contact goal to maximize conversion
- **Cart Abandonment & SMS Automation** - Targeted digital engagement based on fan behavior to recover lost sales

Premium Experience Activation

Sky Deck Spring Game Experience (\$50/ticket)

- Showcase premium seating environment
- Engage prospective buyers
- Launch Sky Deck renewal cycle

**EXPERIENCE
THE *Dutch Miller* DECK
ON A GAME DAY**

**MARSHALL
FOOTBALL
2026
SPRING
GAME**
JOAN C. EDWARDS STADIUM

\$50 PER TICKET

Food and Drink (Beer, Wine, Pop, and Water) Included

3 Target Markets & New Fan Engagement

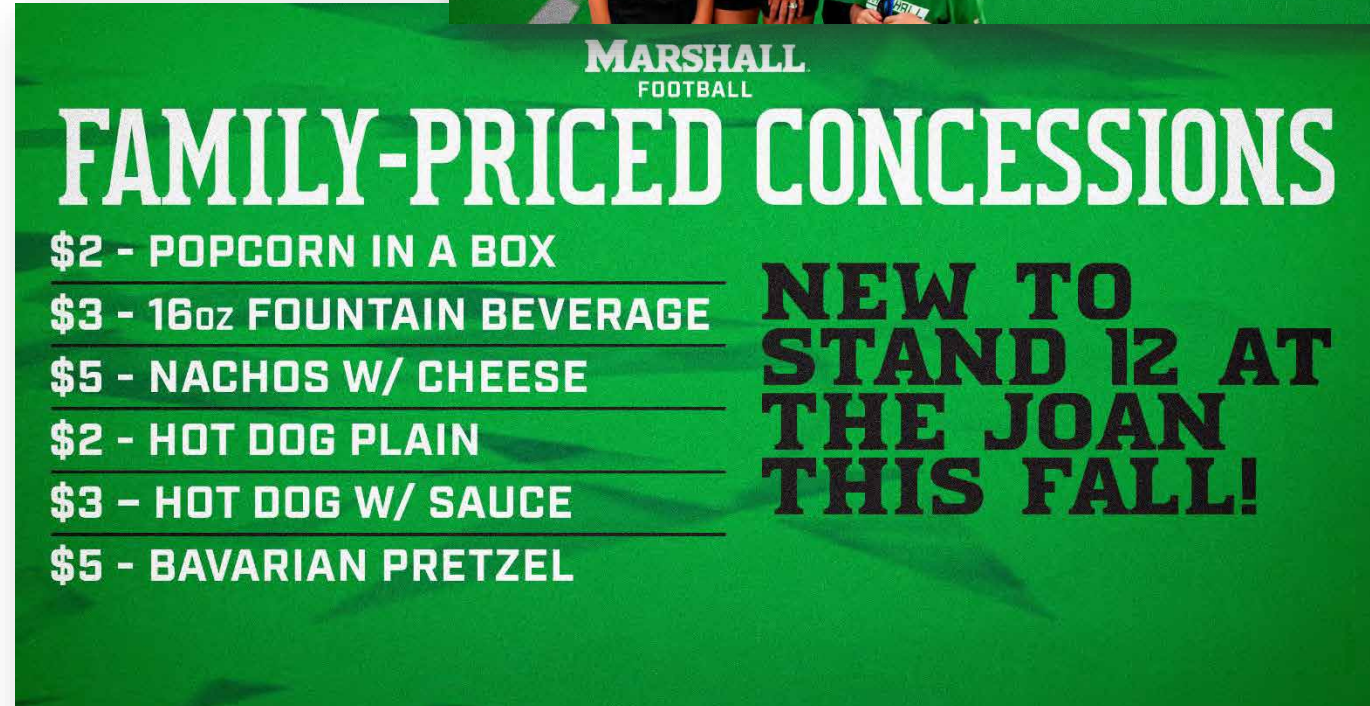
Target Families

- Family-priced ticket bundles to improve accessibility and drive attendance
- A new dedicated family section featuring value-priced concessions



FAMILY PACK
Must Purchase 4 Season Tickets | Use Code: FAMILY | Select Sections Only | Taxes and Fees Not Included

\$99
PER TICKET



MARSHALL FOOTBALL

FAMILY-PRICED CONCESSIONS

- \$2 - POPCORN IN A BOX
- \$3 - 16oz FOUNTAIN BEVERAGE
- \$5 - NACHOS W/ CHEESE
- \$2 - HOT DOG PLAIN
- \$3 - HOT DOG W/ SAUCE
- \$5 - BAVARIAN PRETZEL

NEW TO STAND 12 AT THE JOAN THIS FALL!



Target Markets & New Fan Engagement

Community Engagement Initiatives

- **Cabell County Fair (July)** - Host a “Meet the Team” night featuring Marshall student-athletes to build early-season excitement

Cabell County Schools (5,500+ elementary students)

- **Kelly Green Fridays Campaign** - Sponsor branded folders distributed weekly to students and families, featuring QR codes linking to Marshall Athletics events
- **Back-to-School Engagement** - Establish a presence at elementary school back-to-school nights to connect directly with families



Target Markets & New Fan Engagement

Youth Nation Partnership

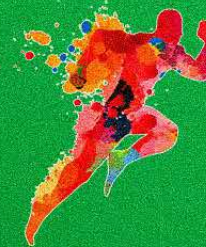
- Monthly publication highlighting local athletes (high school through youth levels), averaging 51,000 engagements per month
- Strong regional reach from Huntington to Charleston and across Cabell, Putnam, and surrounding communities in West Virginia and Ohio
- Marshall Athletics to host 8 Youth Nation-themed games

Projected Impact:

- Estimated \$20K–\$30K in incremental ticket revenue
- Expanded brand visibility and long-term fan pipeline development



PROUD TO SUPPORT
Youth SPORTS



**YOUTH
NATION**

Play Hard. Dream Big. Always remember.

Revenue Growth & Resource Development

Pillar 3: Revenue Generation

1Q budget and fundraising updates. Progress on 50/50.



Updates Operating Expenses

Operating Expenses	FY 26 Actuals (3/10)	FY 26 Budget	Actuals v Budget
Athletic Student Aid	4,889,562	8,914,411	(4,024,849)
Guarantees	602,000	885,000	(283,000)
Coaching / Support Personnel Salary & Benefits (2)	9,536,879	13,766,877	(4,229,998)
Severance Payments (5)	-	-	-
Recruiting	382,126	900,000	(517,874)
Team Travel + Home Team Expenses	4,641,040	5,316,377	(675,337)
Student-Athlete Meals (non-travel, home team expenses)	421,819	330,000	91,819
Equipment & Uniforms	1,628,584	2,100,000	(471,416)
Game Expenses	1,302,228	1,648,220	(345,992)
Fundraising, Marketing & Promotion	252,536	205,000	47,536
Sports Camp Expenses (3)	61,384	164,100	(102,716)
Administrative Expenses/includes Facility Maintenance	656,815	780,000	(123,185)
Athletics Facilities, Debt Service, Leases and Rental Fee	38,008	750,000	(711,992)
Spirit Groups (5)	66,707	-	66,707
Indirect Institutional Support (1)	-	-	-
Medical Expenses & Insurance	653,627	1,050,000	(396,373)
Memberships and Dues	81,761	135,000	(53,239)
Other Operating Expenses	1,290,686	1,245,100	45,586
Football Bowl Expenses	-	900,000	900,000
Football Bowl Expenses - Coaching Compensation (4)	-	-	-
Total Operating Expenses	26,505,761	39,090,085	(10,784,324)

(1) This category will only be presented as part of NCAA Membership Financial Statement Review

(2) This category will be separated into coach / support staff as part of NCAA Membership Financial Statement Review

(3) Sports Camps revenue and expenses not included in approved board of governors budget; operate on cash basis

(4) Accounted for in Coaching / Support Salaries and Benefits line

(5) This category will be completed as part of NCAA Membership Financial Statement Review

Operating Expenses

Year-over-Year Analysis

Operating Expenses	FY 26 Actuals (3/10)	FY 25 Actuals (3/31)	Actuals v Prior Year
Athletic Student Aid	4,889,562	6,792,085	(1,902,523)
Guarantees	602,000	715,687	(113,687)
Coaching / Support Personnel Salary & Benefits (2)	9,536,879	9,769,308	(232,429)
Severance Payments	-	-	-
Recruiting	382,126	559,981	(177,855)
Team Travel	4,641,040	5,284,996	(643,956)
Student-Athlete Meals (non-travel)	421,819	539,420	(117,601)
Equipment & Uniforms	1,628,584	1,845,989	(217,405)
Game Expenses	1,302,228	1,291,944	10,284
Fundraising, Marketing & Promotion	252,536	317,892	(65,356)
Sports Camp Expenses	61,384	258,605	(197,221)
Direct Overhead and Administrative Expenses	656,815	588,144	68,671
Athletics Facilities, Debt Service, Leases and Rental Fee	38,008	182,126	(144,118)
Spirit Groups (5)	66,707	100,321	(33,614)
Indirect Institutional Support (1)	-	-	-
Medical Expenses & Insurance	653,627	837,035	(183,408)
Memberships and Dues	81,761	193,124	(111,363)
Other Operating Expenses	1,290,686	1,996,088	(705,402)
Football Bowl Expenses	-	10,918	(10,918)
Football Bowl Expenses - Coaching Compensation (4)	-	-	-
Total Operating Expenses	26,542,441	31,283,661	(4,777,902)

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(3) Sports Camps revenue and expenses not included in approved board of governors budget; operate on cash basis

(4) Accounted for in Coaching / Support Salaries and Benefits line

(5) This category will be completed as part of NCAA Membership Financial Statement Review

Expense Considerations

- **Game Guarantees:** Tracking below budget; \$280K in savings projected.
- **Recruiting:** Under budget; additional savings possible.
- **Equipment & Uniforms:** Trending below budget.
- **Team Meals:** Over budget; Actively implementing cost-control strategies this spring.
- **Fundraising/Marketing:** Timing-related; will normalize with reallocations.
- **All Other Categories:** Anticipated to fully utilize budgeted allocations.

Year-over-Year Comparison: Overall expenses are trending lower than at the same point last fiscal year.



Updates Operating Revenues

Operating Revenues	FY 26 Actuals (3/10)	FY 26 Budget	Actuals v Budget
Ticket Sales	3,061,926	4,585,437	(1,523,511)
Student Fees	5,997,264	6,775,000	(777,736)
Guarantees	2,055,500	2,040,000	15,500
Contributions, includes Sky Suite revenue	1,727,465	3,752,405	(2,024,940)
In-Kind (1)	-	-	-
Direct Institutional Support	9,331,790	14,438,143	(5,106,353)
Indirect Institutional Support (1)	-	-	-
NCAA Distributions	-	850,000	(850,000)
Conference Distributions	-	1,725,000	(1,725,000)
Program, Novelty, Parking, Concessions	541,644	745,000	(203,356)
Royalties, Licensing, Advertisements, Sponsorship	1,415,311	2,725,000	(1,309,689)
Sports Camps (3)	77,933	164,100	(86,167)
Endowment Investments & Income (1)	5,062	-	5,062
Other Operating Revenue	1,147,984	740,000	407,984
Football Bowl Revenue	-	550,000	(550,000)
Total Operating Revenues	25,361,879	39,090,085	(13,728,206)

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Operating Revenues

Year-over-Year Analysis

Operating Revenues	FY 26 Actuals (3/10)	FY 25 Actuals (3/31)	Actuals v Prior Year
Ticket Sales	3,061,926	3,552,541	(490,615)
Student Fees	5,997,264	5,872,835	124,429
Guarantees	2,055,500	2,181,000	(125,500)
Contributions	1,727,465	1,740,024	(12,559)
In-Kind (1)	-	-	-
Direct Institutional Support	9,331,790	11,741,388	(2,409,598)
Indirect Institutional Support (1)	-	-	-
NCAA Distributions	-	-	-
Conference Distributions	-	20,000	(20,000)
Program, Novelty, Parking, Concessions	541,644	484,200	57,444
Royalties, Licensing, Advertisements, Sponsorship	1,415,311	1,727,413	(312,102)
Sports Camps	77,933	109,858	(31,925)
Endowment Investments & Income (1)	5,062	34,635	(29,573)
Other Operating Revenue	1,147,984	712,301	435,683
Football Bowl Revenue	-	-	-
Total Operating Revenues	25,361,879	28,176,195	(2,814,316)

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Revenue Considerations

- **Ticket Sales:** Anticipating a shortfall. Actively expanding Herd Hospitality and facility rentals (Spring 2026) to help offset.
- **Contributions (Big Green / Sky Suites):** Expect to collect remaining Sky Suite revenue.
- **Other Revenues:** Anticipate full realization by June; timing of distributions is the primary driver of current variance.
- **Football Bowl Revenue:** None realized due to no bowl participation.

Year-over-Year Comparison:

- A portion of the variance is timing-related.
- Royalties, Licensing, Advertising, and Sponsorship revenue is down ~\$312K YoY, driven in part by prior-year one-time revenue from the video game that will not recur this year.



Updates Big Green

Membership Snapshot

2,335

Current Members

Membership increased by 57 from January to March

499

Non-renewed Members (2024-2025), representing a \$208,575 opportunity for re-engagement

Re-engaged 14 non-renewals between January to March

232

New members added to-date



Updates Big Green

Financial Snapshot

\$3.1M

FY Goal: \$3.1M

74%

Total Pledged: \$2,285,062 (74% of goal)

Total Received: \$2,037,558

Outstanding Commitments: \$247,504



FY2027 Budget Request

REVENUES	FY 26		FY27	
Student Fees	\$6,775,000.00	17.3%	\$6,775,000.00	17.1%
Direct Institutional Support	\$13,325,530.00	34.1%	\$13,325,530.00	33.7%
Indirect Institutional Support	\$1,112,613.00	2.8%	\$1,112,613.00	2.8%
Herd Hospitality (Ticket Revenue & Facility Rentals)	\$6,784,537.00	17.4%	\$6,697,065.00	16.9%
Big Green Philanthropic Giving	\$3,752,405.00	9.6%	\$3,710,825.00	9.4%
Other Auxiliary (Conference Distributions, Game Guarantees, Licensing, Sponsorships)	\$7,340,000.00	18.8%	\$7,896,642.00	20.0%
	\$39,090,085.00	100.0%	\$39,517,675.00	100.0%
<hr/>				
EXPENSES				
Salaries & Benefits	\$13,766,877.00	35.2%	\$13,966,877.00	28.5%
Scholarships & Athletic Aid	\$8,914,411.00	22.8%	\$8,914,411.00	18.2%
Game Operations	\$2,533,220.00	6.5%	\$2,300,000.00	4.7%
Student-Athlete Experience (Apparel/Equipment, Meals, Team Travel, Medical Expenses and Insurance)	\$8,796,377.00	22.5%	\$8,306,387.00	17.0%
Other Operating Expenses	\$3,549,200.00	9.1%	\$4,500,000.00	9.2%
Athletics Facilities and Debt Service	\$1,530,000.00	3.9%	\$1,530,000.00	3.1%
	\$39,090,085.00		\$39,517,675.00	



Budget Considerations

Total Revenue Increase: +\$427,590 (from \$39.09M to \$39.52M)

- **Key Insight:** Revenue growth is fully driven by athletics-generated sources, with no additional institutional support.

Progress Toward 50/50 Model:

- **FY26:** 54.2% Institutional | 45.8% Athletics
- **FY27:** 53.6% Institutional | 46.4% Athletics
- **Trend:** Continued shift toward a more balanced, self-sustaining revenue model.

Expense Strategy: Budget reflects disciplined cost management, with targeted reallocations to support strategic priorities.



Facilities & Capital Projects

Pillar 3: Revenue Generation



Progress on debt reduction and facility priorities that support student-athletes and fans.

Facility Enhancement: **Stadium Lights**

\$500K-\$600K (Privately Funded)

Rationale for Investment

1. Immediate Safety & Infrastructure Risk

Dixon Electrical Systems, which has serviced the stadium lighting for over a decade, has identified significant safety and infrastructure risks that require immediate attention:

- Current lighting system presents significant safety and fire hazards, including deteriorating fixtures, rusted structural components, and water intrusion into electrical panels.
- System has reached end-of-life, creating risk of equipment failure and potential injury if not addressed.

continued

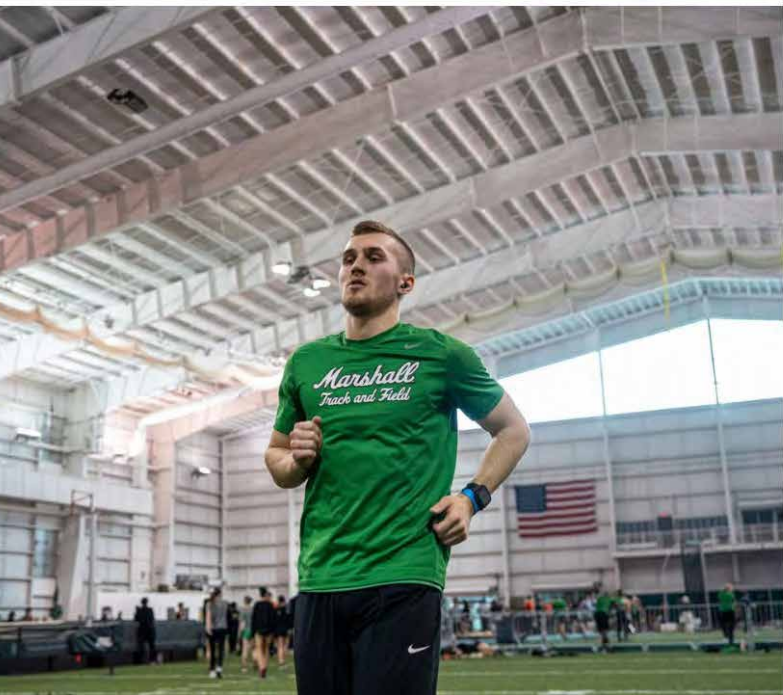


Facility Enhancement: Stadium Lights

2. Revenue & Attendance Growth Opportunity

- **Higher Attendance:** Evening kickoffs consistently average **23K–24K+ fans**, often outperforming mid-afternoon games.
- **Stronger Concessions:** Night games generate **20-40% higher concession revenue** due to longer fan engagement and tailgating.
- **Revenue Upside:** Estimated **~\$136K incremental revenue per game** from increased tickets and concessions.
- **Additional Benefits:** Increased **TV exposure, fan experience, student engagement, and recruiting impact.**

This privately funded, high-impact investment addresses immediate safety risks while driving meaningful revenue growth and enhancing the overall game-day experience. Aligning with Marshall Athletics' strategic priorities (Pillar 2: Fan Experience & Community and Pillar 3: Revenue Generation on the Athletics Plan-on-a-Page).



Facility Enhancement: **Indoor Turf**

\$450K (Privately Funded)

Rationale for Investment

- **Track & Field:** Uses the facility **daily for ~5+ hours**, nearly **10 months per year**.
- **Strength & Conditioning:** Football, Baseball, Softball, and Track & Field utilize the space **year-round for 3-4 hours daily**.
- **Baseball, Softball, Men's & Women's Soccer:** Depend on the indoor space for **practice during inclement weather**, averaging **3-4 hours daily during their seasons**.
- **Football:** Utilizes the facility **daily during the season and throughout winter/spring training**, approximately **3-4 hours per day**.

The indoor facility turf supports **multiple sports and year-round training**, making it one of the **most heavily utilized training spaces in Marshall Athletics**.

HERD TOGETHER





BOARD OF GOVERNORS

April 8, 2026

Questions

